

Sport as Holland Promotion

The value of sport in economic diplomacy

“In a globalized world, sport is a vital part of almost every country’s soft power. It can increase national pride, spread national influence, and serve as a useful tool of public diplomacy, encouraging communication and international understanding.”

Derek Shearer, To play ball, not to make war (Harvard International Review June 2014)

Executive MBA Sport management 2013-2015

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Nike campaign 2014

Preface

This paper concludes my Executive MBA Sport management which I started in September 2013. With sport and economic diplomacy I stepped into a new world. In the introduction on the next page I explain how I selected this topic. Studying literature and documents and watching international sport movies was an energising experience.

With the theory in my mind, the research design on the tablet I went on the road for interviews. I am grateful for the enthusiasm of all that granted me an interview, without their input this thesis would not have had any conclusions. Philip Wagner and Sandra Meeuwsen thanks for guiding me through the research process, you inspired me to set a high standard. Thanks to my colleagues and family who had to deal with my volatile temper during my struggle of writing the thesis and kept on telling me 'you'll manage'! Many thanks to Gillian and Gerben who made my thesis English and research proof and to Yvantes for the attractive layout.

I am looking forward to presenting and discussing the results of this thesis, after my final exam, with those that are active in the field of economic diplomacy and sport in order to share this knowledge.

Ute Vrijburg-Klaassens

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Management Summary

Once in a while, sport coaches and athletes join economic missions abroad. They contribute to the mission by attracting and inspiring interested diplomats and entrepreneurs. Their participation seems to induce a greater chance for success of the mission.

However, these events only happen incidentally. The Dutch government does not have any structure in place to combine economic diplomacy and sport. Any involvement of sport is based on the individual knowledge and network of the diplomats.

In this thesis, the value of sport in economic diplomacy is researched. The current practice of the role of sport in economic diplomacy and international business is described, and the influence of modern communication on economic diplomacy. The author modelled the playing field of economic diplomacy and sport to get a better understanding.

In this qualitative research, Joseph Nye's theory on soft power, is applied. It describes how soft power can be used as a strategy for economic diplomacy. His theory explains the difference between the roles to pursue goals of diplomats and businessmen. 21 candidates in relevant positions in the field of sport and economic diplomacy were interviewed.

The analysis of the data using a new kind of diagram "bubble triangles" gives a direct insight in the match of the priorities of the three interviewed groups. Diplomats, entrepreneurs and sports representatives share many

purposes regarding economic diplomacy, such as 'promotion of Holland', 'networking of diplomats' and 'promotion of international trade'. However, the most important purpose of the entrepreneurs 'opening markets for international trade' is not a purpose of the diplomats and sports representatives. It is more a business practical purpose. Therefore entrepreneurs put most focus on trade missions, both inbound and outbound. This is where sport can make a difference.

Sport can be embedded in economic diplomacy in two ways. First by addressing sport in the coalition agreement which then becomes part of the economic diplomacy topics. Although the subject would get an enormous boost if sport is put on the political agenda, the sensitive process of economic diplomacy should not be subject to the vagaries of politicians. The second way to embed sport in economic diplomacy is in the execution by the civil service. The conclusion is that the second way is the way to go.

To get closer ties between the civil servants responsible for sport and the civil servants responsible for economic affairs, it is recommended that the sport portfolio will be transferred from the Ministry of Health, Welfare and Sport to the Ministry of Economic Affairs. In this way sport

will be structurally embedded into economic diplomacy, especially after a while when networks have formed in this new structure.

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1. Introduction

In 2007, I joined the opening ceremony of the economic mission in Istanbul, Turkey. (Internationaal ondernemen, 2007). Here I met Pierre van Hooijdonk, Dutch soccer player who played at Fenerbahçe in 2003-2005. Pierre was invited by the Dutch embassy to open the meetings between Turkish and Dutch entrepreneurs in Istanbul. His role was clearly to 'bring people together and inspire them to interact'. For Turkish entrepreneurs it was an honour to meet Pierre, they all remembered him as a hero, he was playing at Fenerbahçe when they became Turkish soccer champions in 2004 and 2005. Some Turkish entrepreneurs had come to the ceremony just because of Pierre's presence. For Dutch entrepreneurs it was also an honour to meet him, a fellow country man away from home, an active football player at Feyenoord with international experience. In this setting Pierre gave Dutch entrepreneurs a feeling of 'if a Dutch football player can be successful in Turkey we can too'. Both Turkish and Dutch entrepreneurs were accommodated by Pierre's act, it introduced another subject to talk about next to doing business. For the entrepreneurs I spoke to during the mission, sport seemed a welcome subject to break the ice and a start for making new business relationships. For the embassy, it meant that it had succeeded with Pierre, bringing simplicity and agility

to Dutch and Turkish entrepreneurs, a base for doing business and on top of that Pierre attracted a group of business people.

This experience made me believe that sports may improve economic diplomacy.

Between 2007 and 2015, I made about 10 study trips with students, we visited the countries presiding the EU. Every trip we visited companies, a university, a Dutch embassy and a sports game. Students always asked the diplomats many questions about their work and lives as a diplomat in a foreign country; they enjoyed the openness of the diplomats. As a sports minded person I always looked in the Embassies for the sport. But I never noticed any picture of our successes, such as 2nd or 3rd in WC Soccer (2010, 2014), Epke Zonderland, World Champion and Olympic medallist, Hockey world champions for many years, or, at the Winter Olympics 2014 being ranked 5th, based on medals. "Here misses the national pride" (Derek Shearer), I thought.

The other activity, visiting a sports game, students experienced how other cultures enjoy seeing their sports heroes at work. This sports game experience helped

them to cooperate with local students. These trips showed that diplomatic work is a new field for students and experience of the sports game abroad gave them a tool to interact with local students. "A tool to encourage communication and international understanding" (Derek Shearer). Often entrepreneurs going abroad do not know about a diplomat's work nor about the effect of sports while meeting foreign business partners.

The diplomatic world and the power of sport for mutual understanding has to be explored.



Ecuador, student study trip, international communication 2015

2. Theoretical framework

2.1 Definitions

2.1.1. Sport

Sport, as used in contemporary sport management and in relation to the sport business industry, is a broad concept term to denote all people, activities, businesses, and organisations involved in producing, facilitating, promoting, or organising any sport business, activity, or experience focused on or related to fitness, recreation, sports, sports tourism, or leisure. (Pitts, 2013). For this thesis, sport is seen as both industry sportive activities organised for, either or sportive results, educational purposes, health and welfare. Sport as an industry will be addressed in the economic diplomacy context as part of the international trade and investments. The sporting industry is a market in which people, activities, business, and organisations involved in producing, facilitating, promoting, or organising any activity, experience, or business enterprise focused on sports. It is the market in which the business's products offered to its buyers are sports related and may be goods, services, people, places, or ideas. Athletes, those that participate in activities involving physical exertion and skill that is governed by a set of rules or customs and often undertaken competitively. Sport activities are organised by, or in cooperation with, the following parties:

governments, entrepreneurs, clubs, (international) federations and NGO's. These sport activities from the economic diplomacy point of view can be addressed, depending on the situation, as development, education, health and welfare, international trade and investments.

2.1.2 Diplomacy

The word 'diplomacy' has a variety of hits on search engines on the internet. Next to diplomacy, economic diplomacy, political diplomacy and public diplomacy the search results also yielded diplomacies with direct reference to sport, such as sport diplomacy, cricket diplomacy, stadium diplomacy and ping-pong diplomacy. These 'sport-related' diplomacies will be taken into account in this research when there is a direct link with economic diplomacy.

Diplomacy, in the broad sense, is an instrument for foreign policy to manage external relations. It involves communication, information-sharing and negotiations between states. It contains rules, regulations and procedures about the interaction and activities of diplomats of different countries who work in foreign posts or other organisations (Naray & Kostecky, 2007).

2.1.3. Economic diplomacy

Where government and international business can

co-operate, is in the field of economic diplomacy. All countries have been active in economic diplomacy for many years. It is particularly important for a country like the Netherlands, which is relatively small, surrounded by many foreign countries and is relatively dependent on revenue from international trade and investment (Baarsma & Compennolle, 2014).

In the literature is 'international trade and foreign investment' known as just part of economic diplomacy, called commercial diplomacy (Woolcock, 2011). Economic diplomacy, however, does include next to direct economic, also activities such as the political, cultural and historical relations between countries and regions (Bergeijk, 2009) (Okano-Heijmans, 2011).

Cooperation of governments in the field of environment can also lead to economic benefits (Rose & Spiegel, 2010) and can be addressed as part of economic diplomacy.

The concepts of economic and commercial diplomacy as mentioned before, are often used interchangeably. Definitions of both concepts vary, and consequently the relationship between them is also described in different ways. Evan Potter argues that both kinds of diplomacy are 'irrevocable intertwined' (Potter, 2004, p. 55). In his book *Branding Canada* he argues that "Whether a country needs to build international coalitions against



Ping Pong diplomacy
Photo: South China Morning Post

Diplomacy & Sport

Montagu presented his true offer to the Chinese. "Sports relations are well worth while in the interests of peace. They constitute an activity which in itself implies friendship and understanding, and above all, they penetrate the barrier to intercourse between nations which those interested in worsening relations seek to maintain. The tacit message was that table tennis would be a perfect instrument of Communist propaganda, the human face to give Beijing the appearance of warmth no matter how cold or calculating the Chinese government intended to be.

PING PONG DIPLOMACY PAGE 74



Nelson Mandela

Diplomacy & Sport

Nelson Mandela once said: "Sport has the power to change the world. It has the power to inspire. It has the power to unite people... sport can create hope where once there was only despair" Nelson Mandela strategically embedded sport in order simplify the unification of South Africans.

FROM THE FILM: INVICTUS 2009 EM

Smash of Robert Horstink (NL) against U.S.A.



Diplomacy & Sport

However, recently thousands of fans across Southern California were able to witness a rarity: the U.S. and Iranian national volleyball teams squaring off in friendly exhibition matches as part of a goodwill exchange between the two estranged nations. Together, the people of both nations can lead their representatives toward a brighter future in U.S. Iran relations, a future that will assure greater security and peace for the United States and further civil society in Iran. The sporting arenas of Los Angeles were great examples of an atmosphere where the U.S. and Iran can compete in good will, and launch new economic and cultural gains.

FARAHAT, 2014

terrorism, encourage cooperation to protect the environment, or attract investment and skilled labour, influencing foreign public opinion is now as crucial to national success as negotiating with foreign governments.”

Since the Dutch government made economic diplomacy as one of the three pillars of foreign policy in 2012 (Het Regeerakkoord, 2012)¹ multiple interpretations of economic diplomacy are used. Usually they refer to promotion of international trade and investment. Often this is seen as supporting Dutch companies abroad, with export or foreign investments (Baarsma & Compennolle, 2014). This is the interpretation of the public. Referring to Evan Potter, this would mean that the foreign public opinion will see the ‘Netherlands as supporting Dutch companies with export and foreign investment’ and not as a country that focusses on environmental issues, which might be crucial to the success of negotiating with foreign governments. This crucial factor for success asks for a more complete definition of economic diplomacy, and not rely on the multiple interpretations.

Okano Heijmans states that Economic diplomacy is defined as diplomacy where diplomatic means are used to achieve economic, foreign policy goals (Haan, 2012) (Okano Heijmans, 2010). In addition, economic diplomacy

is ‘the process through which countries tackle the outside world, to maximise their national gain in all the fields of activity, including trade, investment and other forms of economically beneficial exchanges, where they enjoy comparative advantage, it has bilateral, regional and multilateral dimensions, each of which is important’ (Bayne & S., 2007).

Naray addresses within the economic diplomacy the commercial diplomacy with emphasis on the government’s role, being defined as ‘government service to the business community [and the state] which aims at the development of socially beneficial international business ventures’ (Naray, 2010a). It is the work of diplomatic missions in support of the home country’s business and finance sectors’ and ‘includes the promotion of inward and outward investment, as well as trade’ (Ozedem & Struett, 2009). Commercial diplomacy consequently includes ‘all aspects of business support and promotion (trade, investment, tourism, science, and technology, protection of intellectual property) (Naray, 2010b) .

Based on the fact that ‘both diplomacies are intertwined’ the researcher opted for the broader approach of economic diplomacy, one including commercial diplomacy as found in the Evaluation by the Policy and

Operations Evaluation Department of the Netherlands.

The definition: "Economic diplomacy consists of the use of government relations and its influence, to encourage international trade and investments. Economic diplomacy focusses on opening markets for the international businesses, to solve problems for companies abroad with other governments, to improve the operation of international markets and to promote the compliance of international rules and agreements".

(Ruben, 2014).

2.2. Current practice

2.2.1. The organisation of economic diplomacy

The Netherlands has 140 missions around the world. Approximately 2500 diplomats are employed to execute the foreign policies in the Netherlands and at the missions abroad. Economic diplomacy in the Netherlands is the responsibility of the ministers of Foreign Affairs, Trade and Development, Economic Affairs (Het Regeerakkoord, 2012).

The mission staff varies per country depending on the political and economic agenda, see the site of the Ministry of Foreign Affairs for details. The various kinds of activities undertaken by the staff to forge long term relationships with foreign governments, businesses

and other key social actors. These activities range from the annual network around King's regular contact with senior officials of specific ministries up to signing official bilateral treaties (Memoranda of Understanding). On that basis, missions can be organised and information disseminated on the foreign markets. For this, Dutch diplomats, specialised attachés (related to a specific department such as agriculture or defence) as well as local economic, political or cultural staff are deployed.

Globalisation, economy, technology and innovation have their influence on the Dutch diplomatic agenda and services. That is why embassies are encouraged to act more closely to the needs of their host country and, where possible, act together with other diplomatic posts in its region (Timmermans, 2014). The added value of diplomats is in the public domain where the market is not able or does not want to tackle important issues, such as 'pursuing a level playing field'. Costs of diplomatic services are covered by allowing pricing the products and work with public-private partnerships.

The following activities are covered by economic diplomacy:

- Official trade missions; inbound and outbound (with ministers or senior officials, occasionally including an official state visit);

- Collective promotion activities (CPA);
- Advice and information (seminars, magazines, export toolkits, business partner scans, financing scans, tailored information)²;
- Financial arrangements, including loans, grants, export guarantees³
- Support by Dutch foreign network (embassies, consulates, economic support or Netherlands Business Support Offices)

Source: (Naray, 2010a) (Ruben, 2014)

International studies do show that there is a positive correlation between embassies and other foreign representatives, trade missions and export promotion and international trade of goods (Baarsma & Compennolle, 2014). This positive correlation exists due to the fact that the interaction between international trade and economic diplomacy affects both parties. For this reason embassies often are larger in countries that are major trading partners and there will be more demand for export promotion in countries where many companies are interested in (Ruben, 2014).

Resources that are assumed to be the most important determinants of diplomacy effectiveness comprise the characteristics of the foreign diplomat (style and

² Offered by Netherlands Enterprise Agency (Rijksdienst voor Ondernemend Nederland)

³ Export credit guarantees provided by Atradius Dutch State Business NV

background) and the characteristics of the foreign post (budget, business network and communication facilities). For this paper the overview of economic diplomatic services is relevant as the researcher assumes that activities where sport, international entrepreneurs and economic diplomacy can possibly create values.

2.2.2. Modernisation of diplomacy

Globalisation and regionalisation are key driving forces of the modern world that significantly shape the global political, economic and cultural agendas for the development of all nations. An immutable priority of the national governments to be the only main players in international affairs has been seriously impugned by different newcomers in the last few decades (Kuzenetsov, 2015). Information Technology made information available quicker and accessible to a larger crowd. Diplomats experience that business and the citizens are internationally more and more active. The modern diplomat has to cope with the hybrid nature of 21st-century relations, has to be capable of not only classic but also network diplomacy (as well as combinations of the two) and makes its exceptional professional expertise available to whomever wishes to serve Dutch interests; the focus is on working in partnership with

other ministries, government bodies, businesses, civil society organisations and individuals, actively seeking such partnerships and ensuring their quality (Docters van Leeuwen, Colijn, Ladders-Elferich, Marres, & Schoenmakers, 2014).

The diplomatic posts will have to better serve the broad Dutch interests, especially with regard to economic

aspects. Strengthening of economic diplomacy is needed, because the government in emerging markets has a greater role than traditional trading partners. Furthermore they will have to intensify economic relations between countries to improve peace and security, which in turn offers a more secure environment to do business. In addition, the aim is to slim down the postal network and to increase quality while executing.

Economic missions 2014

- Football for Water Partnership¹ (Ghana, 16-19 June 2014); Results are booked in Corporate Social Responsibility aspects, which is a public-private cooperation part of the bilateral agenda 'from aid to business' (Ploumen, 2015). Football for Water is a NGO and has 31 active project running the Africa. Football for Water, Sanitation & Hygiene is a public-private partnership (PPP) consisting of the following organisations: Royal Netherlands Football Association (KNVB), Unicef Netherlands, Simavi, Vitens Evides International, Aqua for All, Akvo and the Ministry of Foreign Affairs. This unique PPP is 50% funded by private organisations and 50% by the Dutch Ministry of Foreign Affairs. The program is implemented in three focus countries: Ghana, Kenya and Mozambique, in cooperation with local partners. To get an idea of money involved: 11 million Euro for 31 projects by Football for Water; The Ministry of Foreign Affairs is world wide active in 997 projects, total funds spent 48 million Euro. (Football for Water, 2015)
- Football field and coaching program was offered to Stellenbosch and opened by the minister (South Africa, 7-8 July 2014); It included the ratification and support to a South African NGO that points at development of girls and young women in South Africa. This was possible due to the support and cooperation of Dutch companies with the KNVB.

Economic diplomacy has become a heavier component in the work of embassies and consulates. The postal network is revised so that there is a smaller and cheaper but more flexible network, utilising further cooperation with other (EU) countries and digital capabilities. Next to the Minister of Foreign Affairs, the Minister for Foreign Trade and Development was installed, both in the Ministry of Foreign Affairs. The Minister of Foreign Affairs will focus on economic diplomacy whereas the Minister of Trade and Development is to strengthen the synergy between trade and development. Also by linking development policy with trade opportunities for Dutch companies the economic dimension of foreign policy increased, including the role of the missions is underlined.

2.2.3. Economic missions and sport

From the documents available online at the government sites, it was reported that sport was involved in a few economic missions in 2014. The results of the sport presence are given from the point of view of the minister, who is responsible for economic diplomacy.

Results of sport embedded in economic missions from the point of view of the minister can be summarised as

follows: Corporate social responsibility and development of girls and young women are results booked on the development agenda; The pitch and expressing the intention to joining forces in the field of large Olympic Games-projects are results booked on economic diplomacy, opening markets for international business; the Media attention of the signing of the MoU of KNSB and South Korean Ice Skating Federation is a result in the field of public diplomacy. The Ice-skating MoU is a result booked on economic diplomacy as exchange of knowledge and employment. (Ploumen, 2015).

Results of sport embedded in economic missions from the point of view of the entrepreneurs, the sport and the NGO's are not published on internet.

The minister also reported about the inbound economic missions, but none of the missions made a reference to sport.

2.2.4. The international business

There are many players that companies have to deal with if they want to successfully manage their international business environment, and their understanding must also include their own roles in the process. Among

these players are networks that have the same business interest, NGO's that support social and environmental issues, international consumers that need goods or services, governments with their rules, regulations, economics and priorities (Steger, 2003). The sport industry, but also other companies, could use sport as a strategy to enter new markets or for foreign relation management purposes (van de Laar, 2015). Steger admits that entrepreneurs are, above all, economic entities whose primary purpose is to satisfy customers. Although they must recognise and abide by market forces, they must also recognise the ways they are intertwined with society. From the influence of governments to the employees and customers who play multiple roles (economic agents, parents, citizens, lobbyists, etc.), Steger writes that entrepreneurs have to deal with the interests, institutions, ideas and rules that fall outside the market domain. These forces, which are a relevant part of business, are made more fragmented, hostile, unpredictable, opportunistic, demanding, media-driven and diffuse by globalisation. Speaking of diplomacy, Winston Churchill once quipped, "Diplomacy is the art of telling people to go to hell in such a way that they ask for directions." In today's environment, no entrepreneur can artfully tell a national government, a diplomat, a global NGO, a community activist, the media,



or any other stakeholder “where to go”. On the contrary, the corporate diplomacy requires engagement, two-way conversation, transparency, and hopefully win—win negotiation with a mix of interests. Steger writes that amid the constant pressures of globalisation companies must address a public policy agenda that includes social and environmental responsibility as well as other sustainability issues.

Economic diplomacy and international business are inseparable. In order to reach its goals they need each other. Due to improving technology and digital reach, the world is getting smaller and the (international) public opinion is getting stronger, this requires the attention of governments and businesses while making plans on how to reach their goals.

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“The continued innovation in communications and virtual exchanges (via the Internet) led to a wide variety of possibilities to unlock broad knowledge and exchange information by networking” (Docters van Leeuwen, Colijn, Ladders-Elferich, Marres, & Schoenmakers, 2014). Also the diplomats were encouraged to use Facebook. Per Dutch embassy abroad and for each foreign embassy in the Netherlands the number of sport(s) related messages on Facebook have been counted from June 2014-March 1 2015 by a group of my students. It gives an indication of interaction of the embassies with the public about the subject sport (see Appendix 4).



Landsailing
 Photo: Gerrit van Goor

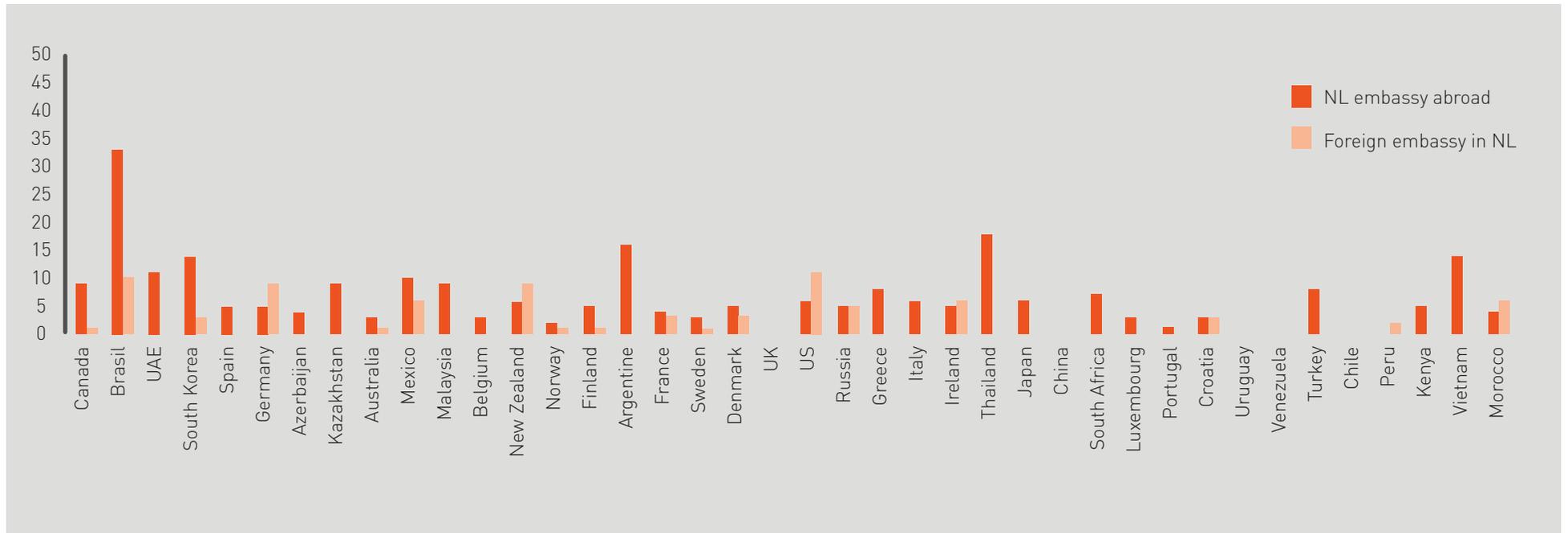


Figure 1: Number of sport related posts on embassies' Facebook, measured by students and modeled by author

2.2.5. The playing field

The playing field was modelled by the author to prepare the research. The initial model (See: Appendix 2) was used during the research. The model was refined during the research and finally resulted in the model depicted in Figure 2. The top half of this figure represents the Netherlands, and the bottom half the rest of the world. The blue squares are organisations, circles are purposes and yellow arrows depict important relations between them.

Approximately 1,4 million entrepreneurs are active in the Netherlands. They are organised in and represented by industry federations, and also in networks. Several institutions promote the organisation and communication with the entrepreneurs, such as the Chambers of Commerce and World Trade Centre. About 125.000 entrepreneurs are active internationally. They are member of international networks, and some of them organise, or sponsor, international sport events.

The Ministry of Economic Affairs supports trade through their executive agency RVO⁴. The RVO has issued the 9 top sector policy for the Netherlands: Agri & Food – Chemistry – Creative Industry – Energy - High Tech systems & materials – Life Science and Health – Transport and warehousing – Horticulture and starting

materials – Water. These top sectors are the basis on which the subsidy instruments for projects are formed. The budget of the ministry of Economic Affairs is 4.400 M€ (Dijsselbloem, 2014).

Dutch sports clubs are organised in 76 federations, which individually are member of international federations. The international federations organise European and World championships. An important purpose of the national sport federations is to take part in the Olympic games which is represented in the Netherlands by NOC-NSF.

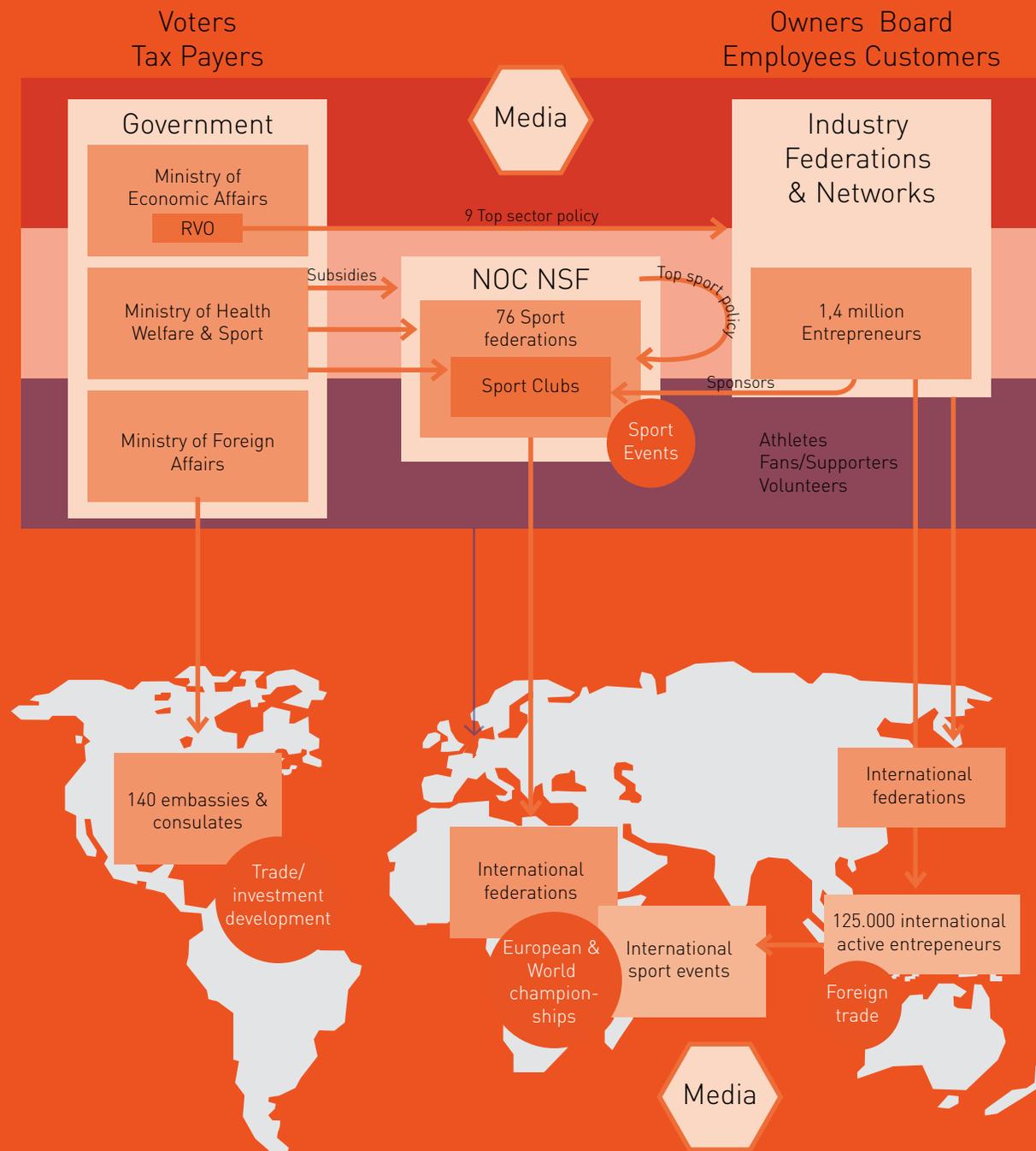
The Ministry of Health, Welfare and Sport has delegated the sport authority to NOC-NSF. Using their authority, NOC-NSF has issued a top sport policy to the federations, to achieve the sport purposes of the government. The Ministry subsidizes the NOC-NSF, the federations and sport clubs at all levels. The cost of healthcare is 72.900 M€ (Dijsselbloem, 2014). The budget of the Ministry of Health, Welfare and Sport is 15.000 M€. Of this budget 70 M€ is spent on sport (Schippers, 2015). A large portion (44%) of the income of NOC-NSF comes from the national lottery. Other funding for NOC-NSF, sports events and clubs is received from entrepreneurs through sponsoring.

The Ministry of Foreign affairs runs the 140 embassies and

consulates across the world. One of the main purposes is to promote trade and investment development. Therefore the embassies have close ties with RVO.

The people of the Netherlands are not only voters and tax payers (to the government), but also athletes, fans, supporters and volunteers (to the sports) and owners, board of directors, employees and customers (to the entrepreneurs). They are influenced by the national and international media.

The Netherlands has a multiparty parliament, and in practice the government is always a coalition of minorities. After election the number of Ministers, Secretaries of State, and the assignment of tasks of Ministries is determined in the Coalition agreement. Therefore the details of this playing field on the Government side is subject to change.



Putin hugs Ireen Wust, Dutch iceskater
 Photo: Huffingtonpost

Figure 2: The playing field, modelled by the author

2.3. Diplomacy

2.3.1. Hard and soft power

In the literature on public diplomacy the soft power theory of Joseph Nye is commonly used. In the literature of economic diplomacy the soft power theory of Nye is not embedded. Due to the modernisation of economic diplomacy the role of the public is growing and therefore the soft power theory will become relevant. Nye's theory argues that soft power is not only used by governments. "Firms, universities, foundations, churches, and other non-governmental groups develop soft power of their own that may reinforce or be at odds with official foreign policy goals" (Nye jr, 2004). In this literature study the soft power theory both from the point of view of diplomats/officials and the international entrepreneurs will be explored.

Joseph Nye introduces soft power as follows in his book *Soft Power*: "In the international business, executives know that leadership is not just a matter of issuing commands, but also involves leading by example and attracting others to buy in to your values. One way to think about the difference between hard and soft power is to consider the variety of ways you can obtain the

outcomes you want. You can command me to change my preferences and do what you want by threatening me with force of economic sanctions. You can induce me to do what you want by using your economic power to pay me. You can restrict my preferences by setting the agenda in such a way that my more extravagant wishes seem too unrealistic to pursue. Or you can appeal to a sense of attraction, love, or duty in our relationship and appeal to our shared values about the justness of contributing to those shared values and purposes. Soft power uses a different type of currency (not force, not money) to engender cooperation – an attraction to share values and the justness and duty of contributing to the achievement of those values. Hard and soft power are related because they are both aspects of the ability to achieve one's purpose by affecting the behaviour of others."

Figure 3 shows the spectrum of behaviour in diplomacy. This spectrum is divided into hard power and soft power. Hard and soft power are related because they are both aspects of the ability to achieve one's purpose by affecting the behaviour of others. The distinction between them is one of degree, both in the behaviour and the intangibility of the resources. Command power – the ability to change what others do rest on coercion or inducement. Co-optive power – the ability to shape what others want – can rest on the attractiveness of one's culture and values or the ability to manipulate the agenda of political choices in a manner that makes others fail to express some preferences because they seem to be too unrealistic. Soft-power resources tend to be associated with the co-optive end of the spectrum of behaviour, whereas hard-power resources are usually

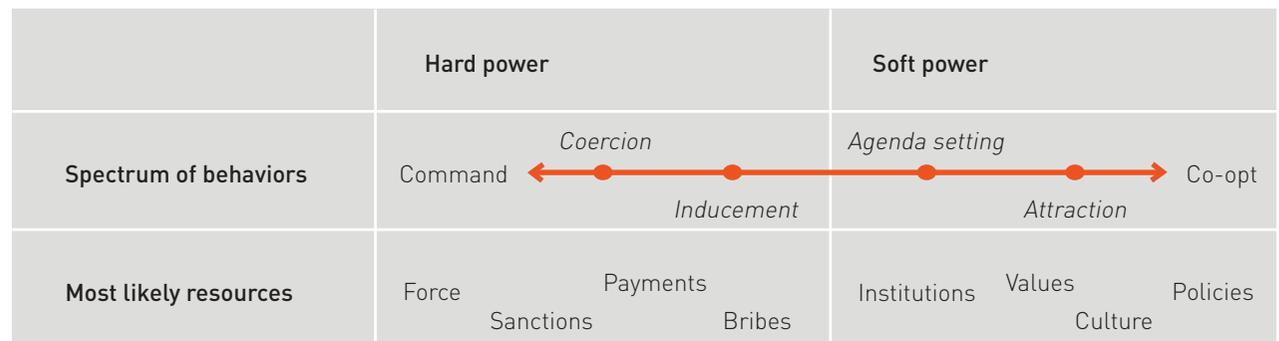


Figure 3: Soft & hardpower, J. Nye, *Soft Power* page 20

associated with command behaviour. Sometimes the same power resources can affect the entire spectrum of behaviour from coercion to attraction. Russia once had a good deal of soft power by offering to host Olympic Winter Games in 2014 and World Soccer Games in 2018, which economically would be very welcome for Russia. Because of its brutal policies, gay policy and Crimea policy, the hard power actually undercut its soft power, resulting in economic sanctions by European Union and United Nations. This directly influenced the Dutch export to Russia, from tulips, tomatoes to milk products. On the long term it will also influence the Dutch export as the missions and other activities planned for exploring the business opportunities for infrastructure projects around the World Soccer Games have been postponed until further notice. (Dubelaar, 2015)

Hard power is not applicable to our research. We continue by exploring soft power.

2.3.2. Spectrum of behaviour of soft power

Nye subdivides the spectrum of behaviour of soft power into 2 types of behaviour: agenda setting and attraction. These types are elaborated below.

2.3.2.1. Agenda setting

Agenda setting refers to the entity in charge of telling the people what to think about. Agenda setting can, for example, influence interaction between and, the credibility of diplomats/officials and the international entrepreneurs.

Setting an agenda is the act of bringing certain topics into the focus of attention. The theory of agenda-setting deals with the concept that people can be influenced about the

topics that they think about by media. The media thus set the topics in the minds of the people. Obviously different types of media influence different types of roles in the agenda setting.

Agenda setting through the media means that mass media influences the topics that the people discuss. These discussions sway the opinion of the public, more than the message in the media itself. A topic will not strike everybody's mind equally. Also the other way

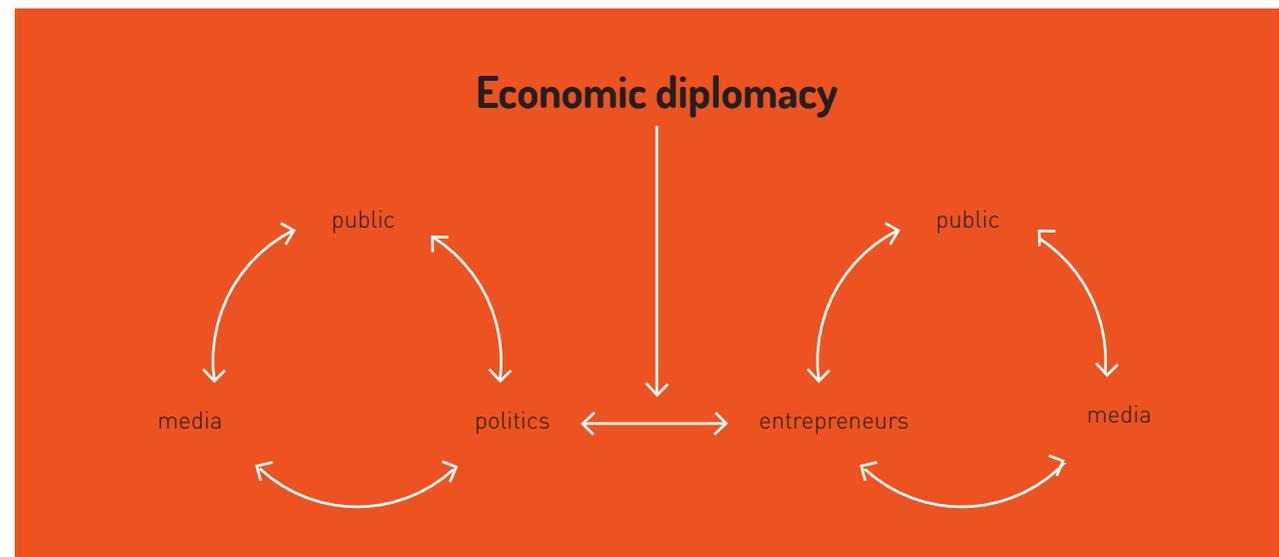


Figure 4: Agenda setting

around, the public agenda will influence the media agenda. (Grunig, 1992, p. 14)

The political agenda is influenced by the media and the public agenda. Politicians are sensible for the issues that boarder the public and the media and vice versa.

The entrepreneurs' agenda is influenced by the media and the public agenda too. Steger writes that companies must address a public policy agenda that includes social and environmental responsibility as well as other sustainability issues. (Steger, 2003).

International information flows occur because people travel beyond national borders, technological and financial limits disappear, ideological ideas cross borders (such as human rights and religious movements) and because media landscape is international (for example, worldwide television and advertising). Numerous developments ensure that is communicated on a global scale and opinions are developed, such as technological developments, political and economic developments (European Union, ASEAN, NAFTA, etc.) and financial developments. (IMF, Asean MF).

Both diplomats/officials and entrepreneurs can set the focus of public and media by using agenda setting. International entrepreneurs will have soft power of its

own as it attracts citizens into coalitions that cut across national boundaries. Politics then becomes a competition for attractiveness, legitimacy and credibility. The ability to share information – and to be believed – becomes an important source of attraction and power. Because of cohesion of the agenda's drawn, it is important for this thesis to research the interaction between politics and entrepreneurs more in detail.

2.3.2.2. Attraction

The other is attraction, which Nye explains as persuasion to go along with one's purposes without any explicit threat or exchange taking place. The purpose can be either formulated by the diplomats, by the international entrepreneurs, or together. Within the field of economic diplomacy the purpose will range from opening markets for the international businesses, to solve problems for companies abroad with other governments, to improve the operation of international markets and to promote the compliance of international rules and agreements (Ruben, 2014). This will be observed from the most likely resources, the institutions (such as European Union, WTO⁵, IMF⁴), the culture, values and policies according to Nye's soft power theory. These institutions can enhance a country's soft power.

2.3.3. Resources of soft power

The most likely resources of soft power are culture (in places where it is attractive to others), political values (when it lives up to them at home and abroad) and foreign policies (when they are seen as legitimate and having moral authority).

2.3.3.1. Culture

Culture is the set of values and practices that create meaning for society. This is not about culture such as literature, art, music, theatre. It is about culture in the sense of patterns of thinking, feel and deal with what we have learned, what we are accustomed to and which we share with others of our community (Nunez, Raya, & Popma, 2010). Professor Geert Hofstede says "Culture is more often a source of conflict than of synergy. Cultural differences are a nuisance at best and often a disaster". Geert Hofstede calls culture programming, through education, socialising, norms and values and perception. It influences the way we think, feel and behave. Culture shapes our perception and forming our opinion on others. To achieve goals, it is necessary to empathise with the culture of the country, region or even the community where you want to do business. (Hofstede, Hofstede, & Minkov, 2010).



Nye also says that soft power exercises focus on countries with democratic and liberal roots. For countries with differences in political, economic and cultural systems, the best way to influence public opinion is to increase mutual understanding and respect of differences through positive media messages, and to encourage more cultural, educational and business exchange between countries (Altinay, 2011).

2.3.3.2. Political values

Political values are expressed by countries in what it does well and what it says. (Nye jr, 2004). Political values like democracy and human rights can be powerful sources of attraction, but also can repel others at the same time. Some religious fundamentalists hate the Netherlands precisely because of our values of transparency, openness and tolerance. A recent incident in Rome, where fans of Dutch soccer club, Feyenoord, destroyed one of the most beloved fountains of the city, achieved iconic status after being published around Europe. It remains to be seen how lasting such damage will be to Dutch ability to obtain outcomes it wants from other countries. Next to that it is the question whether it counteracts this thesis' hypothesis, if sport is embedded within the economic diplomacy, it will pay off.

2.3.3.3. Foreign policy

The foreign policy boundaries are laid down in the coalition agreement and set by the law. The attractiveness of the Netherlands also depends very much upon the values we express through the substance and style of our foreign policy. (Nye jr, 2004).

There are many resources that can potentially provide soft power. Derek Shearer describes that resources of soft power in or through sport are the successes of athletes and teams, the knowledge gained from international events, the unconditional faith in legacy when investing in sport, people's private sports activities and many more (Shearer, 2014). The culture you want to address with the soft power, has influence on the resource that you put into practice.

3. Research aim



Obama plays football with robot
Photo: NY Post

Diplomacy & sport

Obama engages in A Little Sports Diplomacy with Japanese Robot. He played football with the robot as part of the program visiting Japan..
[Huffingtonpost]

3.1. Results from literature study

In the literature soft power, agenda setting, and attraction are described. It can be concluded that soft power is a strategy that can be seen as a tool, that will help economic diplomacy by cautiously defining their purposes in the light of attraction and agenda setting. Most cultural values are limited to ethnic groups, nation boundaries or regions. Sport is one of the few cultural values that act on a global scale. Therefore sport has the potential to cross boundaries in the relation between people, groups and nations.

The ability to share information with the public – and to be believed – becomes an important source of attraction and power. Sport has been used incidentally to reach diplomatic purposes, but there is no indication in literature how sport can become a standard resource embedded in economic diplomacy.

The literature recommends purpose as the basis of the soft power strategy, but does not indicate what the value of these purposes can be and what value is relevant for whom. Nor does the literature give a solution to what happens when the government, business and public

have different expectations from sport and economic diplomacy.

3.2. Main research question

In the introduction it was questioned whether sports may improve economic diplomacy. This can be translated in the following question:

‘How can sport be embedded in economic diplomacy, so that it will pay off?’

3.3. Research questions

This research question can be answered if we explore the following questions:

- What is the role of sport in economic diplomacy?
- Is there a difference in purposes regarding sport and economic diplomacy for diplomats, entrepreneurs and sport? and what does that mean for their strategies?

The second part of the question can be verified if we answer the question:

- What can be the value of ‘it pays off’ for economic

diplomacy, sport and international entrepreneurship

3.4. Relevance of the research

3.4.1. Societal relevance

Economic diplomacy has a social duty to set their agendas according to boundaries of the Dutch law and the intentions of the coalition agreement. Tools have been developed and are in place, a cooperation of Ministry of Foreign Affairs, NGO's, embassies, sport federations and businesses, to help countries in Africa to develop the health and welfare of the people by means of long term programs, such as World coaches. (Ploumen, 2015) . The value of sport in economic diplomacy Research aim programs, such as World coaches. (Ploumen, 2015) . These long term programs seem to be successful for the development and trade goals of the Dutch diplomacy and in the end for the Dutch water- and infrastructure industry. This master thesis research answers the question 'How can sport be embedded in economic diplomacy'. The results will give government bodies and businesses insight in what the best roles are for sport and economic diplomacy. Therefore it can be discussed what role sport can play in economic diplomacy.

Economic missions 2014

- Dutch companies with sport infrastructure expertise were granted 'Elevator pitch' time to show their products and services to the Tokyo Olympic Committee 2020; (Japan, 27-31 October 2014). Result: The Netherlands and Japan have expressed their intention to join forces in the field of large infrastructure Olympic Games-projects. (Ploumen, 2015)
- MoU was signed between the KNSB (Dutch Ice Skating Federation) and the South Korean Ice Skating Federation. Result: the signing got a lot of media attention (more than the MoU's dealing with brain research and nuclear science)



Ice skating
Photo: Rick Browmer

3.4.2. Scientific relevance

There has been a lot of scientific research over the last few years on economic diplomacy due to globalisation and the impact it has on economic diplomacy, the way it is organised and conducted. There has been a lot of research about sport, for example in the field of economics, innovation, health, welfare, but so far not about sport in relation with economic diplomacy.

In this research paper we research the values and roles of sport and economic diplomacy and thereby contribute to the development of theories on this topic. The research focusses on long term strategies for business and government bodies to embed sport in economic diplomacy by using soft power, a field that has not been described in relation of sport and economic diplomacy. Therefore, the thesis is an addition to existing literature.

4. Research Method

4.1 Research setup

The research will be a qualitative research by interviewing relevant persons in the field of sports, economy and diplomacy on preselected topics. The interviews will be analysed in order to answer the research questions. Finally the main question will be answered.

4.2 Selection of participants

Interview participants will be selected from the Dutch community. They will be selected from relevant positions in business, diplomacy and sports associations. The aim is to interview persons with relation to the field of economic diplomacy and sport. Respondents will be asked to recommend relevant persons that can be added to the interview list.

The start to find persons with the right profiles was made at Sport Breakfast in Amersfoort, December 18, 2014. Additionally the Consul General at Consulate General of the Netherlands in Ho Chi Minh was very helpful in referring relevant connections in the ministry of Foreign Affairs. In total 21 Dutch men/women have been interviewed, among them eight businessmen

and industry representatives, ten diplomats/officials and three employees of sports associations. Twenty participants finished college or university, one finished vocational education. Male / female ratio was 15/6.

The interviews were scheduled for December 2014 (test) and March and April 2015. Eleven persons were interviewed individually, 2 interviews were with two persons and 2 interviews were with three persons. The interviews were shorthanded on paper or iPad, a few interviews were recorded. The duration of the interview ranged between 60 and 100 minutes. All respondents have more than 10 years of experience and were, at the time of conducting the interview, in a function where economic diplomacy or international business belonged to their area of responsibility. Economic diplomacy and sports was for 9 out of the 21 respondents a new combination. The questionnaire was tested with 1 international entrepreneur and 1 diplomat. The questions and topics proved to be relevant, the field of economic diplomacy and sport needed extra attention. The research method was extended, not only the interview, but deliberately chosen to present the participants beforehand 1 question, whereby the respondents could prepare themselves on the topic of the interview as was suggested

by the test persons.

Whether a topic on the list was actually discussed depended on the knowledge and / or responsibilities of the respondent regarding the topic. The interview offered sufficient space to raise new and / or important topics. (Baarda, et al., 2013). The interviews are aimed to be able to answer the questions:

- What is the role of sport in economic diplomacy?
- Is there a difference in purposes regarding sport and economic diplomacy for diplomats, entrepreneurs and sport? and what does that mean for their strategies?
- What can be the value of 'it pays off' for economic diplomacy, sport and international entrepreneurship.

4.3. The instruments

A semi-structured interview consisting of two parts was selected. The first part was a question sent in advance by mail. This question was to set the direction of the interview. The second part consisted of questions asked from the topic list. Eventually, the two outcomes were pooled. The topic list compiled is based upon



Angela Merkel with Football team
Photo: Bundesregierung / Guido Bergmann

the theoretical framework and research questions. At the start of the interview a conceptual model of the playing field was discussed. Which was continuously updated during the course of the research. This model is explained in Appendix 2. The final model is shown in paragraph 2.2.5 The playing field. The development of this overview helped the researcher to understand the field of economic diplomacy and sport.

4.4. Interview questions

The questions mailed to the participants of the interview:

- What is the value of sport for entrepreneurs in economic diplomacy?

Or: What could be the value of sport for entrepreneurs in economic diplomacy? Examples are welcome.

- What is the value of sport for diplomats in economic diplomacy?

Or: What could be the value of sport for diplomats in economic diplomacy? Examples are welcome.

The questions of the interview

First three questions to introduce the interviewer and interviewee, the subject and in order to break the ice.

1. Name, function, relation to economic diplomacy, experience?
2. Show the conceptual model and ask in which block they act? Explain the model.
3. Did you receive the mail with the question? This question will be discussed in the end of this interview.
4. Do you have examples of sport and economic diplomacy? (if not, the example of Guus Hiddink joining the mission to South Korea can be put forward by the interviewer. The article that is used is in Dutch and can be found at: (NOS Koningspaar in Zuid Korea, 2014)) What have been the purposes of these examples? (see category: purposes) What have been the tools/activities in these examples? (see category: tools) What have been the results of these tools/activities? (see category: value)
5. How could sport get a place on the agenda for economic diplomacy? (this question is used instead of: How can sport become a resource for economic diplomacy?) (see category: resources) Do you think it is beneficial for economic diplomacy to have sport on the agenda? (see: purposes, value of sport) What influence do you have to get sport on the agenda? (see category: resources) Are you willing to use this influence? If yes, how? If no, why not? (see category: resources)
6. Why do international entrepreneurs want sport on the agenda of economic diplomacy? (see category: purposes)
7. Why do diplomats want sport on the agenda of economic diplomacy? (see category: purposes)
8. What is (or what could be) the value of sport in economic diplomacy for a. entrepreneurs, b. diplomats, c. sports industry, d. sport ? (see category: value of sport)



Minister Ploumen
Photo: Facebook

Topic	Sub-topic	Source
1. Resources	<ul style="list-style-type: none"> • Coalition Agreement • Values • Culture • Foreign Policies • Institutions 	(Het Regeerakkoord, 2012) (Nye jr, 2004)
2. Purpose	<ul style="list-style-type: none"> • Opening markets • To solve problems for companies abroad • To improve the operation of the international markets • To promote the compliance of international rules and agreements • Promote international trade • Promote investments • Support of business • Political relations 	(Ruben, 2014) (Naray & KostECKI, 2007)
3. Tools/activities	<ul style="list-style-type: none"> • Economic missions inbound • Economic missions outbound • CPA Collective Promotion Activities • Advice and information • Financial arrangements 	(Naray, 2010a) (Ruben, 2014)
4. Culture differences per country	Cultural values	(Nunez, Raya, & Popma, 2010)
5. Suggestions		Respondents
6. Value of sport		Respondents

Figure 5: Topic list

4.5. Topic list

For the interview, the topic list in Figure 5 was used. The topic list is composed based upon the issues of the literature and document study of chapter 1 and 2. To compose the topic list following sources are used: (Het Regeerakkoord, 2012), (Nye jr, 2004), (Naray & Kosteci, 2007), (Naray, 2010a) (Ruben, 2014), (Nunez, Raya, & Popma, 2010). The theory didn't give answers to the questions – What is the role of sport in economic diplomacy? - Is there a difference in purposes of sport and economic diplomacy by the government, business and public and what does that mean for their strategies? - What can be the value of 'it will pay off' for economic diplomacy, sport and international entrepreneurship? Finding answers to these three questions has been the focus of composing this topic list. Topics are listed source-based and, for each topic the interview questions are given. On basis of the theoretical framework topics are assigned to Categories 1-3. In response to the interviews Category 4 and 5 have been added.

4.6. Data processing

All interviewees were coded for confidentiality and

anonymity of the research. Codes D1, D2, ..., D10 were assigned to the ten diplomats/officials . Codes E1, E2, ..., E8 were assigned to the eight entrepreneurs/representatives, and code S1, S2 and S3 were assigned to the three sports representatives. The statements from the interviews direct to the code of the respondent and not direct to the respondent.

All interviews have been transcribed. This is the process of labelling interview fragments and phrases according to the topic list in Figure 5: Topic list. Some fragments, phrases, are labelled with 2 different labels. The labels refer to a category and a topic. For the analysis of the transcriptions a qualitative data analysis program was used 'MAXQDA'. The interviewees were assigned to three different groups: 'diplomats', 'entrepreneurs' and 'sports representatives'.

The group diplomats includes the officials. The group entrepreneurs includes the employees of companies and the industry representatives. The group sports representatives includes representatives of sport associations and NOC-NSF.

The researcher coded the interviews, using the topic list.

To ensure the reliability of these codes, a second assessor is consulted. This has yielded a number of codes, which have been tightened. The number of codes is limited. The statements of the interviewees were coded on the basis of the topics in 3 categories related to the theory of soft power, and two categories that were added on the basis of answers of the respondents.

The transcriptions are available for verification, although are confidential.

4.7 Quality of method

The quality of the research results and conclusions are determined by the quality of the data collected. Therefore two quality criteria are used: reliability and validity. (Jan Jonker, 2010)

4.7.1. Reliability

Reliability is a criterion that refers to the consistency of the results obtained in research. The statements have to be based on accurate observation of reality and should not have their origins in accidental circumstances in the instruments of measurement, nor in the examined unities. The extent to which findings can be replicated,



Topshelf Open
 Photo: Edwin Verhoef

or reproduced, by another inquirer. To ensure reliability, as large as possible, the following has been put into practice:

- The respondents have been informed, in advance, about the aim-, the time frame-, and the confidentiality of the interview.
- Every interview started with three introduction questions in order to level the knowledge and break the ice.
- Every interview was concluded with a check whether the respondent was content with the interview and whether the respondent had any further information about the subject that would be noteworthy to share.
- A report was sent a day after the interview to the respondents with the request to remove or change erroneous information. All respondents agreed with the reports.

4.7.2. Validity

Validity refers to the appropriateness of a measure - does it measure what it is supposed to measure: to assess validity the researcher must assess whether the data collection and measurement procedures have sufficient quality in order to achieve results. To ensure validity, as large as possible, following has been put into practice:

- In chapter 3, Figure 5: Topic list, the operationalisation table is included, where the topic list applies to the context of theory, topics and interview questions.
- In chapter conclusions, it has been indicated which results apply to which conclusions. The results are presented in a histograms. The number of remarks per topic are presented for each category.
- Triangulation is applied: different sources are used, involved and combined by means of literature, documents and interviews, whereas the connection

of theory and interview questions is presented in the topic list in chapter 3, Figure 5: Topic list

- One colleague has been consulted regularly and invited to give feedback during the research. This form of peer debriefing was used to minimise researchers' subjective interpretations through prejudices and implicit reasoning.

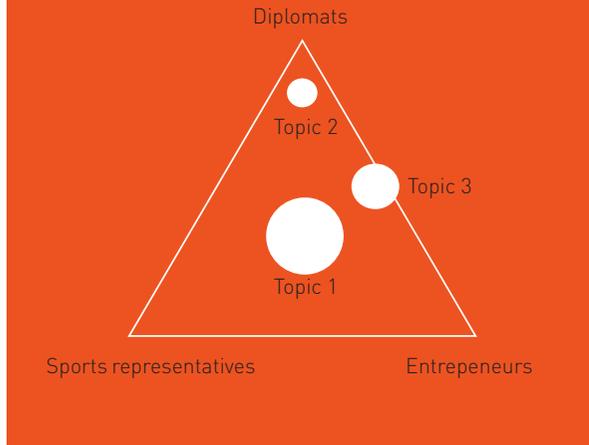
4.8. Data analysis

To be able to analyse the remarks a new type of diagram, bubble triangles have been designed.

4.8.1. How to read Bubble Triangles

For each category the topics are placed as a bubble in a triangle with the three interviewed groups on each corner: Diplomats, Entrepreneurs and Sports representatives.

How to read Bubble Triangles



The size of the bubble corresponds to the total number of remarks on each topic. From the bubble triangle example above we can instantly conclude that most remarks were made on Topic 1. The location of the bubble is determined by the number of remarks that a group has made on that topic:

- If the bubble is in the centre of the triangle (topic 1), then all groups have made a relatively equal number of remarks.
- If the bubble is in a corner (topic 2), then only that group has made remarks on that topic.
- If the bubble is in the middle of one of the sides of the triangle (topic 3), then only the adjoining groups have made remarks on that topic.

This 'bubble triangle' presentation gives instant insight on how much coincidence there is between the importance

of a certain topic to the different groups. If a bubble is large, then the topic is important. The more centralised a bubble, the more coincidence there is between the importance of the topic to the groups.

Note: If the bubble is in the centre of the triangle, it does not mean that the groups share the same opinion on that topic.

4.8.2. Mathematics of Bubble Triangles

There are 3 groups that have made numerous remarks on several topics.

The total number of remarks made during the interviews is different for each group, due to the quantity of interviews and their duration. For each group, to be able to find the *importance* of a topic, the number of remarks

on each topic is divided by the total number of remarks. The *total importance* of each topic is the sum of these importances for all three groups. The importance for each group is normalised by the total importance. An equilateral triangle is drawn with the three groups at the corners. For each group and topic a vector is drawn from the centre of the triangle towards each corner. The length of this vector is equal to the normalised importance of this topic for the group. The location of the data point for each topic is found by adding the three vectors of all three groups. The size of the data point bubble is the total importance. The data point is labelled by the topic name.

4.9. Planning of research

The planning of the research is shown in table below. The realisation is shown in the same table.

Month	Plan	Realisation
November - December 2014	Literature and document study Research outline	<ul style="list-style-type: none"> Literature and document study Research outline Feedback on research outline Update research outline on basis of feedback Write chapter 1 (introduction), 2 (theoretical framework) and 3 (research method) Feedback of colleague Test interviews
January - February 2015	Research method Start research interviews Write interview reports	<ul style="list-style-type: none"> Write interview script and update chapter 3 Feedback January Continue updating chapters 2 and 3, rewrite chapter 1 Interviews and write interview reports
March - April 2015	Continue interviews Write interview reports Individual Feedback Peer group feedback Data processing	<ul style="list-style-type: none"> Continue updating chapters 2 Interviews and write interview reports Test Maxqda program and its results Update chapter 3 Individual Feedback (March) Peer group feedback (March) Updating chapter 2 Check of English text (chapter 1) Feedback by mail & phone April and May Process data with Maxqda Write chapter 4 (research results)
May - June 2015	Hand in concept (June 1) Feedback concept Hand in final thesis (June 11) Layout Print thesis	<ul style="list-style-type: none"> Individual feedback by mail Write chapter 5 (conclusions and recommendations) Rewrote chapter 4 (update in English) Concept layout Handed in concept (on time) Received feedback on concept Updated thesis upon feedback Finish all chapters (May – June 11) Check of English texts (June 2-11) Write resume and preface (June 8-11) Hand in final thesis (June 11) Definitive layout for printed booklet of thesis (June 22- 25)



King and Queen cheering at the Olympics
Photo: NOS

5. Results

In this chapter the results of the research are presented. First a general overview of the results of the research on the basis of the results presented in chapter 3 in Figure 6: Total number of remarks per topic. On the basis of these results, a list with the top 10 most mentioned topics in total and per group (E, D and S) have been composed. Then in separate paragraphs, per category, the results will be explained and clarified by statements from the interviews.

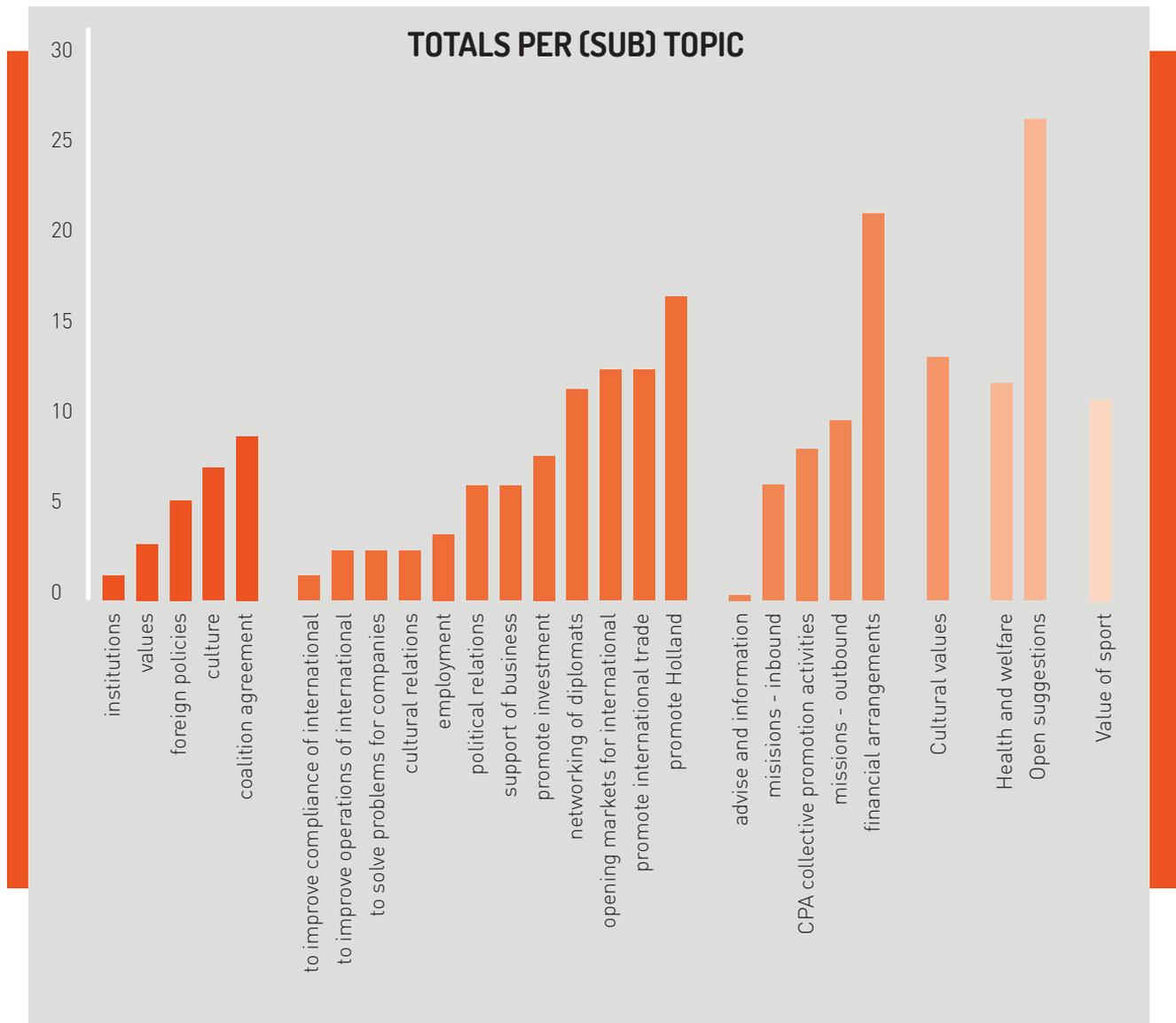
Figure 6: Total number of remarks per topic

5.1. Interview topics

An overview of the collected data has been processed and is presented in Figure 6. Each column represents the total number of remarks of all respondents on that topic. The columns are colour coded to show the categories. All data can be made available by the author upon request.

LEGENDA

- Resources
- Purposes
- Tools
- Cultural values
- Suggestions
- Value of sport



5.2. Top 10

On the basis of these results, Figure 6: Total number of remarks per topic, a list with top 10 of most mentioned topics in total and per group (E, D and S) have been composed. Then in separate paragraphs per category the results are explained and clarified by statements from the interviews.

The results of the data analysis is shown in the following graphs.

In total 228 remarks were divided over 25 topics. The top-10 topics represent 160 remarks, 70% of the total remarks.

From the Diplomats group D1-D10 a total of 113 remarks were divided over 25 topics. The top 10 topics represent 86 remarks, 76% of the D1-D10 remarks.

From the Entrepreneurs group E1-E8 a total of 74 remarks were divided over 25 topics. The top 10 topics represent 54 remarks, 73% of the E1-E8 remarks.

From the Sports representatives' group S1-S3 a total of 40 remarks were divided over 25 topics. The top 10 topics represent 34 remarks, 85% of the S1-S3 remarks.

Figure 7: Top 10 topics of all interviews

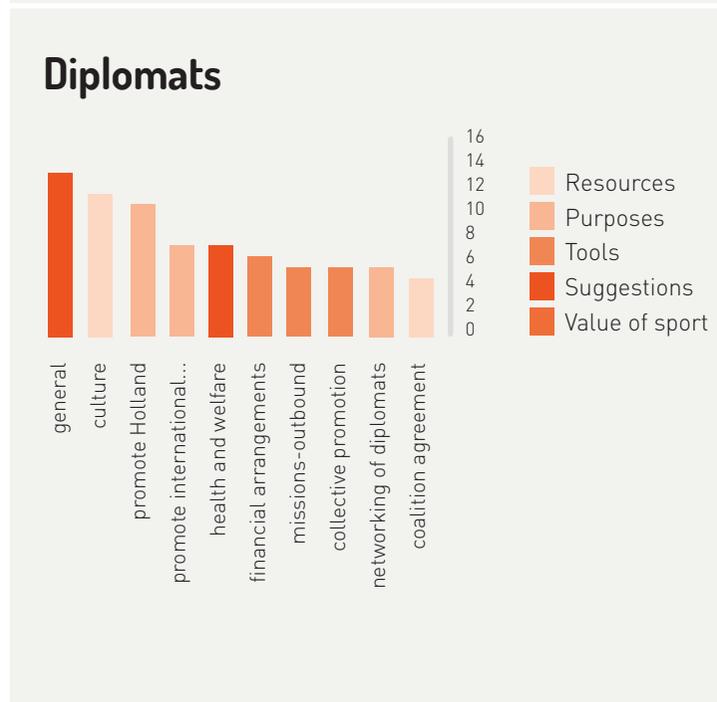
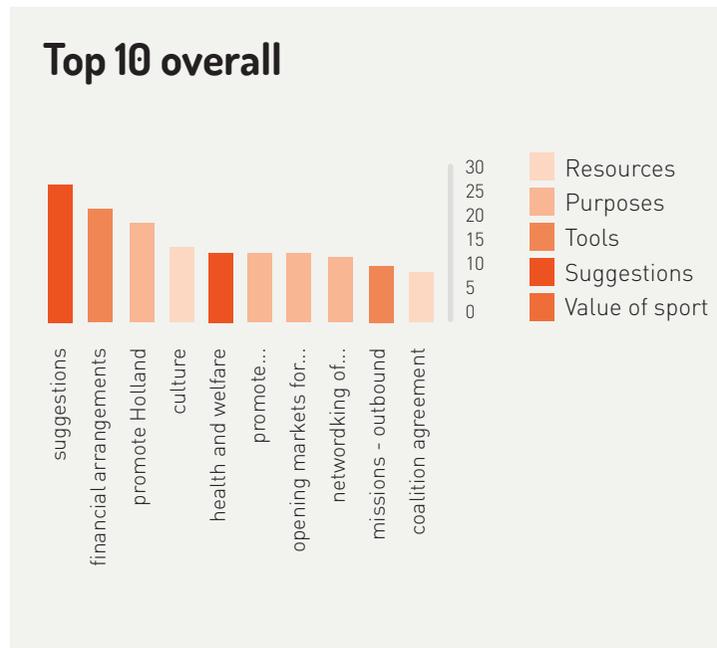


Figure 8: Top 10 of topics of the diplomats

Figure 9: Top 10 of topics of the entrepreneurs

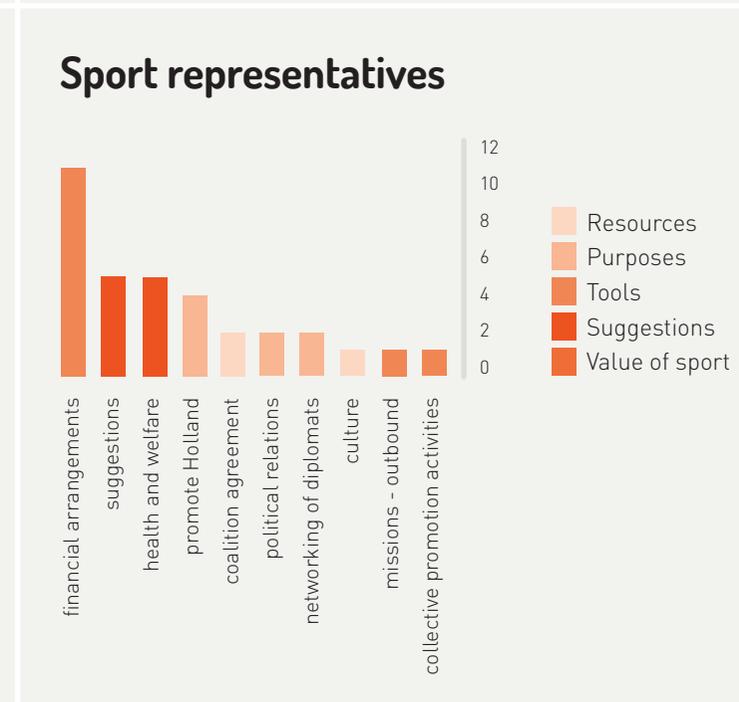
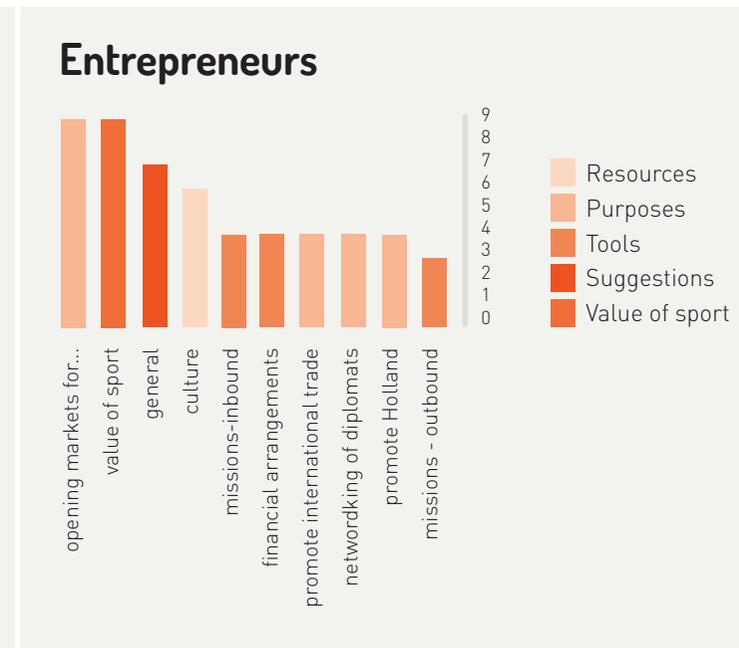


Figure 10: Top 10 of topics of the sports representatives



Remarks:

- Most remarks were coded 'general suggestions'; In diplomats it also ranked first; in entrepreneurs third and in sports representatives second.
- The categories resources, purposes, tools, and suggestions are represented in the top 10 overall by one or more of its topics. Value of sport is not represented in the top 10 overall, it was second in the top 10 entrepreneurs.
- 'Financial arrangements' was ranked second; In sports representatives it ranked first; in diplomats fifth and in entrepreneurs sixth.
- Third was 'promote Holland'; this was mentioned in all top ten's.
- Ranked fourth was 'culture'; this was mentioned in all top ten's.
- Fifth was 'health and welfare'; this was not mentioned in the top ten of entrepreneurs, it was ranked in the diplomats and sports representatives
- Sixth to eighth were coded 'purposes', with the sub promote international trade, opening markets, networking of diplomats.
- 'Mission outbound' was ranked ninth, mentioned by all other three too.
- Tenth was 'coalition agreement', both diplomats and

sports representatives mentioned this in their top 10, respectively in 10th and 5th place.

- 'CPA collective promotion activities' was listed in the top 10 of diplomats and sports representatives, not in the total top 10 list.
- 'Mission inbound' was ranked 4th in entrepreneurs not in any other top 10.
- 'Value of sport' was ranked 2nd in entrepreneurs not in any other top 10.
- 'Networking diplomats' was ranked in the top 10 of all.

5.3. Category Resources

In category resource, explained in soft power theory, the topic culture scored 4th and topic 'coalition agreement' scored 10th in the top 10 overall. The diplomats and sports representatives scored 'coalition agreement' as they state that sport should be mentioned here in order to officially address sport as a resource from the diplomatic point of view. Entrepreneurs did not score 'coalition agreement' in their top ten. Topic culture was ranked in the top 10 of all the groups.

Topic Culture

S1: "All over the world fishing has been a sport. In the Netherlands fishing recently gained the status of 'sport'; this is a culture change in sport but also in the mind of most Dutchmen".

E7: "I have no idea which sport fits with culture and how to embed sport in an economic diplomacy environment".

E8: "I visit many sport events abroad, it is always interesting to see the differences in culture. In England everybody waits in line; in Turkey the football match was a break in negotiating but the next day it was as tough as before ; in South Korea an athlete is a hero and earns good sponsor money, I might have to hire one for my advertising" .

Topic Coalition agreement

D9-10: " One of the main tasks of the ministry is to match the demand of our embassies with top sectors and business in order to make an effective program for the mission. In this coalition agreement sport is not mentioned, though I remember it was in previous agreement."



Start Tour de France
Photo: Roadcyclinguk.com

D1-3: "The province was welcoming the plan to bring the Olympics to the Netherlands and has developed a provincial Olympic plan for 2018. In this plan, the existing sports policy ambitions were re-formulated to contribute to the organisation of the OS 2028 in the Netherlands. Since the government has banned sport from the political agenda, our plan is on hold."

D1-D3; " The companies active in water and dairy are sometimes bigger and more internationally oriented than we are. They take the coalition agreement as it is and benefit from policies that fit their business, such as top sector policy."

S1: " We do see sport in programs embraced by the ministry of foreign affairs, such as world coaches program. But for us it is difficult to get sport in, as our minister of sport will not even state that sports is a basic provision, available for every Dutchman. Sport is not in the coalition agreement. They, the people at the ministry of sport, like sport programs for development reasons, they encourage it. But they do not feel responsible for it."

S2: " During the mission in South Korea I learned that speed skating is a binding cultural issue. The Dutch

are raised with speed skating, the South Koreans adore heroes such as Olympic medalists."

5.4. Category Purposes

In category purposes, explained in soft power theory the topics refer to the purposes as described in the theory of the economic diplomacy. The topics 'promote Holland', 'promote international trade', 'opening markets' and 'networking of diplomats' scored in the top 10 overall. ' Political relations' scored a top 10 with sports representatives..

Topic Promote Holland

S2: "The Royal Party and the South Korean President Park Geun-hye were in the palace attending the signing ceremony. The signing of the Dutch Federation of Ice Skating (KNSB) and the South Korean Skating Union (KSU) was reported by all media, both in South Korea and the Netherlands. A boost to brand awareness for the KNSB but also for Holland."

S2: "The presence of several dignitaries including Minister Kamp, Minister Koenders, Hans de Boer - VNO-NCW and especially the Royal Party gave extra attention,

access and impact during the mission." (economic mission to South Korea, November 2014)

E8: "We are good at sports and we also booked results in the sports industry by supplying goods and services at all kind of international events, use this for promotion."

D9/D10: "The challenge lies in the connection of the top sectors with sports. Top sectors do have a Holland promotion program."

D9/D10: "Social and economic development offer many promotional material. Dutch Embassy in India is involved in sports as part of economic diplomacy, good example of Holland promotion."

D4-D6: "Embassies are active to promote Holland, they will look for issues that will reach the mind of the public. Depending the region, sport can be such an issue."

D4-D6: "Volvo Ocean Race, Brunel takes care of Holland Promotion, without our help"

S1: "Hosting the European Games is good for Holland promotion. It is a project that is organised within 4 years,

instead of the Olympics that will ask the attention of the government for over 15 years; it will bind the European countries and many European diplomats will be involved too.”

E1: “We are active in promoting our products and services worldwide; we act as ‘Dutch Sport Infrastructure’ which is close to Holland Promotion, we include specifically sport.”

E7: “Our aim is to connect Dutch entrepreneurs in water technology and make joint promotion, Holland promotion focused on water, technology and innovation.”

Topic to promote international trade

E1: “To gain access to certain countries and to have contacts at high level is very important for the continuous success of international trade, here you need the people dealing with economic diplomacy.”

D9-10: “In a mission, the combination of a minister and a mayor is tactically interesting; the minister discusses the critical topics and the mayor is more focused on human contacts and the trade opportunities.”

D9-10: “For preparing missions we use the fact sheets of the top sectors, it informs us what can be promoted; then we check what best fits the aims of the embassy or the region.”

D9-D10: “The added value we can offer with sport is that sport is part of most top sectors, it often can be used to address the public, it sets the agenda for international business opportunities.”

E1: “We make promotion material of projects with the products and goods from our members and make it available to our members, the embassies, governments.”

E7: “Diplomats are very efficient, you get answer to your questions. For our business we are depending on long term relations of our governments in order to reap the pecuniary advantages to be derived from these relations. A bit more active promotion about our successes in sport would probably help the relation.”

Topic Opening markets

E5-E6: “SME’s gather around sports and want to do business abroad. As most SME’s are small we help to find opportunities in the world for the sports industry.

The help of embassies is a must to get contacts in most countries. Many opportunities offered in countries with different values and culture, where (government) relations will help to enter; We have to proof to the embassies that we really have something that is needed in their country, that costs lots of energy, but in the end we will succeed.”

E8: “Our company often has contact with embassies if we enter new markets. We look for experience to sort out the investment policies, trade barriers and employment regulations.”

E2: “In a recent mission to Panama, The Netherlands extended the political visit of Mr. Rutte with an economic mission. This proved a successful formula, because Mr. Rutte could represent both political and economic issues; as Panama has a lot of projects under construction and planned, the Dutch infrastructure and water sectors could be introduced.”

E2: “The business of economic diplomacy is promoting international trade and investments and that often means opening doors. As sport proofs to be improving that , then, yes use sport.”



Brunel Volvo Ocean Race
Photo: Volvo Ocean Race

Topic Networking of diplomats

E4: "Our clients are often governments. One diplomat in Germany told me that our social responsibility policy, based on sport for all employees and their families, helps him to tell local governments about our firm. He said that it didn't feel as being on a business call, more on a social call."

D4-6: "Sport is like conductive material; the activities in the Netherlands such as Orange Sport Forum, Sport and Business, Sport breakfasts bring more and more businesses together; the reason why we diplomats/officials are also involved, and we take it along."

D8: "When I was in India I realised my sport experience as diplomat in Poland was very helpful in order to get sport on the agenda in Delhi."

5.5. Category Tools

In category tools, referring to the tools of economic diplomacy, the topic 'financial arrangements', 'mission outbound', 'Collective Promotion Activities (CPA) scored the top 10 overall'. Topic 'financial arrangements' scored 2nd in overall ranking, and 1st in sports representatives'

ranking.

Topic Financial arrangements

S1: "The large half of sport in the Netherlands is organised by volunteers. It doesn't cost anything and that's why it seems worthless economically; that maybe the reason why we are not a top sector."

S2: "The EU is offering Erasmus+ sport subsidies, we hardly see companies in sport making use of these subsidies."

S1: "Private is far ahead of public if it comes to Formula 1 racing, Dakar, Volvo Ocean Race; though it is all about technology and innovation; The money invested in these sports is far beyond the governments budgets, but maybe government should take advantage of it, in promotion."

E1: "Private- public programs (PPP) are very interesting, It helps to finance the start in a country, you cooperate with private and public partners and have access to each other's 'network; our aim with PPP's is publicity and in the end business."

E7: "A few members do participate in PPP's. They are



active in water technology and work with world coaches program in Africa. A very smart way to link development and trade by inserting the world coaches program.”

E5-6: “When a part of our sport industry members want to start to doing business in a specific country, we can apply together for a ‘partners in international business’ program (PIB). This takes a lot of time and paperwork, but if it is granted there is money to pre-visit the country and discuss the possibilities with by the embassy and appointed experts, also for the next steps a budget is made available which will ensure that SME’s book their agenda’s.”

D9-10: “I am compiling a toolbox for our embassies. The toolbox contains sport examples which they can project on the local situation. By the deployment of sport they might reach social and economic goals (easier). ”

D9-10: “In Morocco we supported a grassroots project, we searched for business opportunities to find a private partner to join too. The business opportunity was found in planned infrastructure projects by the Moroccan Government. From the ‘diplomatic sport budget ’ we invested 50% and 50% was invested by Philips; For

Philips it was the opportunity to get in contact with the government and on the long run this might result in business.”

E7: “Sport clubs are raising money by means of crowd funding these days, maybe crowd funding can help our network to cross borders too.”

D4,5,6: “During the Hockey World Championships we were promoting the ‘Westland products’ (red: tomatoes, peppers). A combination of promoting innovative greenhouses and healthy eating and drinking with business partner ‘Marketing Westland’. This was all made possible due to a PPP grant. We have taken the initiative, as we believed that this event would get a lot of publicity worldwide.”

S1 : “We always have to realise that our total sport impact is built on the 5 million people sporting, the federations and clubs. That’s also the focus of the ministry of Sport. We can’t compare our budgets with Asian countries and America. We all have to deal with smart entrepreneurship to conquer the world of sport.”

Topic Missions outbound

D8: “When Edith Schippers (Secretary at Ministry of Health, Welfare and Sport) was bound to visit India, the embassy was looking for ways to get attention for Netherlands. For the mission the embassy advised to use ‘sport’ as India is famous for sports.”

D9-10: “When Ajax is going on summer camp abroad we should consider an economic mission. And maybe discuss with Ajax were to go for summer camp, in order meet the goals of diplomacy.”

Topic Missions inbound

‘Mission inbound’ was in the top 10 list of the entrepreneurs and its representatives.

E7: “We look for opportunities for our members . Inviting governments and entrepreneurs with specific attention for water technology. Some yacht builders are joining missions, but sport is not direct subject, although it could be. Sport events in Holland could be used to invite foreign governments, but I have no idea what is going on and what fits our guests.”

E5-6: “The Ice Hockey World Championship was an

opportunity to link our members to diplomats from the participating countries. So we did a lot of lobby work to get the diplomats of embassies to the Championship; For the diplomats it should be a moment to see their countrymen playing ice hockey for us a moment to show what we are good at."

D1-3: "These days we get a lot of Asian government and business representatives. Our directors with local entrepreneurs take them to visit skating in the Thialf Ice Station, football at SC Heerenveen, Skûtsjesilen (a series of races in the summer months throughout Friesland), horseback riding at the International Competition Northern Netherlands (ICCN) Drachten, or they make a sailing trip on the Yacht 'Friso. The Asian people love it and the entrepreneurs can do their business."

Topic Collective promotion activities

'Collective promotion activities' was in the top 10 list of diplomats/officials.

D4-D6: "Business is looking for a broad strategy for Holland Promotion, mentioned Hans de Boer in his speech, he focusses on entrepreneurs, World Expo in Milan, European Games, Youth Olympics in Rotterdam.

He mentioned sport twice."

5.6. Category Suggestions

In category suggestions most remarks were coded 'general suggestions'; In diplomats it ranked first; in entrepreneurs third and in sports representatives second.

This category was added because the respondents had a lot of 'suggestions' next to answering the questions. One of the respondents said: "Sorry, but sport is such an interesting topic that we keep on sharing our ideas with you." The range of the suggestions is broad, though many suggestions were related to health and welfare, that is why the researcher added the topic health and welfare suggestions.

Topic General suggestions

D4-6: "Make a list of upcoming markets where sport is beloved and start planning together with the embassies and the sport industry missions or other trade promotional actions."

D9-10: "Inform us about international events so we can

see if in bound missions can be organised."

D7-8: "Top sector Water has a messenger, Henk Ovink; he travels around the world to tell the "Water" story. Employ one for the sport too."

D4-6: "I like to show you a nice example. A Volvo Ocean Boat with 'Holland' in the next edition; sponsored by the top sectors or by major Dutch firms. I do see great promotion opportunities for trade and development. In each country the race stops we can make a program for economic missions, it can be planned far ahead. Publicity is available too."

E2: "Where do we find an overview from sport, per sector, per event, per ministry?"

E8: "From Arabic and Asian countries I do not know a lot about their sport culture, a list would be helpful."

S3: "The meeting place abroad for fans, athletes, sport industry, sponsors, officials, is the Holland Heineken House at the Olympics or the Holland Pavilion at sport exhibitions, this binds all Dutch people with different purposes. More of these concepts could be developed."

Topic Health and welfare

Fifth was coded 'health and welfare'; this topic was not mentioned in the top ten of entrepreneurs.

D1-3: "Sport could make more programs related to health and welfare, programs for opening doors in specific countries. We can connect these programs to the top sector Life Sciences and Health."

D7: "The Embassy in Delhi acts in a network and has local confidence because previous sports projects were successful. Use these cases for informing all other embassies."

D4-6: "More efforts to measure the impact of sport on health and welfare would be welcome. But it costs a lot of time and money to realise measurements, by the time measurements are done a new coalition agreement is written."

5.7. Category Value of sport

E7: "Health of employees is important and that is why we support to do sports in our companies all over the world. We learned that it connects our employees even though

they don't work in the same country, nor in the same building. They learn about sports in the other countries, because we share the stories in our companies all over the world."

S3: "International sport programs could offer ex-athletes jobs. Most athletes are experienced in travelling and have some knowledge about different cultures. Maybe ex-athletes have ideas for new sport programs or maybe they can help developing new programs? The possible employment of ex- athletes is a great value of sport. "

E5: "Our director even tells his clients in other countries that he participates in the New York marathon; clients like to hear that and he sends them a mail after the marathon to share his story of the run."

E1: "Any sport event or sport project will need infrastructure, so if we get the order this means revenue for us."

S2: "When we showed the film "we love ice skating", it was recognized by each participant of the mission, the orange feeling, sport connects; Companies can go to South Korea and tell about ice skating, showing the

pictures of signing the MoU, up to the Winter Olympics in 2018".

E3: "When I was in Saudi Arabia I was surprised to see Max Verstappen in the local newspapers. Though I couldn't read the article as it was in Arabic, I knew that this could be part of the social talk with my business partner."



Hobie 16 Worlds
Photo: Pierrick Contin

6. Data-analysis

In this chapter, the results presented in bubble-triangles (chapter 5), and the theory (chapters 2) will be matched and discussed. Although we only have four research questions, the interviews provided a wealth of data and suggestions that will be presented here. The data-analysis will be in order of remarks per category, in descending order. Three topics were scored in the top 10 at all groups: 'General suggestions', 'culture' and 'missions outbound'.

6.1. Suggestions

The topic 'general suggestions' is ranked highest (See: Figure 6). All respondents made one remark or more coded 'general'-; Most 'general suggestions' came from the diplomats, they were relatively best represented. Though sport is not on the political agenda and thus diplomats are not expected to look actively for a role of sport in economic diplomacy-, they do have suggestions as sport has been incidentally introduced while executing their tasks. If one takes a close look at the 'general suggestions' you will see that some suggestions of entrepreneurs and diplomats are looking for the same data: D4-6: "Make a list of upcoming markets where sport is beloved and start planning together with the embassies and the sport industry missions or other trade promotional actions" and E8: From Arabic and Asian countries I do not know a lot about their sport culture, a list would be helpful . The interviews indicate that the data is of great value to diplomats and entrepreneurs for executing their jobs.

The topic 'health and welfare' are both illustrated by the diplomats and sports representatives. They refer to possibilities in combining sport with health and

welfare issues and programs. Taking a closer look to the remarks and the documents, the diplomats and sports representatives refer to making use of the fact that 'sports' in the Netherlands is placed in the ministry of Welfare, Health and Sport and the top sector policy Life Science and Health.

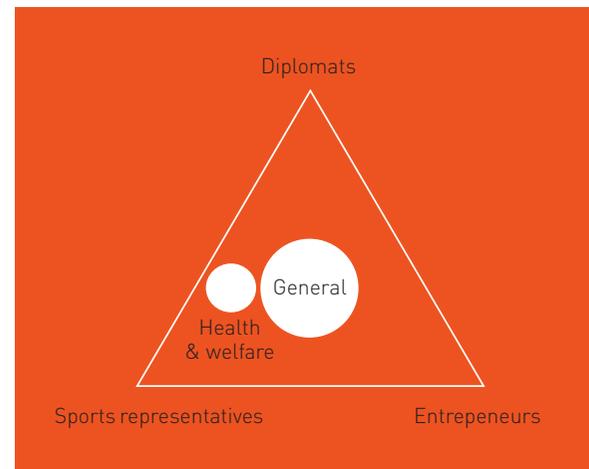


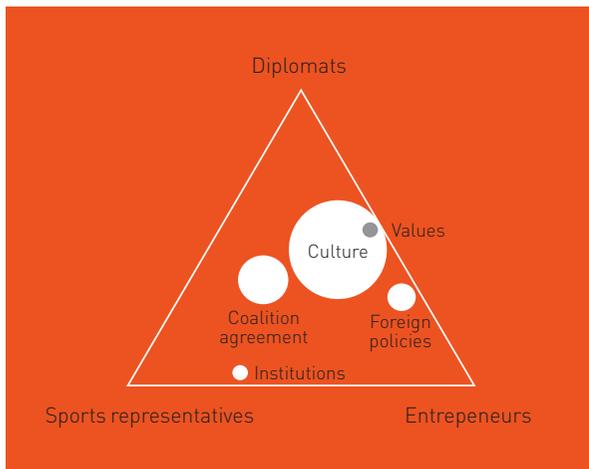
Figure 11: Bubble triangle of suggestions, overview is based on all data

6.2. Resources

The topics 'coalition agreement' and 'culture' in the top 10 of resources is explained in the following: Minister Ploumen reports sport programs (e.g. World coaches) connected with development programs are creating trade opportunities for business partners. The interview I had with foreign affairs diplomats illustrate that the ministry looked for a development program to educate people in health and welfare issues. They came across the world coaches program and concluded, based on cultural experiences, that this program suited their aim. So actually sport was not issued directly by the ministry, but indirectly by means of seconding the health and welfare education aim. This in line with what we call the 'The fourth power', which means that the civil service is recognised in the Netherlands as independent power because in practice they execute and interpret the decisions of the executive power (the minister).

The literature indicates that sport was successfully used in missions to open doors, see examples of Embassy in India and Mission to South Korea (See: Appendix 1). This was confirmed in interviews with diplomats and sport representatives. In both cases, sports was invited

Figure 12: Bubble triangle of resources, overview is based on all data



to be part of the mission, initiated by the embassies. The diplomats were aware of a positive influence that sport could have on reaching the mission's goals. Several respondents suggested that a coalition agreement addressing sport is needed to include sport in economic diplomacy. However, in practice, it appears that supported by the cultural attraction of sport in some countries the diplomats and officials put sport on the agenda to achieve their purposes. The use of sport in economic diplomacy is incidental and based on personal relations and/or knowledge of the diplomats and officials, not because sport has been embedded in economic diplomacy.

The results and the bubble-triangle of the purposes (see paragraph 5.4 and Figure 13) indicate that the respondents score 'promote Holland' as a joined resource for economic diplomacy, followed by networking of diplomats. According to the theory of soft power, the diplomats, entrepreneurs and sport representatives will observe these purposes from the most likely resources, culture, values and foreign policies. Bringing the data of purposes and resources together (Figure 12 and 13) it explains how 'promote Holland' and 'networking with diplomats' will be observed:

- by the entrepreneurs from the cultural perspective;
- by the sport representatives from the foreign policy (coalition agreement) perspective followed by cultural perspective, and;
- by the diplomats from the cultural perspective followed by the foreign policy

The entrepreneurs score 'opening markets for international trade' as an important purpose, which they will observe from the cultural perspective. The soft power theory states that an effective way to reach this purpose is to develop one's own soft power strategy. The data as presented in Figure 13 shows entrepreneurs what the

focus of the diplomats in relation to sport is (promote Holland, promote international trade and networking of diplomats). It shows them that diplomats do have a lot of purposes to work on, and from the literature we know, they do it with a limited number of people. With this data in mind, the entrepreneurs can tactically strategise sport for opening markets for international business, this strategy is not limited to use economic diplomacy, but could also be done by including e.g. the media and networks. See paragraph 2.2.5 and Figure 2.

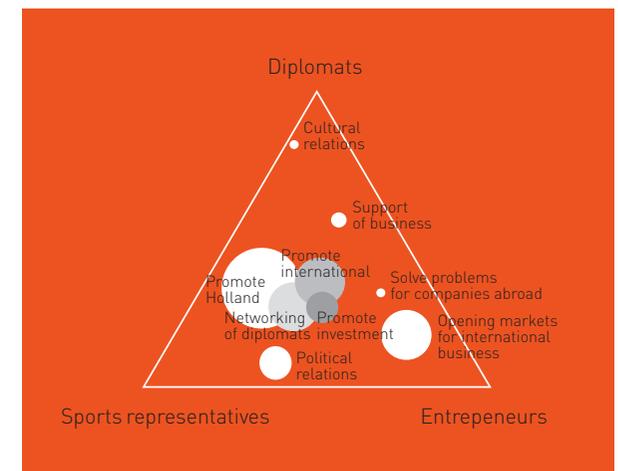


Figure 13: Bubble triangle of purposes, overview is based on all data



Obama throws out the pitch
Photo: Time

6.3. Tools

The financial arrangements, such as subsidies and funds, are made available by the Dutch government and implemented by the Netherlands Enterprise Agency (RVO), to support initiatives to reach the purposes of economic diplomacy. Whereas sports representatives state in the interviews that they are fully dependent on financial arrangements to reaching their purposes, entrepreneurs take the financial arrangements along in their business plans to reach their purposes. Public Private Programs (PPP) with sport issues and Partners for International Business (PIB) for pre-markets research on potential markets for the sport industry, were both mentioned in the interviews as being beneficial for reaching their purposes.

All three groups mention 'missions-outbound'. This tool converges the purposes and resources of each group. Sport has been effective to reach the goal of the missions.

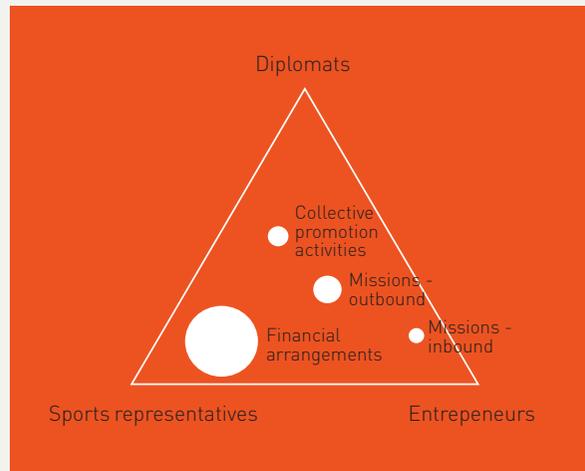


Figure 14: Bubble triangle of tools, overview is based on all data

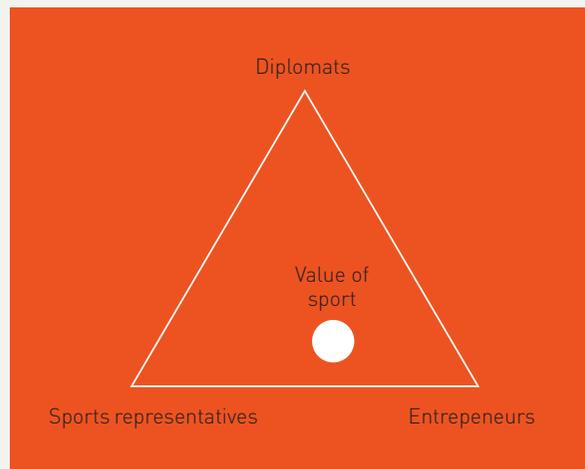


Figure 14: Bubble triangle of value of sport, overview is based on all data

6.4. Value of sport

The value of sport in economic diplomacy is mentioned by entrepreneurs and sports representatives. Sport was mentioned as revenue, relax moment, networking moment, joint interest and as job creation.

7. Conclusions and recommendations

In this chapter we will answer the research questions.

What is the role of sport in economic diplomacy?

Based on the data analyses in previous section, we conclude that the mechanism of sport in economic diplomacy is soft power, to reach the various purposes of economic diplomacy, such as 'promote Holland', 'networking diplomats', 'promote international trade', 'opening markets for international business' and the education aims of development programs.

Sport has an inherent attraction of target groups as is illustrated in paragraph 6.2 where sport contributes to health and welfare purposes. In mission booklets, see for example appendix 5, no references to sport are found.

Sport is introduced in economic diplomacy on incidental occasions and due to the personal knowledge and/or relations of the diplomats and officials. As diplomats do switch countries on a regular basis the knowledge has been transferred from embassy to embassy, this is how sport has gained ground in economic diplomacy.

Is there a difference in purposes regarding sport and economic diplomacy for diplomats, entrepreneurs and sport? and what does that mean for their strategies?

The bubble triangle purposes in Figure 13 shows that diplomats, sports representatives and entrepreneurs

share many purposes regarding economic diplomacy, such as 'promote Holland', 'networking diplomats', 'promote international trade'.

'Opening markets for international business' is not on the agenda of diplomats and Sport representatives, while it is the most important purpose for the entrepreneurs (Figure 9).

For the purposes 'promote Holland', 'promote international investments', 'promote international trade' and the 'networking diplomats', the strategy of the diplomats and sport representatives is to focus on the tools 'collective promotion activities' and 'missions – outbound'. Sport representatives additionally have a strong focus on 'financial arrangements' because they currently have little funds to engage in such activities.

'Opening markets for international business' is a more business practical purpose than the three 'promotion' and the 'networking' purposes. For this purpose the strategy of the entrepreneurs is to focus on the 'missions', both inbound and outbound.

What is the pay off of sport?

The pay off of sport is not a quantitative result. The value of sport is such that it helps diplomats and entrepreneurs in achieving their purposes in the economic diplomacy. Specifically it can be a soft power in the purposes 'promote Holland', 'promote international trade', 'networking of diplomats' and 'opening markets for international business'.

Additionally it has a strong attraction for the public through the media.

The main research question is:

How can sport be embedded in economic diplomacy, so that it will pay off?

Sport can be embedded in economic diplomacy in two ways. First by addressing sport in the coalition agreement which then becomes part of the economic diplomacy topics. Although the subject would get an enormous boost if sport is put on the political agenda, we will have to wait until the political power has addressed sport in the coalition agreement, and when a coalition changes, sport is again a ball to play with the coalition partners.

The second way is by the diplomats and officials, due to what we call in the Netherlands the fourth power. The fourth power is not discussed in the literature in chapter 2, though it came up during the interviews, see paragraph 6.2. The fourth power means that diplomats and officials (part of the civil service) are recognised as independent power and they execute and interpret the decisions of the executive power. The diplomats and officials can embed sport as long as they pursue the executive power and obey their budgets. The conclusion is that the best way to embed sport in economic diplomacy is in the execution by the civil service, as it can be put into practice when and where needed, it gradually can grow, it is not dependant on the formation of coalitions.

At the Ministry of Health Welfare and Sport, Sport receives a negligible part of the budget. Sport policy is mostly delegated to NOC-NSF. Although some of the purposes of sport corresponds to the purposes of Health and Welfare, the diplomatic power of sports has no such correspondence. The Ministry of Economic Affairs has a working relationship with the embassies and consulates. This ministry is continuously benefited by economic diplomacy and is actively involved. To get closer ties between the civil servants responsible for

sport and the civil servants responsible for economic affairs, we recommend that the sport portfolio will be transferred from the Ministry of Health Welfare and Sport to the Ministry of Economic Affairs. In this way sport will be structurally embedded into economic diplomacy. Especially after networks have formed, due to cooperation between diplomats, entrepreneurs and sports representatives in various international projects and missions.

I dare to state that: If sport is structurally embedded in economic diplomacy, the payoff will rise.



Pierre van Hooijdonk plays football with robot
Photo: Turkije correspondent

About the author

The Author, Ute Vrijburg-Klaassens

The author grew up in her parent's family business, where she learnt the practical side of the business trade. She got a bachelor's degree at the hotel management school The Hague. After graduation she got involved in large projects, such as development and installation of Philips communication systems at the world expo in Spain, and in conference centres in Turkey. After returning to the Netherlands, she managed a group of automotive business teachers at Innovam. She followed her husband to the USA, married and had very smart, lovely children. Quickly after, she started an office in Austria for an advertising company in ski resorts.

As a volunteer she took part in organising European and World land sailing and catamaran sailing championships. Mostly she handled the difficult task of finding sponsors. She was able to professionalise these events by writing scripts, including emergency protocols. She also was the driving force for organising youth sailing programs. For this volunteer work, in 2009, she was awarded the Conny van Rietschoten trophy in the category Special Merit. This is one of the most prestigious sailing prizes in the Netherlands.

Now she is partner in Cat Vision, a small company,

where she does sales and finances. Furthermore she is senior teacher Communication at the NHL University of Applied Sciences in the Netherlands. In this capacity, she organises twice a year study tours to foreign countries; Thirty-plus countries all over the world. During these tours students present the communication projects which they completed for local businesses, and they always visit an embassy and local sports event. Exhausting as these trips abroad are, she always comes home with more energy and ideas.

The common theme in her career can be grasped by the words: entrepreneurs, organisation, communication, international, fun and sports.



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Appendix 1: Economic missions 2014

Economic diplomacy has been practiced in economic missions. Sport was embedded in a few economic missions in 2014. Examples are listed below. Also the results of the sport presence are given from the point of view of the minister.

- Football for Water Partnership⁷ (Ghana, 16-19 June 2014); Results are booked in Corporate Social Responsibility aspects, which is a public-private cooperation part of the bilateral agenda 'from aid to business' (Ploumen, 2015) Football for Water is a NGO and has 31 active project running the Africa. Football for Water, Sanitation & Hygiene is a public-private partnership (PPP) consisting of the following organisations: Royal Netherlands Football Association, Unicef Netherlands, Simavi, Vitens Evides International, Aqua for All, Akvo and the Ministry of Foreign Affairs. This unique PPP is 50% funded by private organisations and 50% by the Dutch Ministry of Foreign Affairs. The program is implemented in three focus countries: Ghana, Kenya and Mozambique, in cooperation with local partners. To get an idea of money involved: 11 million Euro for 31 projects by Football for Water; The Ministry of Foreign Affairs is world wide active in 997 projects,

total funds spent 48 million Euro. (Football for Water, 2015)

- Football field and coaching program was offered to Stellenbosch and opened by the minister (South Africa, 7-8 July 2014); It included the ratification and support to a South African NGO that points at development of girls and young women in South Africa. This was possible due to the support and cooperation of Dutch companies with the KNVB⁸.
- Dutch companies with sport infrastructure expertise were granted 'Elevator pitch' time to show their products and services to the Tokio Olympic Committee 2020; (Japan, 27-31 October 2014). Result: The Netherlands and Japan have expressed their intention to join forces in the field of large infrastructure Olympic Games-projects. (Ploumen, 2015)

⁷Football for Water'. 'In developing regions teachers are trained to teach both soccer and life skills. Soccer is used as a means to teach life skills to children and at the same time drinking water and sanitation facilities are built in schools.'

⁸ KNVB, Koninklijke Nederlandse Voetbal Bond – Royal Dutch Soccer Federation

Appendix 2: Model development

Conceptual model:

To identify the value and role of sport within economic diplomacy the researcher started to design two models. Model 1 (see next page) from the point of view of Holland branding and consists of 4 observation units, Diplomacy, Holland Trade, NOC*NSF, industry federations Nederland. Holland Branding is a goal of economic diplomacy. Model 2 (see next page) from the point of view of international business and consists of 4 observation units. The diplomacy, the international entrepreneur, International sport events at home and International sport events abroad. The latter is the conceptual model for this paper.

Economic diplomacy is carried out by the diplomats at 140 posts spread all over the world, their policy officers at the ministry of Foreign Affairs in The Hague, the minister of Foreign Affairs and the minister of Trade and Development. (Het Regeerakkoord, 2012). Economic diplomacy consists of the use of government relations and its influence, to encourage international trade and investments. Economic diplomacy focusses on opening markets for the international businesses, to solve problems for Dutch companies abroad with other

governments, to improve the operation of international markets and to promote the compliance of international rules and agreements. (Ruben, IOB evaluatie 2008-2013, 2014).

The international entrepreneur in this research is divided in Small and Medium Sized Enterprises (SME) and Large Companies. Both are looking for international business opportunities and want to enlarge their markets.

International sport events at home are all events where local and International participants join for a sport performance on elite- or amateur level.

Characteristics of these events are that an organizing committee is taking care of the organization and the financial risks of the event. The organizing committee is a private, public, volunteer entity or a combination. The organizing committee is operating at an international level. The participating athletes or teams are from at least 2 different countries.

International sport events abroad are all events where athletes or teams go to join for a sport performance on elite- or amateur level.

Characteristics of these events are that an organizing committee is taking care of the organization and the financial risks of the event. The organizing committee is a private, public, or volunteer entity or a combination. The organizing committee is operating at an international level. The participating athletes or teams are from at least 2 different countries.

How are governments, civil society organisations / NGO's, and international entrepreneurs organized in relation to sport; to what extent can sport benefit from economic diplomacy – See explanation on previous page. This page was shown during the interviews to explain the research's field of exploration.

How are governments, civil society organisations / NGO's, and international entrepreneurs organized in relation to sport; to what extent can sport benefit from economic diplomacy – See explanation on previous page. This pages was showed during the interviews to explain the research's field of exploration.



Model 1: Holland Branding



Model 2: Conceptual model

Appendix 3: Interview schedule

1. A short list was made and respondents proposed other relevant people for this subject: I did sent following e-mail in Dutch, as the respondents all were Dutch.
2. Invitation: economic diplomacy and sport

Dear Mr. / Mrs

Modernisering van de diplomatie en de economische missies van 2014 waar sport bij betrokken was hebben mij aangezet om de economische diplomatie en sport nader te onderzoeken. {Uw naam heb ik gekregen van}

De thesis over diplomatie & sport is uiteindelijk gericht op het creëren van meerwaarde voor internationaal georiënteerde ondernemers. Gezien uw expertise zou ik u graag willen uitnodigen deel te nemen aan mijn onderzoek over de economische diplomatie en sport. Ik ben zo vrij om een aantal data voor te stellen voor een gesprek, uw inbreng is heel erg welkom.

Voorstel data – 45 minuten interview: {dd / mm / yy - time mm.hh
Location: }

Ik hoor graag van u.

Met vriendelijke groet,

Ute Vrijburg

Lecturer and project leader International marketing and communication
presently working on my Master thesis 'Economic Diplomacy and Sport' part of my master study Sport managment at the 'Wagner Group'

NHL university of applied sciences – Institute Communication
Rengerslaan 10, 8917 DD Leeuwarden, The Netherlands
Website: www.nhl.nl
Mobile: +31 6 53743027

3. Two days before the interview following confirmation was sent: Confirmation: Economic diplomacy and sport

Dear {Mr. / Mrs}

Op {dd / mm / yy - time mm.hh

Location:

Vindt het interview plaats. Aan de hand van volgende vraag ga ik graag het gesprek met u aan.

{Vraag voor ondernemer, branchevertegenwoordiger of sport: }

Wat is de meerwaarde van sport voor ondernemers bij internationaal zakendoen. Zowel voor de Nederlandse ondernemer als de ondernemer in het buitenland. Antwoord mag ook indicatief " wat zou de meerwaarde kunnen zijn"; Voorbeelden zijn van harte welkom.

{Vraag voor diplomaten / overheden: }

Wat is de meerwaarde van sport voor de diplomatie/overheid bij internationaal zakendoen. Zowel voor de Nederlandse diplomaat als de diplomaten/overheid in het gastland.

Tot {dd-mm-yy}

Met vriendelijke groet,

Ute Vrijburg

Lecturer and project leader International marketing and communication

presently working on my Master thesis 'Economic Diplomacy and Sport' part of my master study Sport management at the 'Wagner Group'

NHL university of applied sciences – Institute Communication - Rengerslaan 10, 8917 DD Leeuwarden, The Netherlands

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Appendix 4: Overview sport related posts

Overview of the Embassies of the Netherlands abroad

Measured period between 01/06/2014 – 01/03/2015

Country	Total likes	Facebook page since	Sport(s) posts
Canada	4.408	2011	9
Brazil	344	2014	33
UAE	1.575	2014	11
South Korea	4.517	2012	14
Spain	1.548	2012	5
Germany	2.700	2011	5
Azerbaijan	2.366	2012	4
Kazakhstan	874	2012	9
Australia	4.014	2011	3
Mexico	13.247	2013	10
Malaysia	1.823	2013	9
Belgium	1.319	2011	3
New Zealand	3.181	2010	6
Norway	1.125	2011	2
Finland	835	2013	5
Argentina	5.740	2013	16
France	8.265	2013	4
Sweden	3.349	2012	3
Denmark	5.023	2011	5
UK	4.946	2008	0
US	16.000	2010	6
Russia	3.130	-	5
Greece	5.107	2011	8
Italy	2.820	2010	6
Ireland	3.595	2010	5
Thailand	5.586	2011	18
Japan	7.137	2013	6
China	272	2014	0
South Africa	4.212	2012	7
Luxembourg	956	2011	3
Portugal	1.036	2012	1
Croatia	4.054	2011	3
Uruguay	-	-	-
Venezuela	-	-	-
Turkey	22.932	2012	8
Chile	3.881	2013	-
Peru	-	-	-
Kenya	3.579	2013	5
Vietnam	3.422	2013	14
Morocco	27.000	2012	4

Overview of foreign embassies in the Netherlands

Measured period between 01/06/2014 – 01/03/2015

Research:

NHL University of Applied Sciences; March 2015

Authors:

Marloes van Baardwijk, Maribel Henares Fernández,
Hyungjin Lee, Soyoung Cho, Johan van der Schaaf

Coaching:

Ritsko van Vliet / Ute Vrijburg

Country	Total likes	Facebook page since	Sport posts
Canada	14.894	2011	1
Brazil	2.233	2014	10
UAE	-	-	-
South Korea	4.486	2012	3
Spain	-	-	-
Germany	1.585	2013	9
Azerbaijan	14	2014	0
Kazakhstan	228	2015	0
Australia	579	2015	1
Mexico	2.383	2013	6
Malaysia	-	-	-
Belgium	-	-	-
New Zealand	3.857	2010	9
Norway	339	2014	1
Finland	495	2012	1
Argentina	-	-	-
France	1.866	2008	3
Sweden	510	2013	1
Denmark	669	2008	3
UK	4.946	2010	-
US	24.363	2011	11
Russia	1.471	-	5
Greece	-	-	-
Italy	-	2010	-
Ireland	3.606	-	6
Thailand	-	-	-
Japan	-	-	-
China	-	-	-
South Africa	-	-	-
Luxembourg	-	-	-
Portugal	-	-	-
Croatia	4.054	2011	3
Uruguay	602	2011	0
Venezuela	-	-	-
Turkey	-	-	-
Chile	-	-	-
Peru	1.724	2012	2
Kenya	164	2013	0
Vietnam	-	-	-
Morocco	2031	2013	6

Appendix 5: Mission booklet

Dutch rankings from 2014. Published in the mission booklet, used for the mission to United Arab Emirates, April 2014. – source: Ministry of Foreign Affairs. The author added 'sport related rankings'.

Worldwide ranking

- 1st Production and auctioning of cut flowers and flower bulbs
- 2nd Number of broadband connections per 100 inhabitants
- 2nd Density of road work
- 2nd Export of agricultural products (103.3 billion US Dollar)
- 2nd Quality of Water Transportation (9.04)
- 2nd Logistics performance Index (4.05)
- 4th Largest seaport in the world (Port of Rotterdam), large
- 6th Exporter of goods (555 billions US Dollar)
- 7th Foreign direct investment in the Netherlands (From EU)
- 8th Import of commercial services (119 billion US Dollar)
- 9th Dutch investments abroad (976 billion US Dollar)
- 9th Importer of goods (501 billion US Dollar)
- 9th Export of commercial services (134 billion US Dollar)

Facts & figures 2014

- **Form of government** Parliamentary democracy, constitutional monarchy
- **Capital city** Amsterdam
- **Seat of the government** The Hague
- **Composition of the country** Twelve provinces, overseas territories of Aruba, Curaçao and St. Martin. The overseas islands of Bonaire, Saba and St. Eustatius, all three of which are situated in the Carribea, are 'special municipalities of the Netherlands'.
- **Language** Dutch, Frisian
- **Monetary unit** Euro
- **Number of inhabitants** 16.848.640 (May, 2014)
- **GDP in the EU** 615.4 billion Euro (2014)
- **GDP per capita** 42.146 US Dollar (2012)

vrijburg

30-4-2015 17:17:10

3rd World Soccer 2014

vrijburg

30-4-2015 17:16:05

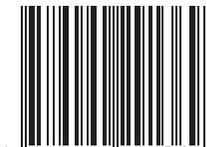
5th at Olympic Winter Games 2015 with 24 medals

vrijburg

30-4-2015 17:16:57

Why GDP per capita in DOLLAR, all other is EURO????

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