

CORPORATE SOCIAL RESPONSIBILITY AND PROFESSIONAL SPORT
IN GREECE

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ABSTRACT

Kyriakis G. Vaios: Corporate Social Responsibility and professional sport in Greece.
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The focus of this study is Corporate Social Responsibility (CSR) in the professional sport in Greek context. Initiatives of professional sport teams and sport related organizations - bodies have studied to expose the factors that influence the CSR decision-making process. In addition, expected outcomes, intentions, promotion of CSR, and the issue of effectiveness measurements have explored. Exploratory in nature, using qualitative data analysis, the research outlines the patterns of CSR activity. Results reveal that the domains of CSR activities include a) health, b) sports, c) environment, d) local community service, e) support for International causes and International days, f) social phenomena, g) philanthropy, and social giving. The reasons why teams and organizations are engaged in CSR initiatives include: external pressures, ethical perceptions, promotional reasons, legislation, and internal forces. A difference of motives' priority concerning manager and executives' decision-making in contrast to the literature has noticed. Customers' behavior is a less important issue for their decisions. In addition, community issues are not a managers' top priority as in the literature. The general pattern of promotion of CSR activities follows the imperatives from the literature. Sport teams use extensively the Internet to promote and communicate CSR activities. In addition, the field of play during matches, and the adjustment of the ritual (opening) of the game, half's break, and closing ceremony is selected as a conveyor of CSR messages. Respondents are aware they need to measure CSR effectiveness however, CSR hardly measured in professional sports in Greece.

Key words: *CSR, Professional Sport, CSR Factors, Outcomes, Effectiveness, Measurements*

ΠΕΡΙΛΗΨΗ

Κυριάκης Βάιος: Η εταιρική κοινωνική ευθύνη και επαγγελματικός αθλητισμός στην Ελλάδα
(Υπό την επίβλεψη του κ. Δουβή Ιωάννη, Αναπλ. Καθηγητή)

Επίκεντρο αυτής της μελέτης είναι η Εταιρική Κοινωνική Ευθύνη (ΕΚΕ) στον επαγγελματικό αθλητισμό στην Ελλάδα. Εξετάστηκαν πρωτοβουλίες επαγγελματικών αθλητικών ομάδων και οργανισμών – φορέων σχετιζομένων με τον αθλητισμό για να αποκαλύψουν παράγοντες που επηρεάζουν την διαδικασία λήψης αποφάσεων στην ΕΚΕ. Επίσης ερευνήθηκαν τα προσδοκώμενα αποτελέσματα, οι προθέσεις, η προβολή της ΕΚΕ και το θέμα των μετρήσεων αποτελεσματικότητας. Η μελέτη, διερευνητικής φύσεως, χρησιμοποιώντας ποιοτική ανάλυση δεδομένων, σκιαγραφεί τα πρότυπα της δραστηριότητας ΕΚΕ. Τα αποτελέσματα αποκαλύπτουν ότι στους τομείς δράσεων ΕΚΕ περιλαμβάνονται οι α) Υγεία, β) Αθλητισμός, γ) Περιβάλλον, δ) Υπηρεσίες στην τοπική Κοινωνία, ε) Υποστήριξη Διεθνών σκοπών και Διεθνών Ημερών, ζ) Κοινωνικά φαινόμενα, η) Φιλανθρωπία και κοινωνική προσφορά. Στους λόγους για τους οποίους ομάδες και οργανισμοί εμπλέκονται σε πρωτοβουλίες ΕΚΕ περιλαμβάνονται: εξωτερικές πιέσεις, ηθικές αντιλήψεις, λόγοι προβολής, νομοθεσία και εσωτερικές δυνάμεις. Παρατηρήθηκε διαφορά στην προτεραιότητα των κινήτρων αναφορικά με την λήψη αποφάσεων των μάνατζερ και των στελεχών, αντίθετα με την βιβλιογραφία. Η καταναλωτική συμπεριφορά είναι λιγότερο σημαντικό ζήτημα στις αποφάσεις τους. Επιπρόσθετα, τα θέματα κοινότητας δεν αποτελούν προτεραιότητα πρώτου βαθμού των μάνατζερ, όπως στην βιβλιογραφία. Το γενικό πρότυπο προβολής δράσεων ΕΚΕ ακολουθεί τις προस्ताγές της βιβλιογραφίας. Οι αθλητικές ομάδες χρησιμοποιούν εκτεταμένα το Ιντερνέτ για να προβάλλουν και επικοινωνήσουν δράσεις ΕΚΕ. Επιπρόσθετα, ο Αγωνιστικός χώρος στην διάρκεια αγώνων και προσαρμογή του τελετουργικού (έναρξη) του παιχνιδιού, ημιχρόνου και τελετής λήξης επιλέγονται ως κομιστής μηνυμάτων ΕΚΕ. Οι ερωτώμενοι έχουν επίγνωση για ανάγκη μέτρησης της αποτελεσματικότητας της ΕΚΕ ωστόσο η ΕΚΕ σπάνια μετρείται στον επαγγελματικό αθλητισμό στην Ελλάδα.

Λέξεις κλειδιά: ΕΚΕ, Επαγγελματικός Αθλητισμός, Παράγοντες ΕΚΕ, Αποτελέσματα, Αποτελεσματικότητα, Μετρήσεις

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LIST OF ABBREVIATIONS

BSC	Balanced Score Card
CCI	Corporate Community Involvement
CSR	Corporate Social Responsibility
FC	Football Club
FIFA	Federation International Football Association
GRI	Global Reporting Index
IOC	International Olympic Committee
ITV	Internet Television
MBL	Major League Baseball
NBA	National Basket Association
NFL	National Football League
NGO	Non-Government Organizations
NHL	National Hockey League
NPO	Non Profit Organization
PR	Public Relationships
UCI	Union Cycling International
UEFA	Union European Football Association
ULEB	Union Leagues European Basketball

INTRODUCTION

The Implementation and application of CSR in Professional Sport in Greece

The corporate social responsibility, CSR in short, is a common corporate practice and an idea. It is also a theoretical construct which is based on the admission that business should not only strive for mere profit but also for the common good. According to Babiak & Wolfe "... CSR involves a broad range of topics related to the role, position, and function of business in contemporary society," (Babiak & Wolfe, 2006, p. 215). Thus, responsibilities that go beyond the obligation towards shareholders for maximizing the profits exist, (Babiak & Wolfe, 2006; Walters & Chadwick, 2009). Through the course of the time CSR has evolved and developed under the influence of "... various theories including agency theory, institutional theory, the resource-based view of the firm, stakeholder theory, stewardship theory and the theory of the firm" (Lindgreen & Swaen, 2010, p. 1). However, a world of definitions for CSR and various conceptualizations have caused problems, and brought confusion on how CSR should be operationalized, and measured. In the academic literature, over 25 different conceptual definitions are existent, (Godfrey & Hatch, 2007).

Importance and significance of the study

Sport entities can experience several outcomes when participating in social initiatives and social involvement practices, (Athanasopoulou, Douvis, & Kyriakis, 2011; Carroll & Shabana, 2010; Vilanova, Lozano, & Arenas, 2009). That sports have prominent role as a vehicle of the Corporate Social Responsibility (CSR) is well documented in the literature, with CSR to be linked to various organizational and financial outcomes, i.e. fans identification, loyalty, financial performance,

competitiveness, innovation, sustainability (Breitbarth & Harris, 2008; Walker & Kent, 2009). Furthermore, it has been argued that differences in cultural and social environment-context could affect the character of social responsible behaviour because of its given definition (Walker & Heere, 2011, p. 154). Therefore, there is need to verify the findings from the literature as regard other national sport contexts; sport leagues and different type of sport organizations. The specific study contributes to a better understanding of the CSR topic and the particularities of it in the context of professional sports in Greece. The outcomes of the study can help sport managers and executives to plan and implement their CSR activities in a successful manner in order to reap CSR gains from their team or sport organization participation in CSR activities-initiatives.

Aim and Purpose of the Study

Given the fact that CSR and its implementation are a dynamic, diverse and context specific phenomenon, (Breitbarth & Harris, 2008, p. 182), the main aim of the research is to depict how and why Greek major professional sport teams, sport leagues and sport related organizations are choosing to engage in CSR initiatives. Additionally, the study seeks for the managers' anticipated outcomes (what managers expect) and their measurement practices concerning the effectiveness of CSR activities (if any). CSR measurements are necessary to determine CSR reputation and CSR performance. The reason is that CSR reputation and CSR performance has been interconnected with many of the outcomes that sport teams, and organizations have realized from implementing CSR practices (see Table 11). Accessing the performance of CSR initiatives is also a necessary action and an indispensable managerial process that allows sport managers and executives to justify their CSR decisions and resource

expenditure to the top management, shareholders, or owners of a sport club-team, or to the administration of a sport league, or organization. CSR evaluation is also an action of accountability that can help in efforts towards transparency of governance. Besides, it could be used as a measure of innovation and competitiveness between teams, as well as an overall assessment criterion, (cf. Vilanova et al., 2009, p. 57).

The activity in a certain area means also a pattern and additional scope of the study is to identify patterns of social involvement, to show how the above-mentioned entities promote and communicate CSR issues. The specification and the mapping of the CSR field in the Greek sport context, alongside with the findings from literature, can serve Greek sports managers to a better understanding of the CSR concept and will help them to implement it as a strategic asset.

Corporate Social Responsibility in Sport

The wide range of CSR literature in the sport context covers different aspects and issues with a variety of research work. The role of sports as an institution in the realm of CSR has been explored by Smith & Westerbeek (2007) and Godfrey (2009). Others suggest that sport due to its highly institutional character is the most prominent vehicle to deploy CSR efforts of the corporate world (Hamil & Morrow, 2011; Levermore, 2010; Ratten & Babiak, 2010). Godfrey (2009) defined and framed CSR in sports using Carroll's four responsibilities, Freeman's Stakeholder theory, and Wood's model of Corporate Social Performance. Until that time, Babiak & Wolfe (2006) had used Carroll's framework for CSR to explore the ethical and discretionary CSR initiatives of Super Bowl XL in America's NFL. Continuing their research about CSR, Babiak and Wolfe (2009), explored the internal and external determinants or drivers of CSR activities in professional sports. In addition, Sheth and Babiak (2010)

interviewed professional sport executives in order to explore how they define CSR and what priorities sport teams have regarding CSR activities. Ratten & Babiak (2010) elaborated on the issues of social responsibility, philanthropy, and entrepreneurship in the sport industry, while Ratten (2010) advocated for the role of social responsibility, philanthropy, and entrepreneurship in the discipline of sport management. As the environmental issue was emerging out because the hosting of mega sporting events, environmental responsibility has entered into the arena of sports business. To address issues regarding the impact of sports on environment Babiak and Trendafilova (2011) have explored the motives and pressures for adopting green management practices in the sports industry. Breitbarth and Harris (2008) constructed a model for the role of CSR in the football business, in order to show how CSR help in value creation for various stakeholders. In addition, Breitbarth, Hovemann, and Walzel (2011) developed a model for measuring CSR effectiveness in the professional football clubs using a Balanced Score Card method. Blumrodt, Desbordes, and Bodin (2010) depicted the CSR actions of the professional teams of the European football league in France and the impact of CSR on clubs' brand image. In the football realm too, Hamil and Morrow (2011) analysed the context and motives of CSR in Scottish Premier League football clubs. Walter and Chadwick (2009) illustrated a range of strategic benefits that a firm can reap from CSR programs and corporate citizenship initiatives while Filizoz and Fisne (2011) delineated some striking CSR cases in the sport management supporting the importance of CSR within the sport industry. Walker and Parent (2010) expanded the idea of social involvement and distinguished the notion of social involvement in corporate social responsibility, corporate social responsiveness, and corporate citizenship, with each one of them

having a different purpose depending on the orientation of sport team or organization. Among stakeholder groups, fans and supporters of sport teams, i.e. the consumers of the sport, have received particular interest from researchers. Walker and Kent (2009) examined the relationship between CSR activities and fans' assessments of the team's reputation and the patronage intentions. The mediating role of team identification as regulator in this relationship also has considered. Walker, Heere, Parent, and Drane (2010) went through the mediating role of consumers' attributions to CSR motives of the International Olympic Committee, to explain their actual responses to the organization, (IOC). A relevant research carried out by Walker and Heere (2011) in order to measure consumers' attitudes toward responsible entities in sport (CARES) has led to the development of a two-dimensional scale measure. Lacey and Kennett-Hansel (2010) explored how customers' perception about CSR performance of an NBA team, impacts on customers' related variables such as trust, commitment, word-of-mouth, purchase behaviour, and follow performance over time. Levermore (2010) have examined the potential and limitations in using sports as a vehicle of CSR when utilized in international projects for development. A poor linkage of CSR projects with core business objectives, found that causes a failure of those CSR projects. Besides, Levermore (2011) have argued about the extent to which evaluation process have been employed regarding CSR initiatives with developmental objectives, and have acknowledged that only the financial performance criterion from a corporate perspective rather than the social impact of those CSR initiatives have been appraised.

The communities also seem to be one of the basic recipients of various CSR efforts. Skinner, Zacus, and Cowell (2008) have explored the use of sports in disadvantaged communities as a mean for social inclusion purposes and social capital

creation. In addition, Misener and Mason (2009) referred to the community development through sporting event strategies, and examined the perceptions of urban regimes members' of three major cities, Edmonton, Manchester, and Melbourne. Beside this, Misener and Manson (2010) have elaborated how cities and corporations can contribute to social welfare with social responsibility initiatives, and have illustrated the concept of Corporate Community Involvement (CCI). In the framework of bidding city process for major sporting events such as the Olympic Games, Carey, Mason, and Misener (2011) explored how the focus of CSR programs on community development differs in "traditional" and "non-traditional" bid cities. Waller and Conaway (2011) also have used frame analysis to study Nike's communication strategies of the late 1990s regarding the CSR reputation. A case study of the antecedents and the outcomes of CSR in professional sports also have employed by Athanasopoulou et al., (2011).

In sum, CSR research relative to sport business focus around the justification of the institution of sport either as a prominent vehicle for CSR deployment or as a tool for helping communities and creating development. In addition, some researchers highlight the unique responsibilities of sports towards society and point out the decisive role of sport managers in fulfilling these obligations. The factors or drivers that influence and shape the decisions for CSR implementation across sport leagues, teams and organizations occupy a fair part of literature. Researches have also addressed the altruistic and/or the organizational motives of CSR and highlighted the outcomes and generated values, tangibles and intangibles, which originates from CSR engagement.

Several studies have addressed conceptual and modelling issues of CSR, in an effort to explain the phenomenon in the context of sport management. Only a small amount of studies has a focus on measurements of the effectiveness of CSR sport programs or projects and even at CSR as a strategic issue.

Research queries

According the findings in literature there is an emerging need for studying the CSR concept in its specific context of appearance, such the one of professional sport in Greece. Research queries that need to be addressed regarding CSR in professional sports in Greece include questions about: a) what are the domains of CSR activity that teams and sport organizations engage with in order to fulfill their social obligations? b) What is the nature of the factors or the drivers that put pressure on team or sport organization to implement CSR activities? c) What are the motives/incentives that force executives and managers' decisions to address social issues, or what are the anticipated outcomes of that process? (If any), d) In what ways CSR efforts promoted or communicated? Finally, e) is there any evaluation process regarding the effectiveness of this kind of social involvement that occurs in the Greek sport Context.

Limitations of the study

The limited quantity of the studied cases contributes as a constraining condition in the generalization of the results and the interpretation of data regarding CSR in Greek sport context. An extra executives' participation from the top levels of management and the study of a larger number of cases would address the problem of results' generalization. Not all but most, participants have demonstrated a slightly reserve attitude and kept a restrain position towards the questions of the interview.

This could be considered as a bias in the results of the study that can limit data verifiability. The alternate choice in conducting the interviews through a telephone line, due the distance between respondents and the researcher, can also create problems of directness, which can influence the quality of executives' responses. In most of the cases, the interviewed managers or executives were those who were available to participate as representatives of their team or organization. High-ranking executives were out of reach or not available to participate.

Definition and Importance of CSR

Walters and Chadwick have cited that "... CSR has become a tortured concept due to multiple interpretations which resulting in inconsistencies and lack of a specific definition," (Walters & Chadwick, 2009, p. 53). Kitchin (2003) clearly states that, "... the term CSR is defined by each group from its own perspective in order to meet its own aims" (Walker & Parent, 2010, p. 201). Carroll (1999) reviewed the historical evolution of the term and found 25 different ways of CSR definitions in the academic literature during the last 50 years (Athanasopoulou et al., 2011; Carey et al., 2011; Godfrey, 2009; Walters & Chadwick, 2009). Likewise, Dahlsrud (2006) identified 37 definitions in the literature (Carroll & Shabana, 2010); consequently, CSR is a concept of growing importance.

Sethi (1975) describes business CSR as the obligation to obey the law, the responsibility to be congruent with dominate societal norms, values, and expectations; and as the social responsiveness in order to develop policies and programs (Athanasopoulou, et al., 2011; Godfrey, 2009). Carroll (1979, 1999, p. 40) framed CSR, with the economic, legal, ethical, and discretionary elements to be part of CSR's framework of responsibilities, (Walters & Chadwick, 2009). Ullmann (1985)

described CSR as "the extent to which an organization meets the needs, expectations, and demands of certain external constituencies beyond those directly linked to the company's products/markets," (Athanasopoulou et al., 2011, p. 2; Babiak & Wolfe, 2009, p. 718). Others (Brown & Dacin, 1997; Sen & Bhattacharya, 2001) have broadly defined CSR as a firm's activities and status, relative to its societal or stakeholder obligations (Lacey & Kennett-Hensel, 2010). Maignan and Farrell (2004), suggest that CSR encompass a moral and instrumental duty to exceed the expected performance in certain domains in order to meet stakeholder norms. In the same perspective Marsden and Andriof (1998) placed the satisfaction of the expectations of societal stakeholders and financial stakeholders and the maximization of company's positive impact on its social and physical environment, as a CSR imperative with an aim for a competitive advantage as a return to this, (Smith & Westerbeek, 2007).

CSR definitions have developed through time by theory and business practice and according to the issues encountered at each business sector, or specific industry. In sport, Smith and Westerbeek (2007) have described the unique sport social responsibility that originates from the identified responsibilities of a sport entity. According to Smith and Westerbeek (2007), issues of Sport Social Responsibility focus on rules of fair play, safety of participants and spectators, independence of playing outcomes, transparency of governance, pathways for playing, community relations policies, health and activity foundation, principles of environmental protection and sustainability, developmental focus of the participants, and qualified and/or accredited coaching. Thus to describe CSR in the sport context we should acknowledge that CSR of sports entities covers and address all those aforementioned issues.

REVIEW OF LITERATURE

Burke and Logsdon (1996) presented how CSR pays off when it is considered as a strategic asset. In this context, the reorientation of a firm's CSR philosophy can satisfy financial and other stakeholders' interests. In addition, they maintained that the short-term costs of CSR pay off a firm in the end. Efforts to integrate CSR into corporate strategy have result the emergence of "stakeholders' strategic management model" and "social demands" as an important strategic issue. Thus, the concept of "strategic CSR" has created through an association of the CSR activities with the strategy of the firm. They identified five strategy dimensions, which associate with CSR policies, programs, and processes. Centrality, specificity, proactivity, voluntarism, and visibility are the five dimensions of a strategic CSR. The closeness and the fit between CSR policy or program with the mission and objectives of an organization is the measure of Centrality in CSR strategy. The firm's ability to create and internalize the CSR's benefits out of its efforts referred as Specificity of CSR strategy. Planed CSR behavior to anticipate upcoming social or political challenges measures the proactivity dimension of a CSR strategy, and the extension of CSR behaviour that goes beyond mandates or regulatory compliance requirements exhibits a firm's voluntarism. The direct measurable streams of benefits have reported as "Value creation" process. It involves business activities that integrated into CSR objectives or goals, and likely create demonstrable economic benefits for the firm. Concluding, implementation of strategic CSR provides a chance for measurable CSR benefits that accrue beyond simplistic correlations between philanthropic contributions and profits. Decision making about "strategic CSR" should involve CSR activities that produce the highest total payoffs and fall within the five dimensions of

strategic CSR. In doing so firms should identify the important stakeholder groups, and determine the socially valuable CSR activities to meet needs and interests. In addition, firms should assess the centrality and specificity of CSR efforts to proactively anticipate future changes and future needs; to identify baseline requirements (exhibit Voluntarism); seek opportunities to create CSR positive visibility with key stakeholders; and measure and compare the actual or potential value creation of CSR efforts.

Lindgreen & Swaen (2010) reviewed the issues that discourage managers in the adoption of CSR practices. The various conceptualizations of CSR due to the influence of various theories put the barrier in understanding of what CSR comprises of and hinder further theoretical development. In their review, they have reported that the agency theory, the institutional theory, the resource based view theory of the firm, the stakeholder theory, stewardship theory, and the theory of the firm have contributed in the CSR development. They have tracked the important topics appeared in the literature concerning CSR aspects such as the communication, implementation, stakeholder engagement, measurement, and the business case of CSR. Regarding CSR communications, they have realized that organizations use annual reports and websites to promote their brand in the eyes of consumers and stakeholders, but research showed that CSR communication could create a reaction to a firm by triggering stakeholders' scepticism and cynicism. The stake in communicating CSR is what and how to say about programs and achievements in order to avoid negative and/or unpleasant connotations. CSR's Implementation still is a tricky operation because existing guidelines and the criteria for its successfulness are not verifiable when applied in a dynamic environment. The debate around CSR implementation is

either if it is happening through an incremental transformational organizational change process or by radical transformational approaches through a managerial reflection about strategy, technologies, and markets. Important part of the CSR is stakeholder engagement processes that should face the conflicting demands of various stakeholders and transform those into CSR objectives and policies. In the review, managers encouraged to embrace all stakeholders through engagement practices in order to pursue common goals and convince them to support the organizational strategy. Addressing the moral complexities of diverse stakeholders is the challenge and only when this happen, stakeholder engagement can become “CSR into Action.” Regarding the measurements of CSR, it is acknowledged that CSR is multidimensional by its nature. The questions that placed are about the ways that CSR activity can be measured, and what are the criteria or the indicators about the level of CSR effectiveness. Besides this, the measurement of the impact of CSR on the different dimensions is put forward. The Business case of CSR established under the notion that “doing good is good for business” and the reasoning for this is that organizations create competitive advantage by implementing CSR into their core business. Differentiation, image building, reputation, consumers’ goodwill, and positive attitudes and behaviour are some of the CSR outcomes.

Vilanova, Zozano, and Arenas (2009) explored the relationship between CSR and competitiveness. They have argued that a relationship does exist but the nature of it remains unclear. First, they have determined the issue of CSR and competitiveness in the literature and identified the competitiveness criteria, and in the end, they presented the results from a focus group with practitioners of the European financial sector on the specific issue. They argue that the relationship between CSR and

competitiveness is an outcome of a learning cycle where corporate values, policies, and practices implemented through CSR into business processes and in turn, competitiveness is created. They have also found companies which excel or have claims of superior CSR strategies and policies are top ranked in a competitiveness scale by the markets, and the evaluation criteria used for this include issues such as capacity to innovate, brand equity, accountability, reputation, workplace relations or/and human rights. In these retrospect these are key determinants of competitiveness associated with CSR. Indeed, the results from the focus group showed that there is a clear connection between CSR and competitiveness with issues of image and reputation to be the linkages. In addition, CSR's internal acceptance could lead to corporate transformations in terms of business values and processes i.e. changing the corporate mission, identifying risks, generating new products or services. However, while is viewed as "a license to operate" CSR rarely measured or evaluated because there is not a common framework. Furthermore, despite the evidenced importance CSR is approached as a reactive rather than a proactive strategy and only after major scandals or issues affecting reputation and image. As a common viewpoint, practitioners proposed that CSR affects competitiveness mainly to the processes of strategic reflection, stakeholder engagement, and management of reputation, branding, and accountability. Taking into account all the above results Vilanova et al., (2009) developed a framework to explain the initial quest. Finally, they proposed reputation as the fundamental key driver in the implementation processes of CSR.

Jahdi and Acikdilli (2009) examined the role of marketing communications in highlighting, publicizing, and communicating the CSR policies and practices of the organizations at various stakeholders. Consumers' cynicism and mistrust to "sin

companies” or “green washing” pinpointed as the obstacle towards acceptance of the message from various CSR communication endeavours. Mistrust towards corporate communication efforts about CSR activities can jeopardize the effectiveness of such communications. The impact of such communications on corporate reputation and brand image also discussed with authors arguably maintain the major role that marketing communication tools can play in conveying a more socially responsible image. In addition, they stressed that CSR type communications will be essential for the survival, the maintenance of the image and reputation and protection of competitive advantage. Thus, ethics and social responsibility should be included in the strategic marketing communication process. Public relations (PR), advertising, and sponsoring (cause related marketing) are considered as powerful communication tools for conveying the CSR message. Considering branding as the most appropriate method of communicating CSR to a wider spectrum of stakeholders, they proposed on site techniques such as large TV screens, centre brochures, and signs as CSR message conveyor. The content of the message and what is evidenced to the main users of the message influences CSR awareness and in turn the success of communication methods. The disclosure of CSR information is dependent on the target audience. Web based media information tends to receive a scrutinized attention from the people concerning the quality and reliability of the shared information. To overcome this behaviour of mistrust, hyperlinks to trusted NGO, Academic institutions and Government departments must provided. However, successful and effective CSR communication requires source’s reliability and credibility. The nature of the industry and the perceived image and reputation of the company can play crucial role in transmitting CSR messages. An integrated, coordinated, and holistic approach is

required to ensure communication effectiveness. With all three CSR dimensions of the sense making process, i.e. cognitive (what firms think: identity, orientation, and legitimacy), linguistics (what firms say: justification and transparency), and conative (how the firms tend to behave: posture consistency and commitment) must pay attention for a successful CSR communication result. Consistent communications and a commitment from senior management to CSR strategies and implementation processes are also crucial for effective CSR communication.

Maignan and Ferrell (2004) introduced a conceptualization of CSR and placed the emphasis on the role of this framework for the marketing discipline. They highlighted the managerial need for monitoring, meet, and even exceed stakeholders' norms and analysed how CSR initiatives can increase stakeholder support. The different terminology and focus of CSR knowledge make the integration into marketing discipline a troubleshooting operation. According to this proposed framework, marketers should expand their focus to include other stakeholders than merely consumers and bundle together various CSR activities. In addition, the development of a standardized methodology that could be applied across a variety of stakeholder communities and the development of a classification of strategies that various stakeholders use to exercise power on business thus proposed. They argued that implementation of CSR is not only about initiatives. Business must embrace a solid set of principles and processes in order to systematically address stakeholder demands and secure the stakeholder support. Two types of processes suggested that could support responsible corporate practices, a stakeholder orientation practice, and a practice for the adoption or organizational norms. In order for business to benefit from CSR, initiatives must intelligently communicate to relevant stakeholders.

In assessing the prerequisite of successful CSR implementation, Pomeroy and Dolnicar (2009) examined the awareness level of CSR initiatives in the Australian Banking sector with a qualitative study for managers and with a quantitative study with consumers in the respective market. The consumers' awareness about the social issues that have been addressed through CSR initiatives is a crucial moderator of CSR effectiveness. Especially in the communication field, this suggests that firms need to inform consumers in order to better perceive their CSR initiatives. A better contextualization might lead to favourable consumers' attitudes and purchase intentions. The emphasis must place upon public relations rather to advertise when communicating CSR. However, if advertising is used the execution factors needs considering in order to avoid and reduce consumer scepticism. In addition, marketing segmentation is needed in order to improve CSR communications, which in turn can increase the awareness in certain areas of CSR. Thus, the CSR message should involve information for the supported social issues and their significance "gravitas" for the society. The different cognitive abilities and the motives of various consumer segments that are in search of information about a firm's CSR activities should be considered during the information sharing process as a strategic task.

The role of CSR communication in maximizing business returns to CSR explored by Du, Bhattacharya, and Sen (2010). They presented a CSR communication conceptual framework by analysing the content message, communication channels, and specific factors that influence the effectiveness of CSR communication. Build on the notion that "... business returns to CSR are contingent on stakeholder awareness of a company's CSR activities..." the need to create favourable CSR attributions through CSR communications was presented. The content of the communicated

message (commitment, impact, motives, and fit), the channeling process, and company or stakeholder specific factors are important and influence the results of CSR communication. They pinpointed that low CSR awareness and scepticism towards companies can negatively affect the communication efforts to maximize business benefits from CSR investment. In addition, extrinsic motives in companies' social initiatives can have a backlash effect. In conclusion, the key challenge of CSR communication is to overcome stakeholders' scepticism and generate favourable CSR attributions.

Ellen, Webb, and Mohr (2006) examined the influence that consumers' attributions for CSR motives have on CSR outcomes. Consumers' attributions about the motives of CSR involvement generate corporate associations, which play an important role in the CSR-outcomes relationship, such as reputation, product and brand evaluations, purchase intentions, and customer identification. When corporate motives attributed as value and strategic driven, consumers respond more positively to CSR efforts. On the contrary, stakeholder driven or egoistic perceived motives, results into negative corporate associations. Thus, the exploitation of a good cause or nonprofit organization triggers of negative and egoistic connotations and impacts consumers' purchase intentions. The combination of value and strategic attributions of CSR motives lead to a more positive appraisal of CSR efforts. CSR efforts that incorporate Company's core business, a well-selected cause, and commitment, reduce consumers' suspicion or scepticism. Appropriate structured CSR initiatives can result into positive attributions and in turn can affect CSR outcomes. The importance of consumers' attributions on CSR motives is crucial thus the need to measure them. In addition, they referred to the consumers' recognition and public acceptance of duality

inherited in the business to serve the bottom line and long run viability and the same time to assist the needs of society. This is to support the duality in persuasive communications so as the managers do not have to hide strategic aspects of CSR in the communication process.

Morsing (2006) describes a conceptual model to help managers to communicate the company's ethical and social responsibility profile to a variety of stakeholders. According the model companies need to integrate both information and communication strategies for trustworthy CSR communication. Skills and routines must be developed to meet stakeholders changing expectations like an ongoing dialogue with them. The model consists of an informing and an interacting strategy with a process to move between these two strategies. The information package should address the following four issues a) the promise that CSR constitute a common–shared concern, b) the proposition that CSR is linked to core business, c) the evidence that demonstrates CSR has an organizational support, and d) the results exhibit that CSR has an objective claim. Regarding the interacting strategy, an implication exists for a further proactive engagement between a company and stakeholders that encompasses a two-way communication process with social partnerships, local articulation, and proactive endorsements.

Babiak and Wolfe (2006) using the Carroll's framework for CSR outlined the ethical and discretionary CSR initiatives that implemented in the Super Bowl XL of NFL's. They suggest that sport organizations should use CSR practices to enhance reputation and to build brand image, customer loyalty, and to affect society in a positive manner. In addition, altruistic and organizational reasons (that contribute to the bottom line of the team or organization) should be combined as motivation of

CSR initiatives. The focus on mainstream CSR programs might be a drawback, which could result in failure to address real issues/social causes. The need to develop criteria to measure the contribution and outcomes of CSR activities, and the study of the nature of motives (pragmatic or principle causes) have also highlighted.

The prominent role of sport as a vehicle in deploying CSR initiatives has been explored by Smith and Westerbeek (2007). This is because sport possesses the unique ability for mass media distribution and communicative power, to appeal the youths, to associate with positive health impacts, to promote social interaction and sustainability awareness, to foster cultural understanding and integration and to give immediate gratification benefits to participants. In addition, Smith and Westerbeek highlighted the corporate partnerships as the only form capable to transfer effectively the power of corporate resources to society through CSR because neither sport sponsorship nor the donations are a genuine social responsibility. Therefore, sport organizations should channel their CSR efforts through a suggested list of domains of responsibilities. As follows, the rules of fair play (equality, access, and diversity), safety of participants and spectators, independence of playing outcomes, transparency of governance, pathways for playing, community relation policies, health and activity foundation, principles of environmental protection and sustainability, developmental focus of the participants, and qualified and accredited coach, are the domains that sport organizations should expand their CSR initiatives. Documented policies for addressing the above social obligations-responsibilities make sport organizations eligible candidates for corporate partnerships.

Exploring the use of sports in disadvantaged communities for social inclusion and the creation of social capital, Skinner, Zacus, and Cowell (2008) concluded that

social inclusion programs should be based on the local assets (e.g., infrastructure, people, revenues, networks) and to be available in the target communities. Sport based social inclusion programs (CSR initiatives) should address and respond to specific community needs by utilizing a social development policy. In addition, monitoring and evaluating such programs from the very start to the very end, (from conception to implementation) should be a priority. Partnerships between the traditional sport sector and community based organizations ensure the viability of these efforts.

Breitbarth and Harris (2008) have constructed a model for the role of CSR in the football business. They argued that implementation of various approaches of CSR can generate humanitarian, financial, cultural, and reassurance values. This value creation process leads the sport to gain institutional relevance, increased game participation, competitiveness, and finally profits. Their model tested into four national professional football contexts where data analysed with findings to support the proposed model. The implementation and management of the proposed CSR model can create resources and strategic advantages for all stakeholders. They proposed the application of their model to other industry like sports, and research in different contexts to understand how CSR can be applied in the scope of sport management and sport marketing.

Walter and Chadwick (2009) have illustrated a range of strategic benefits that a firm can reap from CSR programs and corporate citizenship initiatives. They proposed the community trust model of governance as a mode of operation to implement CSR activities at the football clubs. Brentford football club and Charlton Athletic football club were the case studies of this effort. The removal of commercial

and community tensions, reputation management, brand building, local authorities' partnerships, commercial partnerships, and player identification were among the strategic benefits that football clubs achieved by the proposed model. They suggest that further research would provide evidence whether an organization receives or not a financial return on their investment (ROI) in the community activities through a Football Club in order to encourage commercial organizations to engage in this model.

Babiak and Wolfe (2009) have explored the determinants (internal/external drivers) of CSR activities in professional sport. Interviews with sport executives (from the NFL, MLB, NHL, and the NBA), and analysis of organizational documents showed that external drivers (the key constituents, the interconnectedness of the sport field, and pressures from the leagues) are important determinants of a professional sport team's CSR initiatives in contrast to internal drivers that are less important. The pressures exerted by context, content, constituents, and control or casual forces of the sports field industry referred as external drives. As internal considered all the valuable, rare, and inimitable resources, a sports team or organization owns. Three types of CSR initiatives have emerged out of the emphasis teams and organizations placed upon internal or external drives. In this perspective, CSR initiatives can be characterized as corporate-centric, stakeholder-centric, and strategic-centric. Other organizations' practices and the perceived societal expectations have accepted as determinants (external in nature) and influence the CSR decisions of professional sport executives. In addition to this, the internal unique resources also have played a major role.

Bradish and Cronin (2009) elaborated that CSR is not philanthropy but a holistic business mindset, a corporate culture where social responsibilities of a firm must incorporate social and financial interests. Sports as a social and economic institution is a well suited body into the business principles and practices of CSR. Concluding they support the argument, that “CSR should be regarded as one of the most important components of contemporary sport management theory and practice.”

Godfrey (2009) defined and framed CSR using Carroll’s four responsibilities, Freeman’s Stakeholder theory, and Wood’s model of Corporate Social Performance. He confirmed the institutional character of sport using Scott’s three pillars of the institution, and outlined a number of CSR issues that may be unique to sports. As a result, sport can deploy its CSR activities as a cognitive institution, shaping how we think and view the world; as a regulative institution, and so creating and forcing the regulation of social life through rules, norms and laws; and finally as a normative institution, by creating and communicating a sense of what is right, appropriate or legitimate. He concludes that as sports globalization becoming more and more noticeable the constant question that should be asked is about the kind of social responsibilities that every actor in the sport industry has.

The relationship of fans’ assessment concerning team reputation because of CSR activities and their patronage intentions, were examined by Walker and Kent (2009). In addition, the mediating role of the team identification as a regulator also considered. They suggest that sports managers should promote CSR activities, as fans and sport consumers have the ability to evaluate CSR efforts. The promotion of them also contributes as a powerful source of organizational reputation building. Fans’ responses to CSR activities depend on the amount of information given to them, and

can challenge their favourable support. Consequently, CSR information should provide focused details on how and where CSR initiatives have influenced the community and / or have helped to address specific social issues, and therefore comprise the base for an effective marketing communication strategy. However, the provided CSR information should come from credible and trusted sources such as fan groups, team related chat rooms etc. in order to avoid diminishing results on such communications. Team identification is a moderator of the CSR – reputation relationship so that high level of team identification leads to reputational assessments that are less dependent on CSR information.

On the topic of the community development through sporting event strategies, Misener and Mason (2009) examined the perceptions of urban regimes members' of three major cities: Edmonton, Manchester, and Melbourne. They found that the economic development versus community is prevailing due to coordination problems at community level. The few key organizations representatives versus grassroots mobilization that required, explains the economic rather than the community dimension in development strategies through sporting events. However, those who control resources, conceive, oversee, and implement growth strategies within cities, perceive community integration as important to these strategies. To evaluate the impact of such strategies economic and non-economic measures should be used.

Blumrodt et al., (2010) have researched the CSR actions of the professional teams in the European football league in France and their impact on clubs' brand image. Alongside with this, consumers' perception about clubs' brand image were evaluated using a four factor - dimension conceptual framework of: core services, other attributes, customers' benefits, CSR ethical perceptions. Regarding the CSR

ethical perceptions, they also have focused on the specific responsibilities of a sport club. Results showed that spectators have expectations as regards teams' CSR engagement, but managers underestimated the importance of CSR and neglect to considering CSR communication as a real issue of management strategy. In addition, research revealed the association of CSR engagement with spectators' perception about teams' brand image, which also correlates with the quality of stadiums, the financial transparency, the international competitiveness, and the importance of the duty to face the expectations for social engagement.

Ratten & Babiak (2010) elaborated on the issues of social responsibility, philanthropy, and entrepreneurship in the sport industry. CSR issues were approached through three different perspectives of implementing. Sport organizations' CSR, (such as teams and leagues as efforts initiated by these sport business), CSR as partnerships with sport organizations (as a vehicle of corporate CSR through donations, cause related marketing or sponsorships), and CSR as a focal mission of sport organizations (which main aim is to provoke social impact or development).

Ratten (2010) has discussed the role of social responsibility, philanthropy, and entrepreneurship in the discipline of sport management. Ratten suggested the integration of social responsibility, philanthropy, and entrepreneurship, can change the future of sport management. This is because sport management has an accessible audience towards social responsibility therefore offers the rationale for promoting social responsibility and philanthropy in the entrepreneurial community. This rationale gives the opportunity to model social responsible practices within sport context.

Sheth and Babiak (2010) interviewed professional sport executives in order to explore how they define CSR and what priorities sport teams have regarding CSR activities. Furthermore, organizational variables such as winning, revenues, and team value highlighted as a controlling factor of the reported CSR involvement. Executives were placed different priority on CSR elements to focus on philanthropic activities and ethical behaviour. Sport executives found to consider CSR as a strategic imperative for their business and have mention philanthropy, local community, partnerships, and ethical concerns as factors that influence CSR practice. In addition, they found that the focus of CSR activities and practice for most of the teams across sport leagues was placed upon youth, education, health, and community issues.

Lacey and Kennett-Hansel (2010) explored how customers' perception of CSR performance, at an NBA team, impact on customer relationship variables such as trust, commitment, word-of-mouth, purchase behaviour, and follow performance over time. Engagement with CSR initiatives rewards a firm by creating and enhancing trust and commitment. In the causal chain of CSR - outcomes relationship trust and commitment help create desirable customer behaviours (ticket purchases). Among the results is that trust and commitment have a mediating role in customers' CSR perceptions and influence indirectly the purchase behaviour, word-of-mouth communications, and follow performance. In addition, CSR performance moderates the relationship between CSR and commitment and enhances the desire to maintain ongoing relationship with the firm. They also mentioned that the level of CSR awareness depends on the length of the period that a firm performs CSR activities.

Walker et al., (2010) went through the mediating role of consumer attributions to CSR motives of the International Olympic Committee, on actual consumers'

responses towards the organization (IOC). Given that consumer had an awareness of CSR initiatives, social efforts that perceived as a value and stakeholder driven had a positive impact on consumers. In contrast, efforts perceived as strategic imperatives had a negative effect. The consumer attributions to CSR motives influence various types of patronage intentions and the perceived organizational reputation. In other words, where CSR efforts perceived as strategic imperatives caused “diminishing returns” for the organization. On the other hand the fact that the CSR motives which attributed to the core values of an organization and due to stakeholder pressure were more favourable to consumers, point to a more complex relationship. In addition, they stressed that “in real world consumers possess a limited awareness of CSR activities, but when certain attributions were attached the (IOC) organization capitalized (*the benefits of CSR effort*) through patronage and reputation,” p. 675. CSR awareness can be an important antecedent to the consumers’ attributions about CSR motives.

Concluding as regard the CSR communication leaders should consider the position of CSR message toward organizational values and most important stakeholders in order to contribute to the organizational success.

The notion of social involvement includes corporate social responsibility, corporate social responsiveness, and corporate citizenship. Walker and Parent (2010) expanded the idea of social involvement and found that it differs amongst sport organizations according of their type, scope of direction, and target audiences. They proposed an integrative model of social involvement that includes the spatial orientation of social involvement in sport. They realized that most of teams, leagues, and sport related organizations make use of the Internet in the reporting of their social involvement process (due to increased demand for transparency). Operation within an

international context requires from sport organizations to focus their CSR efforts and reporting on the global workforce, human rights, and environmental issues. On the other hand, teams, leagues, and other sport organizations that operate in a narrow context emphasize their CSR and reporting practice to more localized CSR efforts such as philanthropy, community outreach, quality of life, and education. Findings reveal that there is a trend for imitation of social involvement strategies. Sport organizations demonstrates a difference in the kind of reported involvement between production-centered (worker rights, philanthropy, and conduct codes) and service-centered (diversity, philanthropy, volunteerism initiatives) organizations. Finally, study separates the types of social involvement as follows: Corporate Social responsibility concerned with more locally and community focus programs, while Corporate Social Responsiveness and Corporate Citizenship connected with more instrumental and socially impactful activities. As regards to the motives of CSR, suggested that a balance of altruistic and instrumental motives for social involvement would lead to greater benefits in terms of gaining and sustaining a competitive advantage.

Despite the considerable increase of sports along with CSR notion, Levermore (2010) expressed that the poor linkage of CSR projects with core business objectives, act as a main cause of failure. The absence of evaluation of such CSR projects also operates as a failure factor alongside with the tarnished reputation of sports. Concluding Levermore suggest that sport might be a valuable vehicle for the development through CSR initiatives especially in the communities where mainstream CSR schemes have failed to reach, like youth communities. The sport has the advantage to deliver developmental objectives through CSR because of its appeal

to young and other groups of people, and the ability to reach marginalized communities. The capacity of sports to create partnerships amongst institutions is another considerable profit when sports employed in CSR efforts for development. However, use of sports does not apply in all locations and settings. The use of sports to promote causes contradictory to altruistic objectives or when the motives of CSR initiatives are driven by the needs of the donor instead of community, leads to failure.

Misener and Manson (2010) in order to realize how cities and corporations can contribute to social welfare with social responsibility initiatives, illustrate the implementation of Corporate Community Involvement (CCI) notion. They proposed certain leading principles for the interaction between corporation and communities, with the involvement of CCI strategies in order to ensure the most positive results from a sporting event agenda and community development efforts. Their effort to mesh corporations in social responsible initiatives thought CCI model underpinned by the notion that corporations can provide the utmost benefit from local communities' incorporation into the decision-making process because of the wealth and the resources of corporations. In order to understand the nature of the concerns of these communities it is important to engage them in discussions, debates, and active research strategies. The key elements of this process is the addressing of issues concerning the balance restoring that strengthens local community interests, the understanding of power relations within cities, corporate investments, and sporting development .

Filizöz and Fişne (2011) explored the importance of CSR within the sport industry. They have studied several cases of CSR practice in sport management and realized a number of different types of CSR behaviours. Due to the importance and

the role, the impact and the visibility of sports over society and the ability to address social issues, a wide range of sport entities makes use of CSR practices. Such entities are sport governing bodies, professional sport leagues, professional sport clubs, individual athletes, and sporting good business. The issues these sport bodies chose to address include help to vulnerable people, disadvantaged or underprivileged children, and community support via establishing partnerships with NPO and fundraisings. In this way, those entities affect issues such as peace, anti-discrimination, social integration, education, housing, poverty, malnutrition, and health related topics. Through campaigns encourage people to donate at social issues thus to create awareness. They conclude that the CSR behaviour of sport entities can influence stakeholder attitudes and buying behaviours, therefore contributes to corporate reputation, competitor differentiation, fan loyalty development, competitive advantage, improved financial performance, recognition, and better image, improved relationships with a community, grater viability, while performing the ethical and philanthropic behaviour.

The need to measure consumers' attitudes toward responsible entities in sports, has led Walker and Heere (2011) to develop a two dimensional scale measure. They suggest the use of this scale to measure the sport consumers' perception of CSR initiatives. Instead the use of purchase intentions, as a precursor for behavioural responses to CSR, they use cognitive awareness and affective evaluation as dimensions that influence consumers' attitudes to socially responsible sport organizations. Cognitive awareness is the initial step in formulating responses to a CSR initiative Additional to awareness, emotion, and affect can act as antecedents to actual consumer behaviour thus have influence on actual purchase behaviour among

sport consumers. However, awareness itself does not occur in favourable consumer behaviour toward CSR initiatives.

Reporting on Nike's communication strategies of the late 1990s regarding CSR reputation, Waller and Conaway (2011) discussed the "frame analysis" as best practice to tackle corporate controversies in the realm of CSR reputation. They explained how the growing priority on CSR issues makes a call for managers to "learn how to communicate CSR issues to stakeholders." CSR reputation can influence purchasing intentions or even investment preferences and provoke employment rejection, business boycott or trigger anti-corporate campaigns by labour unions, activist groups, or coalitions of them. In addition; Waller and Conaway explained the essential role of frames in corporate communications in a rhetorical, ideological, and practical level regarding Nike's case. Concluding, they advise that use of frame analysis can give important information about the way media cover the business news topics especially in organizational affairs regarding CSR issues. Therefore, frame analysis appears to be an appropriate methodology for a full range studying of CSR communication from and about an organization in the Internet era.

Hamil and Morrow (2011) analysed the context and motives of CSR in Scottish Premier League football clubs. The embeddedness in the community and the strength of their stakeholder relationships allow clubs to act as vehicle in delivering CSR initiatives and social benefits in contrast to conventional private businesses. Findings suggest that a) normative expectations of executives or stockholders, b) responses to a wider social agenda, and c) potential economic benefit, are the drivers of this delivery process. When enhanced CSR communication activities are implemented, accountability towards stakeholders and the development of relational

partnerships and networks are facilitated and improved. The congruence between managers' expressed motives and other stakeholder groups for CSR activities would provide a better understanding for framing CSR within football clubs context.

Furthermore, on the theory level they propose that stakeholder theory needs to resolve the tradeoffs and challenges when implementing CSR programs in organizations regarding the duality of businesses and social institutions.

In a recent publication of SportBusiness International Feature Article (2011), the issue of good corporate citizenship is discussed and three case studies those of PUMA, General Electric, UCI, and FIFA were presented and analysed regarding the CSR behaviour of those entities. According to the publisher, the noticed integration of CSR in the core business of these organizations confirms the coming age of CSR, when corporate sector looks to formulate new methods of corporate giving. While the CSR concept is a prevailing one, often is associated with doing the minimum rather than the maximum for the general good. In addition, some observers feel that sport focused programs have become predictable and one-dimensional. The FIFA's example with "Football for Hope" program and "Win in Africa with Africa" a strategic initiative backed by the United Nation, to promote youth development through sports, have received much criticism. While several months after the world cup "... the generation of positive social impact on the local population and economic benefits for the host nation seems tougher to justify, p. 52." To give an explanation for the fact author suggest that "... perhaps we ask too much of sports in terms of its ability to affect change, p. 52". Under this perspective what is possible, regarding the sports ability to affect social change, needs constant review "... if brands and sports

organization wants to stand out from the crowd and engage in sustainable action that is also meaningful to their customers and stakeholders, p. 52.”

Build on previous work, Levermore (2011), elaborated on the extent to which evaluation processes of CSR initiatives for developmental objectives have been employed and state that only financial performance of CSR, from a corporate perspective rather than social impact, has been appraised. In that way, sport programs when used as a vehicle of CSR for development efforts lack of evaluation process, especially short-term CSR programs, and often fail to realize the reasons why measurements might be necessary. On the contrary, when initiatives are tied to community development objectives there is some evaluation. Evaluation techniques that are overly managerial and one-dimensional lead to the failure of evaluative results regarding the equity of those evaluations and this highlights the problem with the notion of CSR for development through sport.

Carey et al. (2011) have explored the topic of 2016 Olympic Games city biddings, and revealed how the focus of CSR programs on community development is different in “traditional” and “non-traditional” bid cities. They examined how the CSR and community development approaches have presented during the bid processes through the media lenses and articulated by various stakeholders. Results showed that in “non-traditional bids of “underdeveloped” cities reporting on CSR and development related approaches was at a higher level compared those of traditional bid cities. The emphasis was placed upon CSR and community development approaches, with respect to the notions of “Sport for development” and “North – South divide.” They conclude that the way media frames the issue of CSR during bid campaigns may provoke opportunities for community development in “non-

traditional” bid cities. The issues of who supervise and lead bid processes, and how this influence the various social responsibility schemes included in this process, is a major topic for future research.

Based on CSR literature relevant to sports management and the empirical exploration regarding the business into professional football clubs, Breitbarth et al. (2011) have developed a model for measuring CSR effectiveness in the professional football clubs. They conceptualized a CSR Performance Scorecard and illustrated the business, club, and public sector benefits. Also stressed the agency role of sports which can help a football club to create and maintain the economic, political, ethical, integrative, and emotional resources when strategic partnerships occurs from CSR engagement. However, they have acknowledged that measuring CSR can be complex, confusing, or daunting effort, but agreed that: CSR measurements influence business strategy, measurement is a driver for accountability, industry and company specific indicators need to be developed, and measurements should go beyond simple data collection with a focus on understanding the impact and the meaning of these measurements. Criticized the framework of corporate community investment (CCI), because it is based on an input – output logic hence, it does not include a strategy and a process view; they proposed the need of a holistic model for strategic management of measurements in order to evaluate CSR. They are preferably keen on a balanced scorecard (BSC) framework, which focus on providing a balanced range of metrics for CSR performance. They also proposed, that the development of the outline and the content of the BSC regarding CSR in football should emerge from the objectives and the motives that stakeholders have. Literature findings regarding objectives and motives support that FC frame CSR around ethics and social issues whereas clubs’

partners CSR motives and objectives are related to core business. Complementary to this BSC for CSR evaluation, an index system that sums up to a single number is proposed. The implementation of a balanced CSR performance scorecard can serve as a comparison measurement to other clubs, as an internal benchmarking that allow managers to control the strategic outfit with stakeholders, as reassurance of achievements in the area of CSR, and as attraction of public or private partnerships. In addition, it can create links with the respective national or international governing bodies, and “if applied to whole leagues it allows associations the promotion of sport/football as a relevant institution and platform for social development, p. 735.” In addition, a number of issues concerning the implementation and continuous application of CSR measurements have discussed. Necessary conditions for the commitment of the clubs are, the enhancement of daily CSR operations, strategic management, further dissemination of CSR through imitation/mimic processes, intervals of CSR measurements, and the performance reporting with qualitative/narrative contextual information. Further research from an academic perspective is needed at the intersection of CSR and sport in management, marketing, social, and political theory for further development.

The reported motives and pressures to adopt green management practices in the industry of sport explored by Babiak and Trendafilova (2011). Framing the issue of sustainable practices under the Umbrella of CSR, they examined the causal drivers of such environmental behaviour. The interviewed professional sport teams and leagues executives have reported that not only strategic but also, legitimacy motives exist. With strategic motives to be the primary reason, institutional pressures also found to be the drivers of the motives for adopting an environmental CSR focus. They

argued that environmentally focused CSR could be viewed as a value driver with many benefits beyond the traditional financial terms. In addition, state the case that the ability of sport business to generate revenue streams where no previous existed lies into the consumers' expectations that any company will 'go green'. An important question that might arise in this is whether organizations should deal with hot CSR's topics rather than focus their resources on areas that can benefit both the society and the organization itself. In lack of resources and without the certainty of which CSR projects will generate strategic assets, they proposed to the managers an optimal portfolio of CSR activities which could provide mutual benefit for society and to the organization. They alluded to the CSR motives for environmental practices as a complex interplay between different organizational and societal factors. Strategic green CSR initiatives can possibly provide financial and strategic gain while in turn bolster public image, meet needs of key stakeholders, provide alignment to community expectations, and achieve a marketing advantage. The type of sustainability efforts that fit best into the broader scope and CSR strategy of sport teams' and leagues' remains unclear, thus there is a need for future research.

Special issues of CSR

Factors of Corporate Social Responsibility

Many researchers have reported a variety of factors that motivate, shape, and influence the decisions of sports managers and sport executives regarding the initiatives of social involvement. Revealing is the case of Babiak and Wolfe's (2009) research about the internal and external pressures for CSR activity. Pressures from the context, content, constituents, and control or casual forces from the sports field industry have referred as external drives. Key constituents, the interconnectedness of

the sport field, and pressures from the leagues found to be important determinants for professional sport team's CSR initiatives. Other organizations' practices and the perceived societal expectations are external determinants that influence the CSR decisions. As internal drivers have considered all the valuable, rare, and inimitable resources, a sports team or organization owns and in contrast to external drivers are less important. In addition, sport executives have mentioned philanthropy, local community, partnerships, and ethical concerns as influencing drivers of CSR practice (Sheth & Babiak, 2010). Babiak and Trendafilova (2011) found that senior executives in sport industry took advices institutional pressures in order to adopt green management practices. Hamil and Morrow (2011) found that the normative expectations of executives or stakeholders, the responsiveness to a wider social agenda, and a potential economic benefit, are the drivers of CSR actions.

Motivation or incentives of CSR

Motives play an important role in the decision making process for CSR integration. Altruistic and organizational incentives (that contribute to the bottom line of the team or organization) should be combined in the motivation of CSR initiatives (Babiak & Wolfe, 2006). Sport executives reported that not only strategic but also, legitimacy motives exists, (Babiak & Trendafilova, 2011). However, the incentives behind the motivation to participate in social initiatives might vary. When the motives of CSR initiatives are driven by the needs of the donor instead of community needs this could lead to failure (Levermore, 2010). Because of consumers' ability to add attributes to CSR motives, this influence various types of patronage intentions and by extension the perceived organizational reputation. CSR motives that attributed to the core values of an organization and stakeholders' pressures is more favorable to

consumers, and points to a more complex relationship (Walker et al., 2010). In line with the previous findings, Walker and Parent (2010) (see: Babiak & Wolfe, 2006) suggested a balance between altruistic and instrumental motives for social involvement that will lead to greater benefits in terms of gaining and sustaining a competitive advantage.

The difference of objectives and motives between FCs and their CSR partners have noted by Breitbarth et al. (2011) with FCs bundling their CSR efforts around ethical and social issues while clubs' partners to core business. Finally, Hamil and Morrow (2011) highlighted the issue of congruence between managers' expressed motives and other stakeholder groups for CSR activities that would provide a better understanding for framing CSR within football clubs context.

The promotion – communication of CSR

Waller and Conaway (2011) acknowledged that the growing priority on CSR issues make a call for managers to “learn how to communicate CSR issues to stakeholders”. Maignan and Ferrell (2004) suggest that in order business to benefit from CSR, initiatives must smartly communicate to relevant stakeholders. Pomeroy and Dolnicar (2009), suggests that firms need to inform consumers in order to better perceive their CSR initiatives. Blumrod et al. (2010) held that managers have underestimated the importance of CSR, and disregard the CSR communication as a real issue of management strategy. Hamil and Morrow (2011) implied that when enhanced CSR activities' communication is implemented, accountability towards stakeholders and the development of relational partnerships and networks are facilitated, and improves.

Walker and Parent (2010) have realized that most of teams, leagues, and sport related organizations make use of the Internet in the reporting of their social involvement process. Lindgreen and Swaen (2010) have found that organizations use annual reports and websites to promote their brand in the eyes of consumers and stakeholders. Web based information tends to receive a scrutinized attention from the people concerning the quality and reliability of the shared information, (Jahdi & Acikdilli, 2009). Besides, Pomeroy and Dolnicar (2009) stressed out that the emphasis must place upon public relations rather to advertise when communicating CSR. However, if advertising is used the execution factors need considering in order to avoid and reduce consumer skepticism. Research has showed that CSR communication could create backlash to a firm by triggering stakeholders' skepticism and cynicism, (Lindgreen & Swaen, 2010). Consumers' cynicism and mistrust to "sin companies" or "green washing" pinpointed as the obstacle towards acceptance of the message of CSR communication endeavors, (Jahdi & Acikdilli, 2009). The key challenge of CSR communication is to overcome stakeholders' skepticism and generate favorable CSR attributions (Du et al., 2010). Jahdi and Acikdilli (2009) alleged that CSR type communications would be essential for the survival, the maintenance of the image, reputation, and protection of competitive advantage. Thus, ethics and social responsibility should be included in the strategic marketing communication process. Public relations (PR), advertising, and sponsoring (cause related marketing) are considered as powerful communication tools for conveying the CSR message. They proposed on site techniques such as large TV screens, centre brochures, and signs as CSR message conveyor. Lindgreen and Swaen (2010) argued that the stake is what and how to say about CSR programs and achievements in order

to avoid negative connotations. Jahdi and Acikdilli (2009) have also suggested that the content of the message and what is evidenced to the main users of the message influences CSR awareness and in turn the success of communication methods. The disclosure of the CSR information is dependent on the target audience. Therefore, the CSR message should involve information for the supported social issues and their significance “gravitas” for the society, and focused details on how and where CSR initiatives have influenced the community and helped to address specific social issues, (Pomering & Dolnicar, 2009; Walker & Kent, 2009). Du et al., (2010) propose that the content of the communicated CSR message should incorporate the commitment, impact, motives, and the fit with core values, of CSR activity. The channeling process, and company or stakeholder specific factors are important and influence the results of CSR communication.

Likewise, Morsing (2006) recommend that information package should address the following four issues a) the promise that CSR constitute a common–shared concern, b) the proposition that CSR is linked to core business, c) the evidence to demonstrate that CSR has an organizational support, and d) and the results to demonstrate that CSR has an objective claim.

The CSR awareness problem has been confirmed throughout the literature. When consumers have low or little information about the CSR activities then low CSR awareness occurs. CSR awareness is a crucial moderator of CSR effectiveness and negative affect CSR communication efforts, (Du et al., 2010; Pomering & Dolnicar, 2009; Walker & Kent, 2009; Walker et al., 2010).

Regarding the source of the message, CSR information should come from creditable and trusted sources such as fan groups; team related chat rooms etc. An

unreliable or untrustworthy source of communication could influence the CSR communication by diminishing its effectiveness (Walker & Kent 2009). To overcome mistrust behavior hyperlinks to trusted NGO, Academic institutions and Government departments must provided. Successful and effective CSR communication requires the source reliability and credibility to be addressed, (Jahdi, & Acikdilli, 2009).

Measuring the Effectiveness of CSR

Vilanova et al., (2009) highlighted the fact that while CSR is viewed as “a license to operate” rarely measured or evaluated because there is not a common framework. Babiak and Wolfe (2006) also acknowledged the need to develop criteria to measure the contribution and the outcomes of CSR activities.

Lindgreen and Swaen (2010) have acknowledged that CSR is multidimensional by its nature. Moreover, they have mentioned the need to explore ways in which CSR activity can be measured, and to determine the criteria or the indicators about the level of CSR effectiveness. Further, the measurement of the impact of CSR on the different dimensions is put forward.

Levermore (2010 & 2011) have admitted the absence of evaluation of CSR projects that act as failure factor, along with the tarnished reputation of sports, and allocated the problem in evaluation techniques that are overly managerial and one-dimensional. This lead to a failure of evaluative results highlighting that only financial performance from a corporate perspective rather than social impact of CSR initiatives has been appraised. Skinner et al., (2008) claimed that monitoring and evaluating social programs from the very start to the very end, from conception to implementation, should be a priority.

Burke and Logsdon (1996) suggested the notion of strategic CSR to develop measures for economic and social evaluation of CSR activities. Strategic CSR provides a chance for measurable CSR benefits that accrue beyond simplistic correlations between philanthropic contributions and profits. They have proposed five dimensions of the strategic CSR (centrality, specificity, proactivity, voluntarism, and visibility) where could develop measures for accessing the effectiveness of CSR activities. Thus, in evaluating CSR activities we should look for the centrality, specificity, proactivity, voluntarism, and visibility of these efforts. The closeness and the fit between CSR policy or program with the mission and objectives of the firm are a measure of Centrality. The degree in which the firm creates and internalizes CSR's benefits out of its efforts measure the Specificity. When the planed CSR behavior anticipates upcoming social or political challenges this is a measure of proactivity of CSR's strategy. When firm achieve to make visible all its CSR activities and to gain internal and external stakeholders' recognition of those activities, it is a measure of CSR Visibility. The value that CSR activities produce for the firm is the ultimate measure of strategic benefits from CSR implementation into corporate strategy. They advised that firms should identify the important stakeholder groups, and determine the socially valuable CSR activities to meet needs and interests.

Breitbarth et al., (2011) have developed a model for measuring CSR effectiveness in the professional football clubs and conceptualized a CSR Performance Scorecard for this reason. However, they have admitted that the measuring of CSR can be a complex, confusing, or a daunting effort. Also acknowledged that CSR measurements influence business strategy and represent a driver for accountability, thus industry and company specific indicators need to be

developed, and measurements should go beyond simplistic data collection with a focus on understanding of the impact and the meaning of these measurements. In addition, proposed the need of a holistic strategic management measurement model in order to evaluate CSR efforts. They are preferably keen on a balanced scorecard (BSC) framework, which would focus on providing a balanced range of metrics for CSR performance. They have also claimed that the development of the outline and the content of the BSC regarding CSR in football should emerge from the objectives and the motives that stakeholders have. Pomeroy and Dolnicar (2009) have placed that consumers' awareness about the social issues that have been addressed through CSR initiatives is a crucial moderator of CSR effectiveness, thus awareness could be a measure for CSR performance and effectiveness.

METHODOLOGY

The Implementation and Application of CSR in Professional Sport in Greece

The Sample of the Study

During the research seven case studies were conducted. Three cases represents the professional teams of football clubs (FC) from the professional premier league, and other two cases the teams of professional Basket league in order to investigate their CSR initiatives and activities. In addition, two more case studies were conducted to include the organizing authority of premier football league in Greece, and the official organization for football forecasts and lottery games also in Greece.

The selected football teams are three of the most popular in Greece with a broad base of fans and supporters and all have successfully participated in the national professional premier league. Two of them have competed in UEFA Champions League & Europa League, and all of them are located near major urban centers in Greece, southland, middle land, and northland.

The selected basketball teams are also two of the most popular in Greece, which have a broad base of fans too, and are situated in one of the most wide urban regions in the country. Both have competed and won in the ULEB Euloleague and have won many times the title in the national basketball league. All teams have experienced CSR initiatives for the last five years.

The premier football league is the responsible organizing authority for the Greek professional football since 2006 and currently handles the competition of sixteen (16) football clubs all over the Greece while is the responsible organizer for youth competitions (K20 & K17). It is also has facilitated many CSR initiatives during the last five years.

Down under all these sport entities lies the official organization for football forecasts and lottery games in Greece, which is consisted from a broad spectrum of companies and support or sponsor many teams and sport leagues (including premier league) across the country.

Research Method

This study is exploratory in nature. The research has followed Yien's (2003) proposal in which when a phenomenon is impossible to distinguish it from its context, then the case study is the most suitable approach of investigation. Moreover, when the "social, economic, cultural, and political environment affects the way in which the under investigation phenomenon, such as CSR, can be observed," (Breitbarth & Harris, 2008, p. 188), then the case study as a research method is recommended. In addition, case study selected because Roome, (2005) argued that CSR agendas and policies are influenced by context-specific factors (Athanasopoulou et al., 2011, p. 5). Thus, the use of case study enables the researcher to attach meaning to the concept of CSR in its corresponding context of appearance (the Greek professional sport context). Furthermore, the research has followed the Freeman's and McVea's, (2001) call that encourage researchers for "concrete studies of real case studies" in the industry, (Athanasopoulou et al., 2011, p. 5).

The research procedure

The seven case studies involve in depth personal interviews with managers and executives which are responsible or familiar, in each team and organization with CSR issues. Respondents interviewed with open ended questions about the CSR activity of their team or organization and encouraged to expand their views and opinions about the factors, the motives or the anticipated outcomes, the promotion or

the communication, and the experienced effectiveness of those CSR activities or practices. Where the possibility for on site interview was unavailable, due to distance or lack of time of the participant, executive or manager interviewed through telephone (land) line. All interviews have digitally recorded and transcribed verbatim for further analysis. In addition, the data have enriched and triangulated with published or posted material pertaining to CSR actions from the official internet sites of teams and organizations. Interviews were conducted during winter to mid summer 2011. The data used for triangulation was captured online through the end of the respective year. Finally data were examined through content analysis. The selection of the teams and organizations was made according to the availability and the responsiveness of the executives and managers to the research request. Before the interview, the respondents had the option to complete a consent form regarding the scope of the study and the availability of the findings, while a contact form with the general questions of the interview emailed to them before the scheduled interview.

Overall, the use of case study has been justified broadly in the literature and considered as the appropriate method to study, analyze, and give meaning to a multi complex social phenomenon such as CSR in the specific context of sport. Because sport is a highly institutionalized concept embedded in different ways in the fabric of each society and local community, the study of the CSR phenomenon in the national context of Greek professional sport therefore is suggested. During the research, the issues of verbal consent, coercion, and risk of potential harm and anonymity of participants were addressed.

RESULTS

The Implementation and Application of CSR in Professional Sport in Greece

The domains of CSR activities in Greek professional sports

In the course of interviews and data triangulation, seven main domains of the CSR activity have emerged, with each domain to enclose the categories of initiatives that identified during the review of literature. In Table 1, the theme of CSR actions that each case of the study participated is presented. As we can perceive there is a variety of activities in which each team or organization has engaged during the past five years. The pivot Table 2, display the times of appearance that CSR activities were noted in the study, separated into thematic categories and indexed to CSR domains. The seven domains of CSR activities include a) health, b) sports, c) environment, d) local community service, e) support for International causes and International days, f) social phenomena, g) philanthropy, and social giving. CSR domains also include visits to foundations, and the support of special groups of people. Categories also that refer to the preferable way to CSR implementation in overall cases are presented. In the domain of “Health”, six categories were created and include human tissue donations, care for drug-addicted persons, provision of hospital and medical care supplies, support of people with Cancer disease, promotion of athletes’ health through checkups and information about the impacts of performance enhancing substances – Doping, and short campaigns for modern disease treatment such as diabetes. The domain “Sports” cover five categories of CSR initiatives that refers to the diffusion of the sport, the renovation, and buildup of new courts or sport facilities, the support of other non-privileged or less popular sports, the promotion of sports for disabled persons, and the safety of stadiums during the games. Activities that focus on

recycling of products or the packaging, reforestation efforts after fire outbreaks, the cleaning of physical environment, and the education about the environment are form categories that included in the domain “Environment.” Under the label of “community service,” the support for homeless, disabled people, abandoned children, families in need, and the elderly of the local community form the relevant categories of CSR actions in the domain of “community.” The initiation of CSR activities to sustain the celebration of an International day or International cause is very frequent. Thus, a domain of “International days-causes” created in order to highlight the enrollment of such days as an opportunity in order to address social issues. Human rights, Peace, Poverty, and issues of the Third World, are the categories of this domain area. The violent behavior (inside and outside the field of the game), the use of drugs and the performance enhancing substances are the categories of “Social Phenomena” domain. Donations, fund raising, and event financing are the emergent categories in the domain “philanthropy and social giving.” As a function of CSR behavior, the majority of the respondents has mentioned the visiting of team players or members of the organization to a numerous of places and foundations. Although “Visits” cannot consider as a domain of action with a specific content, it can be seen more like a specific way of action, a separate domain created under the label “visits” to record this CSR trend. Public schools, institutions for disabled, orphanages, and hospitals are the most common places that respondents have mentioned as visit places in order to exhibit their responsible behavior. Likewise, children, disabled persons, and fire stricken population, are special groups of responsible behavior interest therefore have recorded as categories and form the domain of “Special groups.”

Table 1

Themes of CSR Activity: Responses per Case

Case1	Case 2	Case 3	Case 4	Case 5	Case 6	Case 7
Visits to schools Sports programs-academies Ticket distribution (buckshee) Sports equipment donations Recycling bins Blood Donates Scholarships Institutions financing	Neglected, abandoned children Sport facilities renovation Recycling packaging Information about diabetes	Global day (poverty, peace, people with disabilities) Donations to Institutions & in inmates (in kind and cash) Visits hospitals Award Paralympics' team Elderly people HIV - AIDS People	Construction of sports infrastructure People with disabilities - wheelchairs Drug addicted people. Leagues, unpopular sports Sponsored leagues Leagues, disabilities Supporting amateur teams – logistics & technical assistance Athlete's health	Vulnerable social groups People with disabilities Malnutrition - hunger Violence Drugs Climate change-management School tournament Hospitality Schools – sport academies Breast cancer prevention Organizing charitable events	Driving safety - drink & drive Blood Bank Fund-raising Pediatric hospitals –visits Fighting Malaria Peace Events Sporting & cultural events Culture - events Environmental & traditional Games Tree planting Children Rights Voluntary blood giving Hosting children at	Children Rights Childhood cancer Development of the sport - supporting academies Game Safety and security Developing world -Children Rights for education Homeless Aid. Problems with drugs AIDS DOPPING Blood Giving Human tissue (Organs)

Case1	Case 2	Case 3	Case 4	Case 5	Case 6	Case 7
			Reforestation – Tree planting Hospital equipment - medical equipment Feeding the homeless - poor Childhood cancer Aid -fire stricken Landscape & physical reserves – cleanup activities Violence in the stadiums	Medical supplies Donations - needy families Treatment of addicts Aid -fire stricken. Support Disabled national team Visits, donations, at charities and disabled, orphanages, hospitals, *fake referee , illegal bet, fixed matches, doping issues: [executive view – CSR team to avoid dealing with]	matches	Donation Transplantation

Table 1 Continued

Table 2

Domains of CSR & Categories

Domains	Categories	Times of appearance
Health	Human tissue donation	4
	Drugs Addicted	4
	Hospital & Medical Supplies	3
	Cancer	4
	Athletes health checks - Doping	2
	Disease Treatment	4
Sports	Sport diffusion	6
	Sport Facilities	3
	Other Sports	3
	Disabled Sports	2
	Sport Safety	1
Environment	Recycle	2
	Reforestation	2
	Clean up	1
	Education	1
Community Service	Homeless	2
	Disabled	1
	Children	1
	Families	1
	Elderly	1
International days & Causes	Human Rights	2
	Peace	2
	Poverty	1

Domains	Categories	Times of appearance
Social Phenomena	Third World	1
	Violence	1
	Drugs taking	1
	Performance enhancing substances	1
Philanthropy & Social Giving	Donations	3
	Fund Raising	2
	Events	1
	Financing	1
Visits	Schools	1
	Disabled institutes	1
	Orphanages	1
	Hospitals	3
Specific Groups	Children	7
	Disabled	4
	Fire stricken	2

Table 2 Continued

CSR factors and drivers in Greek professional sport

On our question “What is the nature of the factors or drivers that force support for responsible behaviour?” respondents have mentioned a number of causes. All answers are recorded in Table 3, and categorized in Table 4, as external pressures, ethical perceptions, promotional reasons, legislation, and internal forces. As internal forces we consider all the decisions originated from board of directors including those of the management or from an individual executive. In addition, as internal forces have characterized all the drivers that reported as internal processes and decisions or responsiveness of a single board member due to awareness of a social issue, own initiatives, and the organization founding principles. To make it clear, we considered these forces as internal from the standpoint that issued from top management and the administration of the team or the organization. Respondents did not allude to the actual causes of such decisions or the rationale for these social responses.

Several respondents have ascribed the multiple requests received from a many social groups to address a social issue, as drivers or factors that shape and form the application of CSR in Greek professional sport context. Organizations & individuals, local bureau and community, International organizations, or just “external environment,” “other entities,” and the practices of “other organizations” have been referred as “requests” to address a social issue. The pressures that have exercised by individuals with suggestions to undertake CSR actions and/or single approaches of board members by individuals are among the external pressures. Grassroots demands and respond to media requests, some “external factors” (not specified), seasonal requirements, adjustments due to crisis and common sense that call for action also have categorized as external pressures that have an impact on CSR implementation.

Participants' perception about the nature of sport seems to influence the CSR implementation; given the fact that the majority has expressed that sport have social obligations and social dimension. In addition, the perception of the team's social role/social duty (moral commitment, burden), the team's significant regional role, the acknowledged team's responsibility, and the awareness for a positive profile mentioned as drivers of CSR in the specific context.

A few interviewed executives and managers have reported the promotional needs and the need for partnerships with main sponsors as drivers of CSR. The results of own research have also mentioned as drivers of CSR activities but without a mention to the specific content of the research. Only one respondent reported the nature of the division (marketing department) which dealing with CSR as influential factor. Finally, one case mentioned as a driver for CSR implementation the regulative legal directive that anticipates the partially reinvestment of the organization profit right back to the society where it came from.

*Table 3**Factors of CSR Implementation: Responses per Case*

Case 1	Case 2	Case 3	Case 4	Case 5	Case 6	Case 7
Board of directors Individual executives	Absence of external pressures	Management decisions Organizations & individuals requests Local bureau & community requests Partnership with main sponsors Perceived social obligations International organizations' requests Grassroots demand	Organization founding nature Mandatory profits reinvestment Positive profile awareness Own initiative Board decisions Internal processes Seasonal requirement Adjustment due to crisis Common sense Promotional needs Respond to	Perception of the social dimension Other organizations practices The nature of the division dealing with CSR	Internal decision - no external pressures Individuals suggestion Individuals approach board member Some external factors (not specified) Research results (not specified) Perception of Team's social role/social duty (moral commitment, burden) Perception of Team's	Internal processes – decisions External environment requests Perception – as social obligation

Case 1	Case 2	Case 3	Case 4	Case 5	Case 6	Case 7
			media requests Individual board member responsiveness Other entities requests		significant regional role Accepted Team's responsibility	

Table 3 Continued

Table 4

Factors or Drivers for CSR: Classification of Responses

External (pressures)	Ethical (perceptions)	Promotional (reasons)	Legislation	Internal (forces)
Organizations & individuals requests	Perceived social obligations	Promotional needs	Mandatory profits reinvestment	Board of directors
Local bureau & community requests	Perception of the social dimension	Research results (not specified)		Individual executives
Other organizations practices	Perception – as social obligation	Partnership with main sponsors		Management decisions
Individuals suggestion	Perception of Team's social role/social duty (moral commitment, burden)	The nature of the division dealing with CSR		Organization founding nature
Individual approach of board member				Board decisions
Other entities requests	Perception of Team's significant regional role			Internal decisions
External environment requests	Acknowledged Team's responsibility			Internal processes or decisions
International organizations' requests	Positive profile awareness			Responsiveness by individual board member
Grassroots demands				Internal process
Respond to media requests				Own initiatives
Several external factors (not specified)				Commonsense
Seasonal needs				
Change due to crisis				

CSR anticipated outcomes, motives and intentions

Another question to the respondents was about the reason “Why your team or sport organization chooses to engage in behaviors of social responsibility?”

Addressing that question to executives and managers was an attempt to access the motives and the expected outcomes of such behavior. The analysis of the data showed that the incentives and the anticipated outcomes are diverse. As shown in table 5, each case reports its own reasons and anticipated outcomes from CSR participation, which sometimes is similar. In table 6, results are classified as organizational outcomes and social intentions to outline more clearly the motives and the expected outcomes of CSR activities. In addition, Table 6, shows an extra categorization of organizational outcomes, which divided into Subcategories as management and marketing incentives. Regarding the social intentions, the respondents emphasized the ethical and moral aspects of their decisions.

Table 5

Motives & anticipated outcomes from CSR participation: Responses per Case

Case 1	Case 2	Case 3	Case 4	Case 5	Case 6	Case 7
Team promotion Economic interest / profit Community outreach Sponsor attraction	Stadium condition improvement (smoking) Athlete's image- role model for children (utilize team resources) The team's potential to highlight problems Fulfillment Team's social character Intending to offer satisfaction for fans Contribution to society (primary purpose) Provide Aid (main	Establish links with the local community Accomplish social commitment Access people "loyalty" Sponsor's physical & economic participation Reputation acquisition Fan base broadening	Shareholder & public relations management Create a positive profile Create awareness to the general public and other stakeholders	Expand customer base Awareness creation Originality and industry leadership creation Innovation and leadership Give back (Return) to fan's loyalty Communicate positive profile team's (external outreach effort) Obtain extra communication interest Attract new	Return to fans Maintaining social profile & social image Governance responsiveness (Chairman) Publicity Gain The perception that it is part of society *Disincentive: greater visibility attention higher teams receive from the media & indifference of past administrations	Highlight the social role of Sport Fulfill implicit social responsibility Relief vulnerable social groups Perception of the organization as a member of society Desire to offer the organization as a tool for information and awareness on social issues Improve organization image - secondary motive

Case 1	Case 2	Case 3	Case 4	Case 5	Case 6	Case 7
	reason) Highlighting the problem *Perception that the acquisition of reputation or visibility is not an incentive			consumers & sponsors Increase reputation & TV viewing Create an ethical brand Acquire communication gains Visibility in the media not related to sports To provide investment incentives for other companies Increased exposure to media		Act as change agent Improve "sport product"

Table 5 Continued

Table 6

Social and Organizational outcomes: Categorized Responses

Organization anticipated outcomes (Tangibles & intangibles expectations)	Social intentions (Ethical & moral incentives)
<i>Managerial</i>	
Originality and industry leadership creation	Highlight Social problems
Innovation and leadership	Create awareness of the general public and other stakeholders on social issues
Shareholder & public relations management	
Become a social change agent (institutional significance)	Fulfillment Team's social character
Improved service (experience – quality)	Governance responsiveness (Chairman)
Fulfill implicit social responsibility	Highlight the social role of Sport
Fulfil inherent social responsibility	Accomplish social commitment
Improve Stadium conditions (smoking)	Contribution to society (primary purpose)
Create Positive investment profile	Perception of the organization as a member of society
Protection of Sport “product”	The perception that it is part of society
Utilize team resources (Athlete’s image-role model for youth)	
Community outreach & Links with local community	Providing aid (main reason)
Intention for offer pleasure to fans	Relief vulnerable social groups
Promote fans pleasure (Returns due to loyalty)	
Give back (Returns) to fan’s loyalty	
Payback (Returns) to fans	
Acquire interest - revenues	

Organization anticipated outcomes (Tangibles & intangibles expectations)	Social intentions (Ethical & moral incentives)
<i>Marketing</i>	
Obtain extra communication attention	
Improved organization image (as secondary outcome)	
Increase TV-viewing	
Achieve communication gains	
Visibility in non-sport media	
Increased exposure to media	
Team promotion	
Increase Team's publicity	
Create a positive profile	
Communicate team's positive profile (outreach effort)	
Create an ethical brand	
Preserve social profile	
Maintain social image	
Access people "loyalty"	
Increase team's reputation	
Sponsor attraction	
Sponsor's physical & economic participation	
Attract new consumers	
Expand customer base	
Fan base broadening	
Reputation acquisition	

Table 6 Continued

CSR promotion in professional sports

The promotional mix represents the kind of actions that respondents have mentioned when questioned about the way they choose to promote or communicate their activities of responsible behavior. In the same way as previously used regarding the motives and anticipated outcomes, two tables follow (Table 7 & Table 8) and present the actions concerning the promotional efforts of each case, and the classification of them according to their recurrence. In that way the promotional mix of CSR activities is depicted and show seven categories of communication, i) annual reports communication, ii) traditional communication, iii) web-based communication, iv) field of play communication, v) resource-based communication, and vi) public relations communication. According to the responses of the executives and managers, *annual reports* are a usual way for documenting and presenting the activity of CSR to the fans, the public or even to the shareholders. Encouraging is the fact that teams and sport organizations in the study use in increasing way *web-based information* and communication to exposé their CSR efforts. This can be considered as a source of transparency and direct communication. The *field of play* communication refers to the implementation of the initiatives during the games and matches in the leagues. This can be assumed as a very valuable practice that results in the dissemination of the social message to multiple recipients, as the spectators, the participants, the radio listeners, the TV viewers, or internet followers. In addition, teams and sports organizations utilize their athlete, executives, supporters-fans, partners, sponsors, and even the actors of the CSR actions to promote the CSR activities thus uses their unique resources to communicate. Public relation and marketing communication also are utilized through the supporting of arts events,

promotional T-shirts, participation in local events with local authorities to enhance the
promotion of the CSR actions.

Table 7

CSR Promotional Mix: Responses per Case

Case 1	Case 2	Case 3	Case 4	Case 5	Case 6	Case 7
Annual program of CSR	Press releases - announcements	Sports & Daily newspapers	Shareholders intelligence with the social	Through websites	Through events, of regional administrative bodies	Annual report
Press releases	Lack of CSR reporting	Internet sites (Blogs, fun clubs, official site)	accountability report	With press releases	of regional administrative bodies	View Action
Advertising posters, commercials, information	CSR posts on the website (exclusive page)	Banners inside the stadium	Update the public with press releases	Printed sport media	Within the stadium by adjusting rituals & audio & Video messages involving spectators	Within field of play
Official announcement on the site	Intention to publish CSR reports	Announcements by athletes	Report displays after each action or in overall	Through corporate public relations/marketing	stadium by adjusting rituals & audio & Video messages involving spectators	Displaying action on the site – website
CSR Report	Archive activities on the site	Exposure on sponsors CSR page	Advertising of actions on site	Electronic media	Brochures to the fans	View Action by media (partner subscription platform)
	Archive Video & communications on the site	Through high reputation partners (UN)	Advertising of actions in the media	Brochures and publications	Brochures to the fans	No display action by advertisements
	Direct Media briefing right after the action	TV channels, friendly TV channels	Messages by the logo of the action on the sites	Intention to create a detailed CSR printed report	Official website through banner	Allocation of media partners to promote third party actions (mediating role)
	In the final matches of European	Official site and via live broadcast	Annual report	Artistic Exhibitions with Sports content	To the site of the official league sponsor	Customize ritual in activity content
		News and press	Activity display in	Online auction	official league sponsor	Televised of
				In home matches	radios and newspapers locally and	
				Distribution of		

Case 1	Case 2	Case 3	Case 4	Case 5	Case 6	Case 7
	Championship No CSR communication to Internal Stakeholders	releases No use of the social networking site (Face book, twitter etc) Intention to upload material on YouTube Through word-of- mouth Live broadcast via internet	major games of the championship	informative material of the action	nationally Communication sponsors In the Web site of supporters of the team Press conferences Central formulated communication policy Promotional campaigns that involve the players At Matches at European level Banners in the stadium In the specially designated places	ceremonial fiesta Interviews with leading actors Promotional T- shirts Speeches of representatives Involvement of partner executives in the awarding prizes Presentation derby matches

Table 7 Continued

Table 8

Promotional mix of CSR, Types of communication: Categorized Responses

Type of Promotion	Description
Annual Reports	Annual report, CSR Report, Intention to publish CSR reports, Shareholders intelligence with the social accountability report, Report display after each action or in overall, Annual report, an Analytical annual program of CSR
Traditional Communication	Press releases, Press releases –announcements, Direct Media briefing right after the action, news, and press releases, Update the public with press releases, With press releases, Press conferences. Advertising posters, commercials, information, Sports & Daily newspapers, TV channels, friendly TV channels, advertising of actions in the media, Printed sport media, Brochures and publications, Distribution of informative material of the action, Brochures to the fans, View Action by the media (Cable TV subscription platform), Televised of ceremonial fiestas, Radio and newspaper/ locally and nationally, Speeches of the team's executives or representatives
Web based Communication	Official announcement on the site, CSR posts on site (exclusive page), Archive activities on the site, Archive Video & communications on the site, Internet sites (Blogs, fan clubs, official site), Visibility on sponsors CSR page, Official site and via live broadcast, Advertising of actions on site, Messages by the logo of the action on the sites, Through websites, Electronic media, Online auctions, Official website, Through banner on the site of the official league sponsor, Displaying action on the website, Intention to upload material on YouTube, Live broadcast via internet, On the site of supporters of the team
Field of Play Communication	Banners inside the stadium, Customize ritual in activity content, Presentation derby matches, In home matches, in the final matches of the European Championship, Within the stadium by adjusting rituals & audio & Video messages involving spectators, View Action Within the field of play, Activity display in major games of the championship, In

	Matches at European level, Banners in the stadium
Resource-based Communication	Announcements by athletes, Through high reputation partners (UN), Through word-of-mouth, Allocation of media partners to promote third party actions (mediating role), Promotional campaigns that involve players, Interviews with leading actors, Involvement of partners, executives in the awarding prizes, Sponsors communication
Public relations Communication	Through corporate public relations/marketing, Central formulated communication policy, Promotional T-shirts, Artistic Exhibitions with Sports content, Through events with regional administrative bodies

Table 8 Continued

Measuring the CSR Effectiveness

It is revealing that the majority of respondents report that in fact the CSR performance is not measured. Participants of the study have also admitted the need to measure the effectiveness of CSR actions or initiatives but emphasize that there is lack of a methodology; consequently, there is not a systematic observation. The absence of numerical data reported as a problem towards CSR assessment, and in one case, respondent said that the evaluation of effectiveness was estimations rather than measurements.

Despite the absence of CSR evaluations or measurements, all participants perceive that CSR has immense and long-term benefits, for the local area, the society, the recipients of the action, and feel confident for the impact of their actions. Also acknowledged that fans are able to appreciate the team's social involvement efforts thus they perceive an "overall reward" feeling.

What it seems to be a barrier to CSR assessment or evaluation practices is the respondents' perceptions about the process. Some perceive that CSR effectiveness is not measurable, that CSR effectiveness is a qualitative indicator thus cannot be a measurable parameter, or it is impractical to measure the moral benefits of CSR, and that it is difficult to isolate the effects of CSR. Others support their reluctance against CSR measurements and express the view that the effectiveness of social actions is difficult to be captured among the fans or even that a practice in the academic literature does not exist. Another view is that the emanating reputation from CSR is not measurable and effectiveness of the actions does not mirror on TV or on social media. The perception that CSR is not attached to other indexes of performance also is another source of unenthusiastic behavior toward CSR assessments.

Rather than measurement, executives and managers are using a wide range of estimations to assess the impacts of their CSR actions. Most respondents reported that estimate the effectiveness of CSR actions by taking into account the opinions, comments and responses when contacting with people, fans, groups, or associations, and by the “thank you” letters, they have received. The increased youth participation in sport academies also serves as an estimation mark. Another way is by the degree of coverage and the exposure of the actions in the media (radio, newspaper, and websites). This acts as an indicator or barometer for empirical calculations. As a result, CSR effectiveness underlies subjective assessments of positive effects observations such as an impact on ticket sales.

Through interviews and data analysis, we found that the majority of teams is using the internet to assess the impact to the public of their CSR activities. The use of the Internet as a mean to approximate the CSR impact is a common act between the most of the cases. The Websites or WebPages’ traffic monitoring and other internet statistics such as clicks on banners or ITV viewership are among the common practices that reported. In addition, the maintenance of a printed or electronic audiovisual archive CSR material, and indexed press reports are used as evidence available to everyone who might be interested. The best practices of CSR activities are also considered to ensure the effectiveness of CSR. In one case, a questionnaire has been employed about the most appropriate types of CSR, and in another one, the partial use of the GRI (Global Reporting Index) has mentioned.

Eventually, respondents proposed that post events measurements could apply to measure the effectiveness of an action, with an exit poll or a questionnaire. No matter the obstacle or the perception of CSR activities were, many respondents have

expressed that sought after ways, and have desires or intentions for conducting CSR measurements. One respondent underlined that “... there should be a budget for measurements” in order to address the issue of appraisal or evaluation of the effectiveness regarding CSR activities.

Table 9

CSR Effectiveness Measurements: Responses per Case

Case 1	Case 2	Case 3	Case 4	Case 5	Case 6	Case 7
Perception: the benefits are immense Perception: CSR activities affect the local area Effect on tickets Influence in the Academy No specific measurement program A questionnaire has been adopted A Customer management system is present Monitoring site traffic	Observe a positive effect (feeling). Positive fan's opinion as a measure Perception: the fans appreciate CSR efforts (feeling). Perception: difficult to measure the effectiveness among the fans Recognition of absence of a measurement methodology Fans economic response as CSR measurement Perception: reputation is not measurable	Measuring impact on ticket sales No tracking on CSR performance data Perception: a feeling, recipients of the action gets the benefit. Perception: effectiveness cannot be measured. Empirical calculation from the display of actions Maintain print, electronic & audiovisual archived material	No measurement of CSR activity's effectiveness Measuring firm awareness in the public and stakeholder groups Measuring satisfaction from CSR activities Perception: tangible benefit to society Partial use GRI (Global Reporting Index) Survey conduct	Perception: not easily measurable There is no certified procedure of measurement. The idea that measurement practice does not exist in the literature Effectiveness does not appear on TV or in social media Does not connect with other indicators and this is a disadvantage Perception: Cannot measure quantitative indicators	Observational assessment of the comments of the fans Assessment from the media pull (radio, newspapers, web site) Perceptions: There are long-term benefits Not measuring effectiveness Research on the type of actions Take account of what other teams do Looking for ways to implement	An estimation of the results rather than measurements Take account of long-term outcomes (not something specific). General assessment of responses received from benefited associations General assessment from thank you letters Ignorance of possible effects on ticket sales Ability to measure

Academy as a measuring index	parameter Perception: there is an “overall reward” feeling	Absence of numerical data Calculation of website traffic due to promotion Calculation by tracking an increased viewership on TV or ITV (internet TV)	Perception: Cannot measure the moral benefits – intangible virtue Indexing of press reports as a mean of assessing communicative impact Propose an exit poll or a questionnaire	Perception: it is impossible to isolate the effect Measuring Web site traffic but not specialized on CSR Desire for measurements	site traffic & clicks on the banner of action Confidence about the impact of the action (feeling) Intention for analytical measurements Perception: there is a social return of operations. A budget need for measurements
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Table 9 Continued

Table 10

Measurements of CSR: Categorized responses

Measurements	Perceptions	Estimations	Practice	Views / Trends
No specific measurement program	The benefits are immense. CSR activities definitely affect the local area	Sport Academy as CSR index	A questionnaire has been adopted	Propose: post event measurements would apply.
Recognition of absence of a measurement methodology	Fans appreciate CSR efforts (feeling)	Daily contact with people	A Customer management system is present	Propose an exit poll or a questionnaire.
No tracking on CSR performance data	Difficult to measure the effectiveness among the fans	Fans' economic response to CSR actions	Monitoring site traffic	Looking for ways to implement
Absence of numerical data	Reputation is not measurable parameter	Observational assessment through fan's comments	Coincidental post event assessment	Desire to make measurements
No measurement of CSR effectiveness	There is an "overall reward" feeling	Assessment through media pull (radio, newspapers, web sites)	Calculation of website traffic due to promotion	Intention for analytical measurements
There is no certified procedure of measurement.	Recipients of the action get the benefit	Subjective assessment of effectiveness	Calculation by tracking an increased viewership on TV or ITV (internet TV)	A budget need for measurements.
Not measuring effectiveness	CSR effectiveness cannot be measured	Positive fan's opinion	Do research about what type of CSR actions will be implemented	
No measurement of effectiveness	CSR has a tangible benefit to society	Observe a positive effect (feeling)	Take account what other teams do.	
An estimation of the results rather than measurements	CSR effectiveness is not easily measurable.	Note an impact on ticket sales	Partial use GRI (Global Reporting Index)	
Necessity for effectiveness	Measurement practices do not exist in the literature	Empirical calculation from the display of actions	Measuring Web site traffic but not specialized on CSR	
	Effectiveness does not reflect on TV or in social	General assessment from responses of benefited associations	Ability to measure site traffic & clicks on the banner of	
		General assessment from		

<p>measurement Non systematic observation</p>	<p>media CSR is a qualitative indicator thus it cannot be measured. Cannot measure the moral benefits of CSR There are long-term benefits It is impossible to isolate the CSR effects. There is a social return of CSR operations. Feel confident about the impact of the action Does not connect with other indicators and this is a disadvantage</p>	<p>“thank you” mails Take account of long-term outcomes (not something specific) Effect on tickets</p>	<p>action Measuring satisfaction CSR activities Maintain print, electronic, & audiovisual archived CSR material Indexing press reports as a mean of assessing communication impact</p>
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Table 10 Continued

DISCUSSION

The Implementation and Application of CSR in Professional Sport in Greece

Commenting on the domains of CSR in professional sports

In the literature the focus of the teams and sport organizations regarding CSR activities is placed on domains such as youth, education, health, support providing to vulnerable people, disadvantaged or underprivileged children, and community support (Sheth and Babiak, 2010; Filizöz and Fişne, 2011). The results of the study show a similar preference for the domains and issues of CSR that executives and managers in Greece choose in order to address social demands and/or expectations. In addition, activities that concern the domain “International Days and Causes” are in accordance with the CSR practice found in literature where sport entities establishing partnerships with Non-for Profit and fundraising organizations, in order to affect or contribute to issues of peace, anti-discrimination, social integration, education, housing, poverty, malnutrition, and health related topics, (Filizöz & Fişne, 2011). According to Walker and Parent, (2010) when the CSR efforts and reporting focus on issues of the global workforce, human rights, and the environment, then the operations of the respective sport organization have an international perspective or at least is oriented towards to it. When teams, leagues, and other sport organizations operate in a narrow context, tend to emphasize their CSR mission and reporting to more localized CSR efforts such as philanthropy, community outreach, quality of life, and education. Combined with the results in Table 2 of CSR domain and categories, we can imply that Greek sport organizations mostly are locally oriented in the narrow national context. As we perceive in Table 2, taken as a whole the focus of CSR effort is about philanthropy, community, education etc. However, there is a moderate focus of efforts on issues of

Human rights and in the domain of the environment, thus there is also an international trend in the operation of professional teams in Greece. In addition, Walker and Parent (2010) have noted that service-centered sport organizations tend to focus their social involvement practices on issues of diversity, philanthropy, and voluntarism. Our cases confirm the ascertainment since the reported domains of CSR activities include initiatives that deal with issues of diversity (i.e. disabled persons), philanthropy (i.e. donations, fundraising), and voluntarism (i.e. blood and human tissue donations). Since most of CSR activities concerned more with local and community focus programs, the type of the efforts for social involvement according to Walker and Parent can be characterized as Corporate Social Responsibility. Furthermore, domains of activities that have addressed issues or requests of different groups and have caused influential social changes or ramifications can be considered as Corporate Social Responsiveness and Corporate Citizenship. Table 2, shows the range of domains of activities and the categorization of them as locally oriented, community centered, allocation of responses to requests and contribution to instrumental impacts on social issues. Therefore, it is safe to allege that the general social involvement pattern of professional team and organizations is a mix of Corporate Social Responsibility, Corporate Social Responsiveness, and Corporate Citizenship practices.

While many CSR issues have appeared in the Table 2, though there is lack of activities that address social issues that fall within the list of ten sport responsibilities articulated by Smith and Westerbeek (2007). Although CSR activities cover a wide range of CSR issues, teams and organizations focus on individual activities that are not long-term CSR programs or policies. According to Smith and Westerbeek (2007), sport social responsibility has unique features and every sports organization should

have well documented policies that addressing those exclusive responsibilities, in order to be a reliable CSR partner of other corporate entities. Based on Smith and Westerbeek list of sport responsibilities we can presume about the degree in which professional sport teams and organizations in the Greek context are attractive CSR partners, having as criterion the extent to which CSR activities conforms to the list. In the study, activities that concern the topic of doping and intake of performance enhancing substances fall within the sphere or “Rules of fair playing.” Athletes’ health initiatives can be framed as “Safety of participants and Spectators” and have mentioned both in the domain of “Health” and “Social Phenomena.” The issues of violence inside and outside the stadiums have addressed and mentioned twice during the interviews and have recorded in the domain of “Sports” in category “Sport Safety” and in the domain of “Social phenomena” in the category “Violence.” Both these issues can be framed as “Safety of participants and Spectators.” In the domain of “Sports” the four categories of activities that mentioned was “sport diffusion, sport facilities, support of other sport, and the support of sport for disabled people.” Those categories of initiatives attributed as “Pathways for playing.” As “pathways for playing” can also be considered the financing of sport events in the domain of “Philanthropy & Social Giving” and the visits at Schools to promote sport programs for young participation/academies. CSR activities that have addressed social issues or requests from different groups of local communities such as “Homeless, disabled people, children, families in need, and elderly persons” fall into the “Community relation policies” but since it is an act of responsiveness and not documented strategy we can hardly index them as policies but rather than “Service to the Community.” Hence, we suggest that “Community relation policies” responsibilities have not

properly addressed. Many CSR activities categorized as “recycle, reforestation, clean up, and education” in the domain “Environment” and have addressed issues of environmental protection, can be framed as issues that are in the sphere of “principles of environmental protection and sustainability” responsibilities. The athletes’ visit to institutions for disabled persons, orphanages, and hospitals in order to support the patients, the abandoned children, or kids in sickness, form a separate domain. These are regarded as actions that address responsibilities, which fall within the “developmental focus of participants” item of Smith and Westerbeek checklist. Thought visited persons are not direct participants, however we think proper to consider that they have the potential of future participants as spectators, fans, or even athletes. Thus, we suggest that responsibility issues of “developmental focus of participants” have addressed in certain extend. Throughout the results of the Table 2, there is a lack of CSR activities that could fall within Smith’s and Westerbeek’s list of documented practices that address issues of sport responsibility and refer to “independence of playing outcomes, transparency of governance, health and activity foundation, qualified and accredited coaching.”

Comments about factors and drivers of CSR in professional sport

The question “Why is your organization involved in CSR?” along with the other questions of the interview has facilitated the development of an understanding of the implementation of CSR initiatives in professional sport in Greek context. The responses to the questions tend to fit into one or more of categories of factors or drivers: external pressures, ethical perceptions, promotional reasons, legislation, and internal forces thus, we discuss these sets of determinants.

In Table 4, appear in detail the reported factors or drives that impact on the decisions concerning the implementation of CSR initiatives. The external drivers that have mentioned are compatible with those of Babiak & Wolfe's (2009) findings regarding the Determinants of CSR in professional sport, who have distinguished five themes of external pressures (Context, Content, Constituent, Cause, and Control). As we can see in Table 4 in our case pressures that can be considered as from the "Context" (municipal and state government, the media, advertisers, and sponsors) have reported during the interviews. In addition, pressures from the "Content" in order to address issues of good citizenship, sponsors attraction, community outreach, public relations, team promotion, and image enhancing are evidenced in the results. In the same way "Constituent" pressures from sponsors, the local community, spectators/fans are also reported. The ethical perceptions that have been mentioned from the executives or managers are well suited to the attribute of external pressures as "Cause." On the contrary, respondents rarely mentioned pressures from "Control" forces, such as regulatory bodies or governmental pressures.

The internal forces that respondents have mentioned are decisions or own initiatives from the top management or the administration. Under the view that participants did not allude in detail about the nature or the scope of these "internal" forces we consider them as is. Babiak and Wolfe have distinguished three types of CSR initiatives: *stakeholder-centric, corporate-centric, and strategic CSR* "... Depending on the emphasis an organization places on external factors (societal issues; stakeholder concerns), or on... its resources... particular types of CSR initiatives will be adopted" 2009, p. 734. When external pressures determine the decisions of CSR implementation then CSR practicing can be classified as *stakeholder-centric*. An

internal resource orientation and a low external orientation are classified as practicing *corporate-centric CSR* and when a sports team has high external *and* internal orientations in its CSR efforts practicing a *strategic-CSR*, (Babiak & Wolfe, 2009). Since we cannot be sure about the nature of the internal forces that have mentioned in the interviews, we are not able to allocate the practices of Greek professional sport teams and organizations in Babiak and Wolfe's classification grid. No matter if, it is hard to classify CSR practices in the Greek sport context as stakeholder-centric or corporate-centric or strategic, our findings are still in accordance to those of Breitbarth, Hoveman, and Walzel (2011). Accordingly, a) normative expectations of executives or stakeholders, b) responses to a wider social agenda, and c) potential economic benefit, are the drivers of the CSR delivery process.

Comments on CSR anticipated outcomes and intentions

Our question "What are the intentions and anticipated outcomes from your team or organization enrollment to CSR activities?" was meant to outline the expectations or the motives of respondents when implementing CSR initiatives. The analysis of the data showed that the incentives and the anticipated outcomes are diverse. In Table 11, we also have harvest information about CSR outcomes that are evidence in the literature. Of course, these are not the only outcomes that someone could find in the literature, but in our view are fair samples of the CSR outcomes that other researchers have mentioned in their studies. According to the Table 11, CSR can influence the reputation, image, customer behavior (intentions, commitment, trust, identification, loyalty, goodwill, patronage), to address community or stakeholder issues, to create partnerships with other organizations, and even to create competitiveness and financial gains. Using the outcomes of CSR from the Table 11,

and comparing them with those of Table 6, we outlined a disagreement in the general purposes and the intentions that manager and executives have when making decisions about CSR initiatives in the Greek sport context. The consequence of CSR for a team or organization's image seems to be the main motive that managers and executives taking into account, rather than the issue of reputation. Customer or consumer behavior (purchase intentions, commitment, and trust, identification, and loyalty, goodwill, and patronage intentions) is less important reason for their decisions. The significant part of this comparison is that executives and managers perceive that CSR can contribute to the competitiveness level of their team. Findings in Table 6, are in concurrence with those in Table 11, pertaining intentions for creating economic partnerships and gains out of CSR implementation. In addition, managers choose to address community issues in a lesser extent than what is reported in the literature.

The motives that reported by the participants, image enchantment, favorable consumer behavior, partnership creation, and competitive advantage are clearly motives that do not relate to values or stakeholder demands, however could be considered as strategic driven motives. Ellen et al., (2006) propose a combination of value and strategic attributions of CSR motives that can lead to a more positive appraisal of CSR efforts. In line with the previous recommendations, Walker et al., (2010) have assumed that efforts perceived as strategic imperative have a negative effect by contrast to social efforts that perceived as a value and stakeholder driven and have a positive impact on consumer behavior. Consumers' attributions to CSR motives influence various types of patronage and the perceived organizational reputation. Thus, we suggest that managers should emphasize to the motives that are value driven or support some stakeholder demands, and tie those motives with the

core values of the team or organization. We encourage sport managers to communicate those motives properly in order to create CSR awareness and in turn appreciation for CSR efforts. In this way, the organization or the team will be able to collect the benefits of CSR investment.

Comments on the promotion of CSR in professional sport

The response to our question “How your team or organization promotes or communicate CSR activities?” has revealed the promotional mix of CSR activities and illustrate seven categories of communication: i) annual reports communication, ii) traditional communication, iii) web-based communication, iv) field of play communication, v) resource-based communication, and vi) public relations communication. Taking into consideration the suggestions from the literature and findings from the study of cases, we can draw the following conclusions regarding the general pattern of CSR promotion in professional sport in Greece. The general model of promotion of CSR activities follows the imperatives of the findings obtained from the literature. As exposed in Table 7, in all cases the promotion of CSR actions comes into effect through many different ways. However, our aim was to derive a general picture of CSR communication and not an inclusive one for each case. For this reason, we have formed the Table 8, where one can see an overall outline of the CSR promotional pattern.

In agreement with the finding of Walker and Parent (2010), Lindgren and Swaen (2010), professional sport in the Greek context use the Internet extensively for the promotion and communication of CSR activities. In addition, the use of the field of play during matches, and the adjustment of the ritual (starting) of the game, the half's breaks, and closing ceremony are in accordance to what Jahdi and Acikdilli

(2009), have proposed for on-site techniques such as large TV screens, centre brochures, and signs as CSR message conveyor. The promotion and communication through public relations or the traditional ways such as advertising also have utilized in our cases and have mentioned in the literature, (Jahdi & Acikdilli, 2009; Pomeroy & Dolnicar, 2009).

Regarding the CSR awareness, the trustworthiness of the source of the CSR messages, the content of CSR message, and how much CSR information disseminating through the promotion of CSR in the professional sport teams in Greece we were not able to examine. This is because of the conciseness of our initial question and because it is beyond the scope of this study. However, we propose managers and executives to adopt the findings of the literature in order to promote and communicate effectively their CSR efforts.

Comments on measurements of CSR in professional sports

Responses to our question “How your team or organization assessing the outcomes of CSR activities” have achieved to illustrate the absence of CSR evaluations in the professional sport in Greece. The evaluation is a meaningful managerial process that allows managers to appreciate the outcomes of their practices. In addition, assessment is a vital process, which promotes the accountability of the managerial decisions towards every shareholder or stakeholder. In our case, it is revealing that the majority of professional respondents has reported that in fact CSR performance or effectiveness is not measured. They acknowledge the need to measure the effectiveness of CSR actions or initiatives but underlined that there is a lack of a methodology, consequently there is not a systematic observation. Those findings confirm Vilanova et al., (2009) which have highlighted the fact that while CSR is

viewed as “a license to operate” rarely measured or evaluated because there is not a common framework. Babiak and Wolfe (2006) also acknowledged the need to develop criteria to measure the contribution and the outcomes of CSR activities. However, Burke and Logsdon (1996) have suggested the notion of strategic CSR in order to develop measures for economic and social evaluation of CSR activities. They have proposed five dimensions of the strategic CSR (centrality, specificity, proactivity, voluntarism, and visibility) in which we could develop measures for accessing the effectiveness of CSR activities. More recently, Breitbarth et al., (2011) have developed a model for measuring CSR effectiveness in the professional football clubs and conceptualized a CSR Performance Scorecard for this reason.

Therefore, we suggest that managers and executives should follow the findings from the CSR literature in order to evaluate the effectiveness of their CSR efforts.

*Table 11**Evidence of CSR outcomes in the Literature*

Authors / Researchers	Theme of CSR Article	Outcomes
Burke and Logsdon (1996)	How CSR pays off	<ul style="list-style-type: none"> • Satisfy financial and other stakeholders' interests
Ellen, Webb, and Mohr (2006)	Consumers Attributions for CSR programs	<ul style="list-style-type: none"> • Reputation • Product and brand evaluations • Purchase intentions, • Customer identification
Babiak and Wolfe (2006)	CSR & Super Bowl XL	<ul style="list-style-type: none"> • Enhance reputation • Build brand image • Customer loyalty • Affect society in a positive manner
Walter and Chadwick (2009)	Corporate Citizenship in Football	<ul style="list-style-type: none"> • Removal of commercial and community tensions • Reputation management • Brand building • Local authorities' partnerships • Commercial partnerships • Player identification

Authors / Researchers	Theme of CSR Article	Outcomes
Walker and Kent (2009)	Assessing the influence of CSR in the Sport Industry	<ul style="list-style-type: none"> • Reputation building
Blumrodt, Desbordes, and Bodin (2010)	Sport entertainment Industry & CSR	<ul style="list-style-type: none"> • Spectators' perception about teams' brand image <i>which connected with</i> • Quality of stadiums, • Financial transparency • International competitiveness
Lacey and Kennett-Hansel (2010)	Longitudinal effects of CSR on Customer Relationships	<ul style="list-style-type: none"> • Create trust and commitment • Desirable customer behaviors (ticket purchases), • Influence purchase behavior • Word-of-mouth communications • Follow performance
Walker, Heere, Parent, and Drane (2010)	CSR & the Olympic Games / Mediating role of Consumers attributions	<ul style="list-style-type: none"> • Patronage intentions • Build reputation
Levermore (2010)	CSR for development through Sport	<ul style="list-style-type: none"> • Create partnerships amongst institutions
Babiak and Trendafilova (2011)	CSR & environmental responsibilities	<ul style="list-style-type: none"> • Financial and strategic gain • Bolster public image • Meet needs of key stakeholders • Alignment to community expectations • Marketing advantage

Authors / Researchers	Theme of CSR Article	Outcomes
Filizöz and Fişne (2011)	CSR practices in sport management	<ul style="list-style-type: none"> • Influence stakeholder attitudes • Buying behaviors, • Corporate reputation • Differentiation, • Fan loyalty development • Competitive advantage • Financial performance • Recognition • Better image • Community relationships • Viability • Ethical and philanthropic behavior
Waller and Conaway (2011)	Framing and Counter framing the issue of CSR	<ul style="list-style-type: none"> • Enhance purchasing intentions
Lindgreen & Swaen (2010)	CSR a Review	<ul style="list-style-type: none"> • Create a competitive advantage • Differentiation • Image building • Reputation • Consumers' goodwill • Positive attitudes and behavior
Vilanova, Zozano, and Arenas (2009)	Relationship between CSR & competitiveness	<ul style="list-style-type: none"> • Competitiveness • Image and reputation

Table 11 Continued

CONCLUSIONS

The Implementation and application of CSR in Professional Sport in Greece

Our study has addressed the question about the domains of CSR in professional sport in Greece context. There is a variety of activities in which each team or organization has engaged during the past five years. The seven domains of CSR activities include a) health, b) sports, c) environment, d) local community service, e) support for International causes and International days, f) social phenomena, g) philanthropy, and social giving. CSR domains also include visits to foundations, and the support of special groups of people. Our results showed that teams and organization heading in the right direction regarding the domains of CSR activities.

However, we suggest that sport teams and organizations in Greek sport context will become more attractive as corporate partners to other industry organizations if they manage to document and address issues such as “independence of playing outcomes, transparency of governance, health, and activity foundation, and qualified and accredited coaching.”

Our basic question “What is the nature of the factors or drivers that force support (influence the decisions) for responsible behaviour?” has accomplished to outline the causes that spurred professional teams and organizations to engage in CSR initiatives during the last five years. External pressures, ethical perceptions, promotional reasons, legislation, and internal forces were recorded. As internal forces we consider all the decisions originated from board of directors including those of the management or from an individual executive. We conclude that CSR efforts are influenced by forces of (Context, Content, Constituent, Cause,) according to Babiak

and Wolfe (2009) and are in accordance with the factors Breitbarth et al., (2011) have mentioned. However, in the absence of data that explains the rationale of the internal factors we cannot set out CSR as corporate-centric, stakeholder-centric, or strategic behavior.

Thus, we propose future research to include the pragmatic reasons that influence the intentions of the Board of directors and all the internal forces that respondents have mentioned.

Another question to the participants of the study was about the reason “Why their team or sport organization chooses to engage in behaviors of social responsibility?” Addressing that question to executives and managers was an attempt to access the motives and the expected outcomes of such behavior. What we have found is a difference in priorities, in contrast to the findings from the literature, about executive decision-making regarding CSR initiatives in the Greek sport context. The customer or consumer behavior is the least important reason for their decisions. In addition, managers choose to address community issues in a lesser extent than what is reported in the literature. We suggest that managers should emphasize to the motives that are value driven or support some stakeholder demands, and tie those motives with the core values of the team or organization. Those motives should be communicated properly to create awareness and in turn, appreciation for CSR efforts if it is the organization or the team to collect the benefits of CSR investment.

Future research in the Greek context should include the perceptions of the fans and supporters or the single sport consumers about the CSR efforts and motives in order to measure/appreciate what they think and feel about this topic.

The responses to our question “How your team or organization promotes or communicate about the CSR Activities?” have revealed the promotional mix of CSR activities and illustrated seven categories/ways of communication: i) annual reports communication, ii) traditional communication, iii) web-based communication, iv) field of play communication, v) resource-based communication, and vi) public relations communication. The general model of promotion of CSR activities follows the imperatives of the findings obtained from the literature. Professional sports teams in the Greek context use the Internet extensively for the promotion and communication of CSR activities. In addition, the field of play during matches, and the adjustment of the ritual (starting) of the game, the half's breaks, and closing ceremony is a valuable resource which helps to convey the CSR message. CSR communications is a difficult assignment and according to the findings in the CSR literature, the content, the source, and the awareness of CSR message are of great importance to communicate the message of the CSR initiatives effectively. Future research would answer the question about the content of the CSR messages in each team and the level of awareness that CSR communication creates amongst the fans or even if they are aware of the messages.

In a final stage our research has contributed to the realization that CSR outcomes (CSR effectiveness, CSR performance), hardly measured in the professional sports in Greece. Executives and managers seem to be aware of the need to weigh the CSR effectiveness and perceive that CSR has immense and long-term benefits, for the local area, the society, the recipients of the action, and feel confidence for the impact of their actions. The barrier to CSR assessment or evaluation practices is the respondents' perceptions about the process. Rather than measurement, executives and

managers are using a wide range of estimations to assess the impacts of their CSR actions. Internet Web-based information is a mean to estimate the CSR impacts, and is a common act between the most of the cases.

Future research should answer for what is possible to measure as regards the CSR effectiveness in order to develop context specific criteria for CSR measurements. Nevertheless, managers should attempt to implement all the findings from the literature in the evaluation process.

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