

Sport in Society

Cultures, Commerce, Media, Politics

ISSN: (Print) (Online) Journal homepage: <https://www.tandfonline.com/loi/fcss20>

Exploring the relationship between corporate social responsibility and the marketing performance of professional sport organisations in South Africa

Talent Moyo, Brendon Knott & Rodney Duffett

To cite this article: Talent Moyo, Brendon Knott & Rodney Duffett (2021): Exploring the relationship between corporate social responsibility and the marketing performance of professional sport organisations in South Africa, Sport in Society, DOI: [10.1080/17430437.2021.1945035](https://doi.org/10.1080/17430437.2021.1945035)

To link to this article: <https://doi.org/10.1080/17430437.2021.1945035>



Published online: 07 Jul 2021.



Submit your article to this journal [↗](#)



Article views: 62



View related articles [↗](#)



View Crossmark data [↗](#)



Exploring the relationship between corporate social responsibility and the marketing performance of professional sport organisations in South Africa

Talent Moyo^a, Brendon Knott^b and Rodney Duffett^a 

^aMarketing Department, Cape Peninsula University of Technology, Cape Town, South Africa; ^bSport Management Department, Cape Peninsula University of Technology, Cape Town, South Africa

ABSTRACT

There has been a significant increase in research around Corporate Social Responsibility (CSR) in the sport management context and it has been argued that CSR outcomes have marketing implications. Despite this increase, there is a gap in identifying the influence that CSR initiatives have on marketing performance within a professional sport management context. Moreover, the South African sport industry is rapidly professionalising with a need for the application of business management practices to the unique sport industry. This study explored the relationship between CSR and the marketing performance of selected professional sport organisations across South Africa. Six organisations were selected, representative of the three major professional sport codes in the country, namely cricket, rugby and soccer. Following a qualitative research approach, key personnel at the organisations were purposefully selected for in-depth interviews. Thematic analysis was conducted and the following core themes emerged: marketing objectives; income/revenue growth; marketing share; and CSR initiatives. The study proposed a set of criteria to assess the influence of CSR on marketing performance, which included: tickets and sales; brand loyalty; brand perception; media coverage; and sponsorship. The study clarifies the relationship between CSR and marketing performance in the South African professional sport environment and presents policy and practice-based recommendations based on these findings.

KEYWORDS

Corporate social responsibility; professional sport organisations; marketing performance; South Africa

Introduction

While there is adequate evidence to determine that there is a relationship between CSR and marketing performance of an organisation, the extent of this relationship within a professional sport context and across multiple sport organisations has not been explored. This study was designed to explore the relationship between CSR and marketing performance for professional sport organisations in South Africa. Furthermore, the study proposed criteria that can be used to consider CSR influences on the marketing performance of professional sport organisations. To that end, the objectives of this study are: to explore the relationship between CSR initiatives and

marketing performance among PSOs and to propose criteria that can be used to consider CSR influences on PSO marketing performance.

Professional sport organisations in South Africa

Professional sport organisations have been posited to be businesses like any other (Blair 1997; Banda and Gultresa 2015; Pohan and Oktavianty 2018) and have unique aspects that may require adapted business approaches and management systems (Hoye et al. 2012). For example, professional sport organisations have been identified to have a unique social influence (Kyle 2010; Nielsen and Llewellyn 2015). This social influence has been postulated to be synonymous with the purpose of sport (Munro, Arli, and Rundle-Thiele 2018; Svensson, Andersson, and Faulk 2018; François, Bayle, and Gond 2019), thus underlining the uniqueness of the sport industry. In light of the professionalization in the sport industry, the social relevance of sport has become questionable; however recent discussions propose that professional sport organisations can perhaps learn from engaging in CSR activities and resultantly retain the purpose of the organisation (Zeimers et al. 2019).

In addition, Vamplew (1988) proposed that professional sport organisations can either be profit maximising or utility maximising in their approach to business. However, further arguments posit that a purely utility maximising approach (Kesenne 2006) or a purely profit maximising management model (Andreff 2001; Andrews and Harrington 2016) would be detrimental to the professional sport organisation and so professional sport organisations ought to engage both profit maximising and utility maximising management approaches (Prinz 2019). As such, it can be assumed that professional sport organisations behave differently from other business entities.

Moreover, sport in South Africa is influenced by the unique history of the country (Nauright 1997) making the professional sport industry even more unique. In the past, it was subjected to a long period of apartheid when there was racial segregation in the country. This led to racial inequality, which the country is still trying to resolve now even in the field of sport (Jacobs et al. 2019). This means that the sport industry in South Africa has to function in this unique and complex environment, and at the same time aspire to maintain international standards. To that end sport in South Africa has increasingly become more professionalised since the country re-entered international sport in 1992. The nation has performed well on an international stage and was the first African Country to successfully host the FIFA World Cup in 2010 (Knott, Fyall, and Jones 2016). The rapid professionalization of the sport industry has led to an increased amount of business management-related research applications in this context.

The development of CSR

While CSR is not a new concept in the business world, it was not taken seriously until the 1970s (Lydenberg 2005; Epstein 2018). In the 1970s, the business world developed an interest in CSR from the ideas of Friedman (1970), which note that a business' only obligation was towards their stakeholders and that they played their part in society by making a profit. Friedman (1970) suggested that if a company engaged in CSR activities, then they were imposing unfair taxes on their stakeholders by determining how their profit will be used.

These ideas were confirmed by businesspeople and academics alike. The discourse on CSR shifted in the 1990s towards demonstrating how its adoption by an organisation might be linked to the organisation's marketing outcomes and measurable benefits (Vogel 2005; Lee 2008; Jamali and Karam 2018; Schreck and Raithel 2018).

Previous studies (Walters and Chadwick 2009; Hamil, Walters, and Watson 2010; Arendt and Brettel 2010; Spaaij and Westerbeek 2010; Trendafiova, Ziakas, and Sparvero 2017; Jamali and Karam 2018; Schreck and Raithel 2018; Burnett 2021; Millington et al. 2019) have shown that professional sport organisations gained benefits from their CSR engagement, which appeared to have marketing implications. Similarly, in an exploratory, single-case study of a South African football association, Moyo, Davies, and Joubert (2015) identified a positive relationship between CSR activities and the marketing performance of the organisation. They identified marketing related benefits that a single professional sport organisation gained from its CSR engagement, but did not address the influence of CSR on the organisation's marketing performance.

Furthermore, studies conducted elsewhere also found a positive relationship between CSR and marketing performance. Spaaij and Westerbeek (2010) and Hamil, Walters, and Watson (2010) also proposed a positive relationship between CSR activities and marketing performance. After investigating the influence that CSR activities have on corporate identity, image and firm performance, Arendt and Brettel (2010); Jamali and Karam (2018); and Schreck and Raithel (2018) concurred that CSR had an important influence on marketing performance, since it facilitated brand attractiveness and increased competitive advantage for the organisation. In one of the earlier studies, Burke and Logsdon (1996) documented the benefits of strategic CSR to include: customer loyalty; public relations; marketing advantage; and new product or graphic market opportunities. Similarly, Walters and Chadwick (2009) identified brand building and reputation management as strategic benefits of what they termed 'corporate citizenship', which suggested a relationship between CSR and aspects of marketing performance.

CSR incorporated into professional sport business

Roy and Graeff (2003) determined how the engagement of sport organisations in CSR affected consumer perceptions of the organisation and concluded that CSR engagement could enhance the image of the sport organisation and serve to differentiate the organisation from competitors. This premise was reinforced by the findings presented by Hamil, Walters, and Watson (2010) in their investigation of FC Barcelona and its CSR engagement. Further arguments presented by Moyo, Davies, and Joubert (2015) and Davies and Moyo (2017) provide evidence of this premise. The benefits identified for the organisations in these studies appeared to have marketing implications, which included: an improved brand image; an organisation differentiation; and improved fan loyalty, among others.

Breitbarth and Harris (2008) designed a model to show the role of CSR in football business and concluded that CSR can create significant benefits for the sport and governing organisations. Additionally, Bradish and Cronin (2009) and Fifka and Jaeger (2018) made the point that CSR should be regarded as one of the most important components of contemporary sport management theory and practice. They propose that the nature of CSR makes it the best tool to manage internal and external concerns, and that no other management tool can match its effectiveness in this regard. These studies conclude CSR to be

a business practice, which provides goodwill to the community, as well as addressing social issues and at the same time maintaining sound business strategies. However, these authors identified CSR strictly as a sport business management tool and did not relate it to sport marketing specifically. However, it is clear that the marketing implications of CSR cannot be ignored, so this study posits that CSR should be considered as a marketing strategy.

CSR performance

Researchers agree that there is a need to assess CSR performance as it has a bearing on the performance of the organisation (Benn and Bolton 2011). To that end, models, matrices or systems have been proposed to assess CSR performance. Martin (2002) undertook to explain the intrinsic worth of CSR for businesses and designed a virtue matrix to determine the value of CSR engagements for companies. Breitbarth, Hovemann, and Walzel (2011) proposed a rating index system along with a CSR performance scorecard to assess CSR performance for football clubs. The system uses two separate rankings for internal and external benchmarking which can be used for regular CSR performance assessments.

This model allows for regular CSR performance assessments and provides a sport-specific way to assess CSR performance, which might be adaptable for other professional sports (Breitbarth, Hovemann, and Walzel 2011). However, the model only assesses the value of CSR in professional football and does not consider the link of CSR to marketing performance. The model is nonetheless a starting point to understanding the value of CSR in professional football, which is structured in a way that any professional organisation can adapt and use it to assess the value of its CSR activities. However, there would be a need for standard ratings to be set up before the scorecard can be used.

Other relevant models include: the CSR performance scorecard (Kremer and Walzel 2011); the corporate social performance model (Wartick and Cochran 1985); and the three-dimensional conceptual model of corporate social performance (Carroll 1979). These models all assess the outcome or the performance of the CSR programme itself. Meanwhile, Latif et al. recently proposed that CSR performance can be assessed from a customer perspective. They proposed a scale that identified five dimensions, which can be used in CSR performance measures: developmental responsibilities of CSR; ethical responsibilities and considerations; relationship-building between the company and the consumers; responsiveness; and information-sharing responsibilities.

Additionally, Bahurmoz (2019) proposed the use of the Analytic Hierarchy Process (AHP) to assess CSR, which provided an index to assess CSR. The model proposed that government institutions can use this to rank companies, based on their CSR practices. However, the index was designed for companies in a Saudi Arabian environment and adjustments may be required to adapt the model to different environments. These are significant contributions to research on CSR, but do not identify a relationship between CSR and the marketing performance of professional sport organisations. Therefore, none of these models were designed to assess the influence of CSR on marketing performance for a professional sport organisation. It is unclear that even the model adapted for professional sport organisations (viz. Breitbarth, Hovemann, and Walzel 2011) would be suitable in the South African sporting context because it was designed for sport organisations in Europe. The model does not take the unique South African environment into consideration and might require adjustments if it were applied to the South African context.

CSR and marketing performance

Morgan, Clark, and Gooner (2002) suggested that marketing performance is a dynamic and multi-dimensional process of assessing the positional advantage of a corporation due to its strategic marketing activities. Meanwhile, Gao (2010) defined marketing performance as ‘the effectiveness and efficiency of an organisation’s marketing activities with regard to market-related goals, such as revenues, growth and market share’. These two definitions for marketing performance are very similar and emphasise that marketing performance can only be assessed through an analysis or evaluation of an organisation’s marketing activities. Marketing performance can be concluded to be concerned with marketplace awareness and customer reactions and was seen to have an influence on the organisational performance of the company. On the other hand, Ambler, Kokkinaki, and Puntoni (2004) revealed that metrics of marketing performance can only be determined according to the goals set up for the marketing initiative in question. The current study accepts that marketing performance is the evaluation of the outcomes of an organisation’s marketing activities and based on their marketing objectives.

While Benn and Bolton (2011) postulated that it is difficult to quantify social measures, which were not observed in monetary value or in quantities upon data collection. Weber (2008) suggested five key indicators for CSR performance: monetary brand value; customer attraction and retention; reputation; employer attractiveness; and employee motivation and retention. Vogel (2005) and Lee (2008) concluded that the discussion on CSR had shifted towards showing the link between CSR activities and measurable benefits for the organisation. Kurucz, Colbert, and Wheeler (2008) discuss the rationale for CSR in business and propose that CSR has the capacity to reduce costs and risks and build competitive advantage for an organisation, while building synergy between the organisation and its environment, and creating social capital. This premise is reinforced by Moyo, Davies, and Joubert (2015) and Wood (1991), but Wood (1991) added an increase in employee motivation. Walters and Chadwick (2009) and Eveland, Critchfield, and Rynarzewska (2018) found that through CSR activities, a ‘community trust model of governance’ can be created between a community and a professional sport organisation. A model that highlighted six strategic benefits was proposed by Walters and Chadwick (2009): the removal of community and commercial tensions; reputation management; brand building; local authority partnership; commercial partnership; and player identification.

Burke and Logsdon (1996) further suggested that professional sport organisations could strategically select programmes and activities that complement their organisation’s objectives, thus engaging in strategic CSR. They highlight benefits of strategic CSR that include: customer loyalty, future purchasers; productivity gains from increased employee loyalty and morale; public relations and marketing advantage; new product or graphic market opportunities; and being first to market, or leadership benefits, and an edge in meeting emergency needs. The benefits identified are all discernible in marketing performance measures. To a certain extent, sport organisations can be perceived to have developed a socially responsible orientation through the application of CSR, although this is mostly in utilitarian terms. Djaballah, Hautbois, and Desbordes (2017) further suggested that sponsors of professional sport organisations could strategically involve themselves in the organisations’ CSR activities. Servaes

and Tamayo (2013); Lins, Servaes, and Tamayo (2017); and Kim et al. (2018) hypothesised that engaging in CSR activities facilitated positive perceptions towards an organisation, which is deemed to have an influence on the performance of the organisation on the stock market. The influence can be positive if the consumers are aware of the company's activities. Additionally, Liu et al. (2019) proposed that sport organisations can successfully use their CSR initiatives to leverage their marketing expenses. The arguments presented above show that there is a relationship between CSR and marketing performance.

Towards a conceptual framework

The discussion above showed that there is a relationship between CSR and the marketing performance of professional sport organisations. To better understand this relationship, a conceptual framework of this relationship is proposed below. Chahal and Sharma (2006) proposed a conceptual framework for CSR, which highlights its implications for the organisation. The study identified five measures in their proposed conceptual framework that conceptualises the relationship between CSR and marketing performance, *viz.* organisation culture, human resources, product services, regulatory environment and social development activities. This model is relevant to proving that there is a relationship between CSR and marketing performance. However, the argument proposed by the current study questions the influence that CSR has on marketing performance, especially since Chahal and Sharma (2006) framework does not answer this question. The conceptual framework proposed by Chahal and Sharma (2006) and the ideas it proposed informed the development of the current study's conceptual framework.

Chahal and Sharma (2006) raised the question: Can CSR be considered as a marketing tool? The arguments presented above provide convincing evidence that CSR can be considered as a marketing action, which means that CSR can be incorporated into the marketing value chain (Grønholdt and Martensen 2006). The marketing value chain shows that there is a relationship between CSR and marketing performance. Yim et al. (2019) also presented a conceptual framework that showed a relationship between CSR and corporate financial performance. The study emphasised that the marketing capability of a corporation affects CSR, which influences its reputation and in turn affects its financial performance. This confirms that CSR has a direct influence on an organisation's reputation, which can be argued to be the organisation's brand image, thus strengthening the notion that CSR is a marketing strategy.

Breitbarth, Hovemann, and Walzel (2011) identified four dimensions of CSR:

- The instrumental approach, which focuses on achieving economic objectives through social activities (e.g. cause-related marketing, strategic investment in a competitive context);
- The political approach, which focuses on the responsible use of business power in the political arena (e.g. corporate citizenship);
- The integrative approach, which focuses on the integration of social demands (e.g. stakeholder management, issues management); and
- The ethical approach, which focuses on the right thing to do (e.g. the "common good").

The dimension that most applies to this study is the instrumental approach, because more organisations have begun to use CSR strategically, and are moving away from using CSR as a means to fulfil their legal obligations (Duffy 2016). Martin (2002) hypothesised that companies engaged in CSR activities for intrinsic or instrumental reasons, which can also be identified as implicit and explicit CSR (François, Bayle, and Gond 2019). The study further explains that intrinsic involvement occurs when a company engages in CSR activities with the objective of serving the interests of the community, i.e. simply doing good. The instrumental involvement transpires when the organisational activities are not only serving the community, but also presenting benefits to the shareholders of the company. This suggests that organisations engage in CSR activities with specific objectives, which also implies that cause-related marketing is a form of CSR.

A modified marketing performance value chain can be derived from the aforementioned discussion, which is shown in Figure 1.

The modified marketing value chain shows the different elements in each step. A combination of the marketing value chain and the conceptual framework, proposed by Chahal and Sharma (2006), was used to design the conceptual framework that this study used to represent the relationship between CSR and marketing performance (with CSR being considered a sport marketing strategy). The proposed conceptual framework for this study is depicted by Figure 2.

This proposed conceptual framework is developed from the literature reviewed and shows that the five elements suggested by Chahal and Sharma (2006) are necessary for a professional sport organisation to effectively implement social marketing and CRM activities. Literature revealed that CRM and social marketing are tools that organisations use to achieve CSR (O'Malley and Tynan 2003), thus supporting the concepts presented by Yim et al. (2019). Hence, CRM and social marketing incorporation into the marketing value chain is the marketing action that this study will consider. The conceptual framework highlights the important elements and the steps in the marketing value chain to assess marketing performance.

Chahal and Sharma (2006) only proposed a few indicators of marketing performance, where this conceptual framework proposes an all-encompassing approach towards marketing performance indicators. This conceptual framework also uses units of measure proposed by Rust et al. (2004) and Ambler, Kokkinaki, and Puntoni (2004), to assess the marketing performance of a professional sport organisation. The derivation of the proposed conceptual model was derived from a wide range of literature, which makes it applicable to a broad spectrum of sport environments.

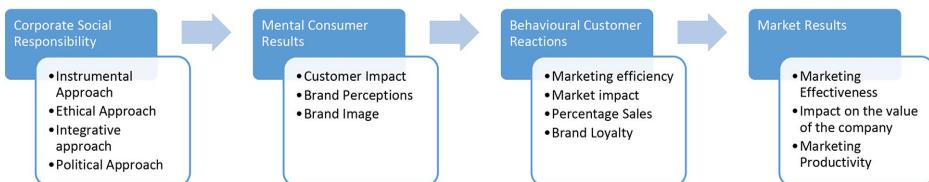


Figure 1. The extended CSR – marketing value chain. Source: Adapted from Davies (2000); Grønholdt and Martensen (2006); Breitbarth, Hovemann, and Walzel (2011).

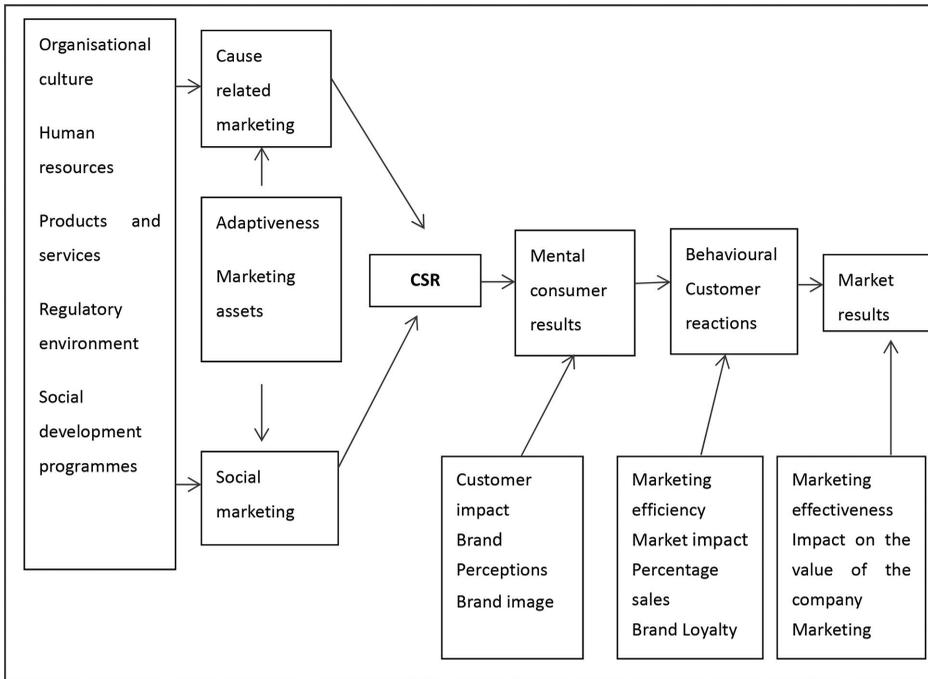


Figure 2. The conceptual framework of CSR and marketing performance.

Research methodology

This study embraced the interpretivism research philosophy, which was selected due to the nature of the constructs that were investigated. The concepts of CSR and marketing performance are largely influenced by human perception and the reality under investigation could not be separated from the researcher (Henning, van Rensburg, and Smit 2004; Edwards and Skinner 2009). This study sought to explore the influence that CSR had on marketing performance of a set of professional sport organisations in South Africa. As such, it aimed to capture meanings and qualities that were not quantifiable in order to identify a set of criteria that can be used to consider the influence of CSR on sport marketing performance.

While qualitative research lacks the concise, objective and precise approach of a quantitative approach, a quantitative approach fails to draw out the information that comes from the experience, beliefs and perceptions of individuals involved in the phenomena investigated (Edwards and Skinner 2009; Lynch 2010). As stated above, the study aimed to bring about an understanding of the relationship between CSR and marketing performance, while quantitative research would have produced precise evidence of the type of relationship, it would not have explained the underlying factors.

The study was designed to obtain rich data from the perceptions and experiences from professional managers within sport organisations in South Africa. The population of this study was identified as professional sport organisations in South Africa; however, a sample group was identified from the population to ensure that the study was feasible. The focus of the study was the three most professional of the sport codes in South Africa, as identified

by the White Paper on Sport and Recreation for South Africa (The Department of Sport and Recreation South Africa 2012), namely: soccer (football); cricket; and rugby. To further reduce the sample size, a set of criteria was developed to identify the professional sport organisations that would participate in the study. The selected professional sport organisations were mandated to fit the following criteria: the primary product of the organisation is sport; the organisation is a registered professional company; engages in CSR initiatives; and participates in at least one major tournament within the sport code. Based on these criteria, six professional sport organisations, which were representative of the three identified sport codes, were selected for this study. The different sporting code teams that were selected included: the Sharks and the Stormers (rugby); the Cape Cobras and the Highveld Lions (cricket); and Ajax Cape Town FC and SuperSport United FC (soccer).

Key individuals were purposefully selected within these organisations via the key informant technique, which is a technique where the participants were chosen based on specific knowledge and experience (Gratton and Jones 2010). A total of ten key individuals were interviewed. The key informants were selected because they were directly involved in the CSR initiatives of the professional sport organisations. The number of interviews was viable based on arguments presented by Cresswell (2014) and Gratton and Jones (2010) who claimed that a sample size between 5 and 25 was suitable for qualitative research. Interviews were conducted until a point of saturation was reached, which occurs when further interviews yield no new knowledge (Gratton and Jones 2010), thus a total of ten face-to-face in-depth interviews were conducted.

An interview guide was designed based on the research objectives and questions of the study. The interview questions comprised of a breakdown of the main research questions and were designed to achieve the research objectives. The questions were sub-divided into three sections, namely: 'Introduction and Screening'; 'Corporate Social Responsibility'; and 'Influence of CSR Activities on Marketing Performance'. The 'Introduction and Screening' section consisted of questions that were used to make sure that the interviewee was comfortable and at ease with the interviewer in order to gain as much information from the interviewee as possible. The questions were also used to ensure that the organisation did indeed engage in CSR activities and to determine that the interviewee had sufficient knowledge to make a contribution to the study. The second section was established to determine the objectives of the organisation's engagement in CSR; factors that affect CSR; and to establish a definition of CSR that was acknowledged by the organisation. The third and final section focused on the influence of CSR on marketing performance. The questions were set to establish the link between CSR and marketing and, consequently, to identify the influence of CSR on marketing performance as perceived by the professional sport organisations in the sample group.

The interviews were recorded with the permission of the interviewees, after which the recorded interviews were transcribed verbatim. The respondents were assigned a pseudonym and will be referred to as respondent 1-10 (R1-R10) for the remainder of the paper. The data was coded using ATLAS.ti coding software. A total of 64 codes were created using ATLAS.ti and these codes were then grouped into four code families, namely: aims and objectives; CSR; and CSR performance; marketing and marketing performance and the influence of CSR on marketing performance. These families were representative of the research objectives and were aligned to the research questions and the interview guide. The coded data was then analysed using an inductive discourse, and the data was used together

with literature to draw conclusions in order to propose a set of criteria, which could be used to design a tool that considered the influence of CSR on sport marketing performance.

Findings and discussion

This section discusses the findings of the study in the context of the literature reviewed. The section is structured to address the two main aims of the paper, which begins with the relationship between CSR and marketing performance.

Objective 1: the relationship between CSR and marketing performance

Four key themes emerged from the analysis that aided the explanation of the relationship between CSR and marketing performance for a professional sport organisation, which included: marketing objectives; income/revenue growth; market share; and CSR initiatives.

Marketing objectives

Da Silva and Casas (2017) proposed that marketing objectives for professional sport organisations are the basis of what will be done, and they can be considered as a guide to the performance of the organisation. This idea emphasises the importance of marketing objectives for sport organisations. Four main points of marketing objectives are identified as: expanding participation; encouraging public interest in sport; ensuring financial capability; and increasing the members of the organisation (Shilbury 2009). The marketing objectives identified in the findings include: to attract attendance; to attract and retain sponsors; to build and strengthen relationships between the club and various stakeholders like the supporters, the community and sponsors; to uphold and maintain the brand image; to create brand awareness; and to be the strongest brand in South Africa.

The findings showed that many of the marketing objectives of the professional sport organisation were concerned with brand image as well as relationships with the consumers. Interestingly, one of the respondents identified CSR as part of their marketing objectives, arguing that CSR was a main strategy in upholding and maintaining their brand image.

This suggested that CSR may have implications for the image of the organisation. Additionally, another respondent gave the impression that CSR can be seen as a strategy to differentiate the brand of the organisation from its competitors.

This finding is very significant, as it confirms the finding of Hamil, Walters and Watson (2010) who conducted research on Barcelona FC and concluded that their CSR activities could be seen as a strategy that differentiates the brand from its competitors. Similarly, Moyo, Davies, and Joubert (2015) found that Ajax Cape Town FC was a unique brand because of the CSR activities that they implemented.

Income/revenue growth and market share

Marketers have an obligation to report the performance of the marketing strategies (Gao 2010; Kim et al. 2018; Munro, Arli, and Rundle-Thiele 2018). To this effect then, this study sought to identify the elements of marketing that were important to assess marketing

performance. The findings identified five marketing outcomes, which were: how many sponsors can be attracted and existing sponsors retained; number of clicks and views on social media and users on websites; attendance and media coverage; ticket sales and sale of merchandise; and amateur teams and their success.

There are nine factors identified in the literature discussion, which must be taken into consideration when looking at marketing performance (Morgan, Clark, and Gooner 2002; Rust et al. 2004; Gao 2010; Kim et al. 2018; Munro, Arli, and Rundle-Thiele 2018). These factors were linked to the marketing value chain proposed by Grønholdt and Martensen (2006). Table 1 below highlights how the findings are linked to the marketing value chain.

CSR initiatives

The respondents were asked about ongoing CSR initiatives they responded by identifying examples of their organisations' CSR initiatives. The initiatives are all ongoing and have no definitive timeframe, which are summarised in Table 2.

Objective 2: Criteria that can be used to consider the influence of CSR on marketing performance

Form the analysis, five distinct criteria emerged as indicators of the influence of CSR on marketing performance.

Tickets and sales, Brand loyalty, Brand perception, media coverage and sponsorship

Literature showed that professional sport organisations that engaged in CSR achieved outcomes that appeared to have marketing implications. Studies by Roy and Graeff (2003); Hamil, Walters, and Watson (2010); and Moyo, Davies, and Joubert (2015) identified that some of the outcomes of CSR activities. These studies present compelling arguments that infer that engaging in CSR activities produced outcomes are related to marketing performance (Vogel 2005; Lee 2008; Jamali and Karam 2018; Schreck and Raithel 2018).

Table 1. The link between marketing performance factors and the value chain.

Value chain element	Marketing factors that complement the element	Elements of marketing performance that are identified from findings
Marketing actions	Adaptiveness Marketing assets	Number of clicks and views on social media and users on websites
Mental consumer results	Customer impact	Amateur teams and their success Ticket sales and sale of merchandise
Behavioural consumer results	Marketing efficiency Market impact	Attendance and media coverage Ticket sales and sale of merchandise
Market results	Market productivity Impact on the value of the company	Attendance and media coverage How many sponsors can be attracted and existing sponsors retained
Financial results	Marketing effectiveness Financial impact	Ticket sales and sale of merchandise How many sponsors can be attracted and existing sponsors retained

Source: Adapted from Morgan, Clark, and Gooner (2002); Rust et al. (2004); Gao (2010); and Authors' findings.

Table 2. A summary of professional sport organisations CSR activities in South Africa.

Ajax Cape Town FC	Supersport United FC	Highveld Lions Cricket club	Cell C Sharks Rugby club	Cape Cobras Cricket club	DHL Stormers Rugby club
Schools community scheme programme	Leamogetswe safety home (adopted)	Hubs and Regional Performance Centre (RPC) system	Feeding the homeless	Mini cricket	Hubs programme
Ajax CT FC kick and learn soccer samba	Soccer schools tournaments in Atteridge	Bursaries for the youth	Volunteering at homeless shelters	Spirited cricket	Coaching in schools
The street sweep programme	Cancer pink drive	Mini cricket programme	Save the Rhinos movement	Small donations to hospitals	Craven week
Holiday soccer coaching clinics	Atteridge Youth Lekgotla (AYOLE)	Club cricket	Coaching clinics	Team volunteer programme to clinics	Community clubs
Project 5000	HIV awareness programmes	Highveld Lions sleep-out	Development programmes	Special celebrations like Mandela day and youth month	Bursaries for underprivileged talented youth
Initiative reduce crime	Rebuilding old age homes	Momentum eKasi challenge			Referee training

The findings of this study largely concur with these notions, as the respondents explained that there were benefits for the organisations from their CSR engagements. They put forward that engaging in CSR had an influence on the exposure of their brand, ticket sales, sales of brand-related goods, and as opportunities to gain sponsorships. One respondent said:

Definitely, apart from influencing change, and the satisfaction of making a difference, it's the exposure of our brand to a larger audience, having our brand involved in making a change is a big benefit for us.

Another respondent revealed:

I think it works both ways. Do we get anything back, well, absolutely at the very top of that triangle it's getting people to support you, people to buy tickets, buy your jersey, watching the team on TV driving your TV viewership and that is where you get your sponsorships as well. That is what makes your commercial value.

Another proposed that CSR is about brand enhancement when he stated:

CSR is your brand enhancement; it is also a PR exercise. These are the elements of marketing at the end of the day so there is a link.

Table 3 below shows the relationship between the outcomes identified by the respondents and the outcomes of CSR identified in literature by Walters and Chadwick (2009) and Chang et al. (2017).

Table 3. Key marketing outcomes.

Key marketing outcomes identified:	Example of this from respondents:
Brand building	Increased brand recognition of the brand by consumers
Future purchasers	Increase in the number of fans
Customer Loyalty	Increased fan loyalty
Reputation management	An improved brand image
Creating and maintaining commercial partnerships	More opportunities to leverage sponsorships

These findings support the work of Walters and Chadwick (2009) and Chang et al. (2017), thus providing evidence to support the argument that CSR is a marketing strategy, as the outcomes of CSR engagement for the organisation are shown to be strongly related to marketing outcomes for professional sport organisations.

Measuring CSR performance

The respondents were asked if there were post-implementation assessments or analysis that were conducted on the outcomes of their CSR activities. While the professional sport organisations asserted that they assessed the outcomes of their CSR initiatives, it was apparent that there were no standard metrics or criteria that were used to assess CSR outcomes for the professional sport organisations. The assessment systems discussed by the respondents can be postulated to be either quantifiable or non-quantifiable. The unifying factor for the identified assessments of CSR outcomes is that they are based on the objectives of their CSR activities. It is remarkable to note that none of the assessment approaches discussed in the literature review (e.g. Carroll 1979; Wartick and Cochran 1985; Martin 2002; Breitbarth, Hovemann, and Walzel 2011; Kremer and Walzel 2011; Cho, Lee, and Park 2012) were mentioned by the respondents. While none of the respondents make use of an assessment tool, they indicated that assessment of success was still being done, but through more qualitative assessments of influences and tangible changes both affecting their organisation and the CSR beneficiaries, as revealed in the following responses:

You can measure it through the social gains to the community; through commercial benefits; through athletes that come up through the levels.

We don't really have an assessment, but our assessment is a physical one, you know when you [look] for example at "Leamogetswe". You manage to give money to them and you see them get a hundred beds and they never had that before. At the soccer schools, we look at having a tournament every Friday, and out of them you can scout one or two to go to the academy. That's when you look at your achievement.

It can be concluded that there is a gap when it comes to systematically assessing CSR performance among professional sport organisations in South Africa. Despite this assessment, the responses identified elements that indicate the success of CSR initiatives. These indicators were compared to the performance metrics proposed by Weber (2008). From the responses, it appears that increased sponsorships, social media and increased media coverage relate mostly to 'monetary brand value' and 'reputation' indicators. However, none of the respondents indicated any success indicators that assessed 'customer attraction and retention'; 'employer attractiveness; or 'employee motivation and retention'. It should be noted that this was specifically asked in the interviews though. However, importantly, this paper proposes that 'sport performance' should be added to this list as an indicator of successful CSR performance for professional sport organisations.

Conclusion

This study presented an insight into CSR in the professional sport industry in South Africa. Evidence presented in this study led to the following conclusions: First, professional sport organisations in South Africa are aware of their social responsibility and they engage in

CSR. The professional organisations also appear to be aware of the benefits that they can gain from engaging in CSR activities; however, it was shown that there is a lack of tools to assess CSR performance. Secondly, elements of CSR performance were identified that can be used to create rankings that can be used to adapt assessment models like the rating system (Breitbarth, Hovemann, and Walzel 2011) to a South African context, which will enable professional sport organisations to assess their CSR performance.

The main objective of this study was to propose a set of criteria that can be used to assess the influence of CSR on marketing performance for professional sport organisations. Based on the responses from the professional sport organisations in this study, CSR is regarded as or closely aligned with marketing strategy. As such, CSR performance has strategic marketing implications. The findings indicated a direct, overlapping relationship between CSR and perceived marketing performance. The findings further revealed a link between the metrics, which can be used to assess CSR performance and the elements of CSR performance identified in the findings. The findings also highlighted that CSR can be considered a marketing strategy, and CSR outcomes were conclusively shown to be related to the marketing performance of professional sport organisations. Considering the arguments presented from the findings, as well as the literature reviewed, this study proposes a set of criteria to assess the influence of CSR on the marketing performance of professional sport organisations in Figure 3.

Contributions to literature and practice

This study has made contributions to CSR and sport marketing literature by developing a case for CSR, which can be considered as a marketing strategy. The study identified two marketing concepts, namely CRM and SM, which can be used as tools to achieve CSR.

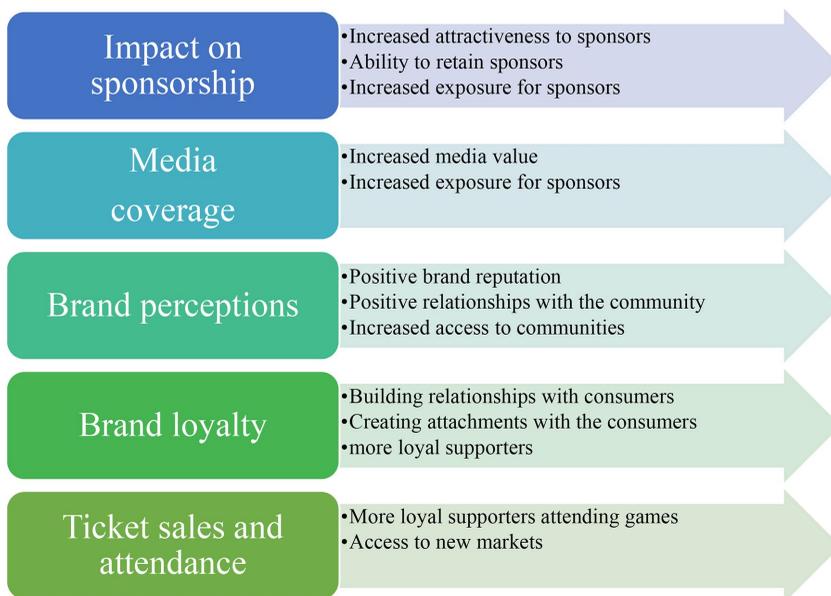


Figure 3. A set of criteria that can be used to assess the influence of CSR on marketing performance.

Moreover, arguments were presented, which identified that CSR outcomes have significant implications in terms of the marketing performance of professional sport organisations. A further exploration of the relationship between CSR initiatives and marketing performance led to a conceptual framework to posit how CSR relates to the marketing performance of professional sport organisations. The study also makes contributions to practice by proposing a set of criteria that professionals can use to justify their engagement in CSR. The set of criteria proposed can be used to create a tool or system, which can be used to assess the influence that CSR initiatives have on the marketing performance of professional sport organisations. The study focussed on professional sport organisations, but the proposed set of criteria can be adapted to professional sport organisations globally, because there is sufficient literature to support the conclusions of this study.

Limitations and recommendations

This study was limited to professional sport organisations in the three most commercialised sport codes in South Africa. The less commercialised sport codes like hockey, tennis and netball were not included in this study due to time constraints and accessibility. Future studies are recommended to investigate a wider range of sport codes. It is recommended that future research should also examine factors that drive CSR in South Africa, as this is one area that was not considered because the motivations for the professional sport organisations to engage in CSR were not the focus of this study. Professional sport organisations should take a more strategic approach to CSR to gain maximise the return on their investment on CSR activities. They need to be able to establish measurable objectives in order to be able to assess CSR performance and to manage the marketing strategy to improve their organisational performance. This study concluded that there was a lack of tools and systems in practice for organisations to assess their CSR performance. The study identified tools such as the virtue matrix (Martin 2002) and the rating index (Breitbarth, Hovemann, and Walzel 2011) as tools that could potentially be adapted to assess CSR performance in a South African context (as they were not designed for sport organisations in a South African environment). Future research could build on the tools to identify how sport governing bodies could use these to create standard rating system for professional sport organisations in South Africa in order to assess CSR performance. This study identified a lack of tools to assess the influence of CSR initiatives on marketing performance, and as already mentioned, there was a lack of studies to investigate this phenomenon. Future studies should consider a quantitative approach to develop and test a tool, while using the set of criteria to assess the influence of CSR on marketing proposed in this study.

Disclosure statement

No potential conflict of interest was reported by the authors.

ORCID

Brendon Knott  <http://orcid.org/0000-0001-6401-1970>

Rodney Duffett  <http://orcid.org/0000-0002-4568-6988>

References

- Ajax Cape Town FC. 2019. "Ajax Home Page." Accessed 28 January 2019. <http://www.ajaxct.co.za>.
- Ambler, T., F. Kokkinaki, and S. Puntoni. 2004. "Assessing Marketing Performance: reasons for Metrics Selection." *Journal of Marketing Management* 20 (3–4): 475–498. doi:10.1362/026725704323080506.
- Andreff, W. 2001. "The Correlation between Economic Underdevelopment and Sport." *European Sport Management Quarterly* 1 (4): 251–279. doi:10.1080/16184740108721902.
- Andrews, M., and P. Harrington. 2016. "Off Pitch: football's Financial Integrity Weaknesses, and How to Strengthen Them." CID Working Paper No. 311. Harvard, MA: Center for International Development. Accessed 23 January 2019. https://bsc.cid.harvard.edu/files/bsc/files/cid_wp_311.pdf.
- Arendt, S., and M. Brettel. 2010. "Understanding the Influence of Corporate Social Responsibility on Corporate Identity, Image, and Firm Performance." *Management Decision* 48 (10): 1469–1492. doi:10.1108/00251741011090289.
- Bahurmoz, A. M. 2019. "Measuring Corporate Social Responsibility Performance: A Comprehensive AHP Based Index." *International Journal of the Analytic Hierarchy Process* 11 (1): 20–20. doi:10.13033/ijahp.v11i1.608.
- Banda, D., and I. Gultresa. 2015. "Using Global South Sport-for-Development Experiences to Inform Global North CSR Design and Implementation: A Case Study of Euroleague Basketball's One Team Programme." *Corporate Governance: The International Journal of Business in Society* 15 (2): 196–213. doi:10.1108/CG-08-2014-0100.
- Benn, S., and D. Bolton. 2011. *Key Concepts in Corporate Social Responsibility*. London: Sage. doi:10.4135/9781446269084.n40.
- Blair, J. P. 1997. "Sport Based Economic Development." *Economic Development Review* 15 (2): 51–55. doi:10.1177/089124249701100407.
- Bradish, C., and J. J. Cronin. 2009. "Corporate Social Responsibility in Sport." *Journal of Sport Management* 23 (6): 691–697. doi:10.1123/jsm.23.6.691.
- Breitbarth, T., and P. Harris. 2008. "The Role of Corporate Social Responsibility in the Football Business: Towards the Development of a Conceptual Model." *European Sport Management Quarterly* 8 (2): 179–206. doi:10.1080/16184740802024484.
- Breitbarth, T., G. Hovemann, and S. Walzel. 2011. "Scoring Strategy Goals: measuring Corporate Social Responsibility in Professional European Football." *Thunderbird International Business Review* 53 (6): 721–737. doi:10.1002/tie.20448.
- Burke, Lee, and Jeanne M. Logsdon. 1996. "How Corporate Social Responsibility Pays off." *Long Range Planning* 29 (4): 495–502. doi:10.1016/0024-6301(96)00041-6.
- Carroll, A. B. 1979. "A Three-Dimensional Conceptual Model of Corporate Performance." *Academy of Management Review* 4 (4): 497–505. doi:10.5465/amr.1979.4498296.
- Chahal, H., and R. D. Sharma. 2006. "Implications of Corporate Social Responsibility on Marketing Performance: A Conceptual Framework." *Journal of Services Research* 6 (1): 205–216. doi:10.4324/9781315604527-9.
- Chang, M. J., J. H. Kang, Y. J. Ko, and D. P. Connaughton. 2017. "The Effects of Perceived Team Performance and Social Responsibility on Pride and Word-of-Mouth Recommendation." *Sport Marketing Quarterly* 26 (1): 31–41.
- Cho, S., C. Lee, and C. K. Park. 2012. "Measuring Corporate Social Responsibility." *The CPA Journal* 82 (6): 54–60.
- Cresswell, J. W. 2014. "Research Design: Qualitative." *Quantitative and Mixed Methods Approaches*, 2nd ed. London: SAGE. doi:10.7748/nr.12.1.82.s2.
- Davies, S. M. 2000. *Brand Asset Management: Driving Profitable Growth through Your Brands*. San Francisco, CA: Jossey Bass. doi:10.1108/jbim.2001.16.1.69.1.
- Davies, S. E. H., and T. Moyo. 2017. "Community Perceptions of a CSR Programme: A Case Study of a Professional Football Club." *Corporate Ownership and Control* 14 (3): 197–203. doi:10.22495/cocv14i3c1art5.
- Da Silva, E., and A. L. Casas. 2017. "Sports Marketing Plan: An Alternative Framework for Sports Club." *International Journal of Marketing Studies* 9 (4): 15. doi:10.5539/ijms.v9n4p15.

- Djaballah, M., C. Hautbois, and M. Desbordes. 2017. "Sponsors' CSR Strategies in Sport: A Sense Making Approach of Corporations Established in France." *Sport Management Review* 20 (2): 211–225. doi:10.1016/j.smr.2016.07.002.
- Duffy, N. 2016. "Is the Business of Sport Losing Touch with Reality?" Accessed 11 February 2017. <https://www.linkedin.com/pulse/business-sport-losing-touch-reality-neill-duffy>.
- Edwards, A., and J. Skinner. 2009. *Qualitative Research in Sport Management*. Oxford: Elsevier.
- Epstein, M. J. 2018. *Making Sustainability Work: Best Practices in Managing and Measuring Corporate Social, Environmental and Economic Impacts*. London: Routledge. doi:10.4324/9781351280129-3.
- Eveland, V. B., T. N. Crutchfield, and A. I. Rynarzewska. 2018. "Developing a Consumer Relationship Model of Corporate Social Performance." *Journal of Consumer Marketing* 35 (5): 543–554. doi:10.1108/JCM-07-2017-2287.
- Fifka, M. S., and J. Jaeger. 2018. "CSR in Professional European Football: An Integrative Framework." *Soccer and Society* : 1–18. doi:10.1080/14660970.2018.1487840.
- François, A., E. Bayle, and J. P. Gond. 2019. "A Multilevel Analysis of Implicit and Explicit CSR in French and UK Professional Sport." *European Sport Management Quarterly* 19 (1): 15–37. doi:10.1080/16184742.2018.1518468.
- Friedman, M. 1970. "The Social Responsibility of Business is to Increase Its Profits." In Beauchamp, T.L., N. E. Bowie, and D. G. Arnold, eds. 2009. *Ethical Theory and Business*. 8th ed. New Jersey: Pearson Prentice Hall. doi:10.1007/978-3-540-70818-6_14.
- Gao, Y. 2010. "Measuring Marketing Performance: A Review and a Framework." *The Marketing Review* 10 (1): 25–40. doi:10.1362/146934710X488924.
- Gratton, C., and I. Jones. 2010. *Research Methods for Sport Studies*. 2nd ed. London: Routledge. doi:10.4324/9780203807224.ch31.
- Grønholdt, L., and A. Martensen. 2006. "Key Marketing Performance Measures." *The Marketing Review* 6 (3): 243–252. doi:10.1362/146934706778605287.
- Hamil, S., G. Walters, and L. Watson. 2010. "The Model of Governance at FC Barcelona: Balancing Member Democracy, Commercial Strategy, Corporate Social Responsibility and Sporting Performance." *Soccer & Society* 11 (4): 475–504. doi:10.1080/14660971003780446.
- Henning, E., W. van Rensburg, and B. Smit. 2004. *Finding Your Way in Qualitative Research*. Pretoria: Van Schaik.
- Hoye, R., A. C. T. Smith, M. Nicholson, B. Stewart, and H. Westerbeek, 2012. *Sport Management Principles and Applications*. 3rd ed. New York: Routledge. doi:10.4324/9780080493091.
- Jacobs, S., V. De Bosscher, R. Venter, and J. Scheerder. 2019. "Country Profile: Sport in South Africa." *International Journal of Sport Policy and Politics* 11 (1): 175–117. doi:10.1080/19406940.2018.1547780.
- Jamali, D., and C. Karam. 2018. "Corporate Social Responsibility in Developing Countries as an Emerging Field of Study." *International Journal of Management Reviews* 20 (1): 32–61. doi:10.1111/ijmr.12112.
- Kesenne, S. 2006. "The Win Maximization Model Reconsidered: flexible Talent Supply and Efficiency Wages." *Journal of Sports Economics* 7 (4): 416–427. doi:10.1177/1527002505279347.
- Kim, K., K. K. Byon, H. Song, and K. Kim. 2018. "Internal Contributions to Initiating Corporate Social Responsibility in Sport Organizations." *Management Decision* 56 (8): 1804–1817. doi:10.1108/MD-04-2017-0369.
- Knott, B., A. Fyall, and I. Jones. 2016. "Leveraging Nation Branding Opportunities through Sport Mega-Events." *International Journal of Culture, Tourism and Hospitality Research* 10 (1): 105–118. doi:10.1108/IJCTHR-06-2015-0051.
- Kremer, J., and S. Walzel. 2011. "CSR Performance Scorecard: Monitoring Effects of Corporate Social Responsibility." In Sport Management Association of Australia and New Zealand. Proceedings of 17th Annual Conference. New Zealand, November, 53–58.
- Kurucz, E. C., B. A. Colbert, and D. Wheeler 2008. "The Business Case for Corporate Social Responsibility." In Crane, A., D. Matten, A. McWilliams, J. Moon, and D. S. Siegel, eds. *The Oxford Handbook of Corporate Social Responsibility*. New York: Oxford University Press.

- Kyle, D. G. 2010. "Origins." In Pope, S. W. and J. Nauright, ed. *Routledge Companion to Sports History*. New York: Routledge Taylor and Francis, 116–117.
- Lee, M. P. 2008. "A Review of Theories of Corporate Social Responsibility: Its Oath and the Road Ahead." *International Journal of Management Reviews* 10 (1): 53–73. doi:10.1111/j.1468-2370.2007.00226.x.
- Lins, K. V., H. Servaes, and A. Tamayo. 2017. "Social Capital, Trust, and Firm Performance: The Value of Corporate Social Responsibility during the Financial Crisis." *The Journal of Finance* 72 (4): 1785–1824. doi:10.1111/jofi.12505.
- Liu, D., R. Wilson, D. Plumley, and X. Chen. 2019. "Perceived Corporate Social Responsibility Performance in Professional Football and Its Impact on Fan-Based Patronage Intentions: An Example from Chinese Football." *International Journal of Sports Marketing and Sponsorship* 20 (2): 353–370. doi:10.1108/IJSMS-06-2018-0059.
- Lydenberg, S. D. 2005. *Corporations and the Public Interest: Guiding the Invisible Hand*. San Francisco, CA: Berrett-Koehler.
- Lynch, C. 2010. *Doing Your Research Project in Sport*. Cornwall: Learning Matters. doi:10.7748/ns2013.01.27.20.31.b1457.
- Martin, R. L. 2002. "The Virtue Matrix." *The Harvard Review*, March, 62–75.
- Millington, R., A. R. Giles, L. M. C. Hayhurst, N. van Luijk, and M. McSweeney. 2019. "Calling Out' Corporate Redwashing: The Extractives Industry, Corporate Social Responsibility and Sport for Development in Indigenous Communities in Canada." *Sport in Society* 22 (12): 2122–2140. 1–19. doi:10.1080/17430437.2019.1567494.
- Morgan, N. A., B. H. Clark, and R. Gooner. 2002. "Marketing Productivity, Marketing Audits, and Systems for Marketing Performance Assessment: Integrating Multiple Perspectives." *Journal of Business Research* 55 (5): 363–375. doi:10.1016/S0148-2963(00)00162-4.
- Moyo, T., S. E. H. Davies, and E. Joubert. 2015. "Corporate Social Responsibility and Organisational Performance of a Professional Football Club in South Africa." *Corporate Ownership and Control* 13 (1): 605–618. doi:10.22495/cocv13i1c5p8.
- Munro, V., D. Arli, and S. Rundle-Thiele. 2018. "CSR Engagement and Values in a Pre-Emerging and Emerging Country Context." *International Journal of Emerging Markets* 13 (5): 1251–1272. doi:10.1108/IJoEM-04-2018-0163.
- Nauright, J. 1997. *Sport, Cultures, and Identities in South Africa*. London: Leicester University Press.
- Nielsen, E., and M. P. Llewellyn. 2015. "Prologue: Britain, Empire and the Olympic Experience." *Sport in Society* 18 (7): 759–764. doi:10.1080/17430437.2014.991086.
- O'Malley, L., and C. Tynan. 2003. "Relationship Marketing." In Baker, M. J., ed. *The Marketing Book*. 5th ed. Oxford: Butterworth Heinemann, 32–48.
- Pohan, H. M., and S. P. Oktaviany. 2018. "Indonesia to Host the FIFA World Cup? A Cost-Benefit Analysis." *Journal of Economics and Business* 2 (1): 22–34. doi:10.25170/jebi.v2i1.30.
- Prinz, A. L. 2019. "Indirect Evolution and Aggregate-Taking Behavior in a Football League: Utility Maximization, Profit Maximization, and Success." *Games* 10 (2): 22. doi:10.3390/g10020022.
- Roy, D. P., and T. R. Graeff. 2003. "Consumer Attitudes toward Cause-Related Marketing Activities in Professional Sports." *Sports Marketing Quarterly* 12 (3): 163–172.
- Rust, R. T., T. Ambler, G. S. Carpenter, V. Kumar, and R. K. Srivastava. 2004. "Measuring Marketing Productivity: Current Knowledge and Future Directions." *Journal of Marketing* 68 (4): 76–89. doi:10.1509/jmkg.68.4.76.42721.
- Schreck, P., and S. Raithel. 2018. "Corporate Social Performance, Firm Size, and Organizational Visibility: distinct and Joint Effects on Voluntary Sustainability Reporting." *Business & Society* 57 (4): 742–778. doi:10.1177/0007650315613120.
- Servaes, H., and A. Tamayo. 2013. "The Impact of Corporate Social Responsibility on Firm Value: The Role of Customer Awareness." *Management Science* 59 (5): 1045–1061. doi:10.1287/mnsc.1120.1630.
- Shilbury, D. 2009. *Sport Management Series*. 3rd edn. Sydney: Allen & Unwin.
- Spaaij, R., and H. Westerbeek. 2010. "Sport Business and Social Capital: A Contradiction in Terms?" *Sport in Society* 13 (9): 1356–1373. doi:10.1080/17430437.2010.510674.

- Svensson, P. G., F. O. Andersson, and L. Faulk. 2018. "A Quantitative Assessment of Organizational Capacity and Organizational Life Stages in Sport for Development and Peace." *Journal of Sport Management* 32 (3): 295–313. doi:10.1123/jsm.2017-0244.
- The Department of Sport and Recreation South Africa. 2012. "The White Paper on Sport and Recreation for the Republic of South Africa." Accessed 1 March 2019. <https://www.srsa.gov.za/documents/white-paper>.
- Trendafiova, S., V. Ziakas, and E. Sparvero. 2017. "Linking Corporate Social Responsibility in Sport with Community Development: An Added Source of Community Value." *Sport in Society* 20 (7): 938–919. doi:10.1080/17430437.2016.1221935.
- Vamplew, W. 1988. "The Economics of a Sports Industry: Scottish Gate-Money Football, 1890–1941." *The Economic History Review* 35 (4): 549–567. doi:10.1111/j.1468-0289.1982.tb01215.x.
- Vogel, D. J. 2005. "Is There a Market for Virtue? The Business Case for Corporate Social Responsibility." *California Management Review* 47 (4): 19–45. doi:10.2307/41166315.
- Walters, G., and S. Chadwick. 2009. "Corporate Citizenship in Football: delivering Strategic Benefits through Stakeholder Engagement." *Academy of Management Review* 32 (3): 946–967.
- Wartick, S. L., and P. L. Cochran. 1985. "The Evolution of the Corporate Social Performance Model." *Academy of Management Review* 10 (4): 758–769. doi:10.5465/amr.1985.4279099.
- Weber, M. 2008. "The Business Case for Corporate Social Responsibility: A Company-Level Measurement Approach for CSR." *European Management Journal* 26 (4): 247–261. doi:10.1016/j.emj.2008.01.006.
- Wood, D. J. 1991. "Measuring Corporate Social Performance: A Review." *Academy of Management Review* 16 (4): 691–718. doi:10.1111/j.1468-2370.2009.00274.x.
- Yim, S., Y. H. Bae, H. Lim, and J. H. Kwon. 2019. "The Role of Marketing Capability in Linking CSR to Corporate Financial Performance: When CSR Gives Positive Signals to Stakeholders." *European Journal of Marketing* 53 (7): 1333–1320. doi:10.1108/EJM-08-2017-0526.
- Zeimers, Géraldine, Christos Anagnostopoulos, Thierry Zintz, and Annick Willem. 2019. "Organisational Learning for Corporate Social Responsibility in Sport Organisations." *European Sport Management Quarterly* 19 (1): 80–101. doi:10.1080/16184742.2018.1546752.