

Promoting Corporate Social Responsibility in the Football Industry

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Corporate Social Responsibility in the football industry is an important part of each club's agenda, while being more than a business trend. The way its activities are communicated, however, has not attracted, thus far, enough academic interest. This study aims at filling this literature gap by providing not only a presentation of the ways and methods in which CSR is promoted, but also a critical examination of their efficiency. This examination can only take place after the academic literature available on CSR promotion is scrutinized and the sample of the research is clarified. The FA Premier League clubs, the sample of this study, have then been carefully inspected with the help of insiders' interviews, providing details of their current practice in CSR promotion methods, as well as a critical review of their effectiveness. Finally, the question of abundance of CSR promotion in football is being answered taking into consideration both the insiders' and the public opinion.

KEYWORDS CSR, CSR promotion, Premier League CSR, sports CSR

INTRODUCTION

Whether as an urge of the business to return something back to its environment or as an attempt to blur the lines between efficiency and corruption, Corporate Social Responsibility is a common trend in today's business world. The socio-cultural and environmental macroeconomic factors indicated the necessity of such initiatives and provided the business world with the opportunity to respond as efficiently as possible. However, responding to this need and developing CSR programs is not something that will be discussed in this study, although there is ample academic work on the subject (Sen & Bhattacharya, 2001; Garcia de los Salmenes, Crespo, & Del Bosque, 2005).

On the contrary, the focus will be drawn on the ways these efforts are promoted by the companies toward their customers, the media and the general public. Football, due to its social nature and close relations with the local community is an ideal example of an industry where promoting CSR could be even considered a necessity. Nevertheless, a literature gap exists in the promotional methods and techniques implemented in the industry, as well as their efficiency. These are the gaps that this research will aim to fill by examining the current practice in the football industry.

RESEARCH AIM AND OBJECTIVES

The research question posed is the efficiency and abundance of CSR promotion in the football industry. In order for the researcher to provide an answer to this question, the focus will be drawn on the English football industry and, in particular, the FA Premier League. The concentration was drawn into this one league in order for the analysis to be extensively thorough and detailed. Further information on the choice of the sample follows in the Methodology section.

In order for the author to answer the research question, two objectives

were developed. These objectives represent the process through which the research question will be answered. The study has two principal objectives. First, a thorough understanding of CSR promotion theories will be gained from both professionals and academics. Second, how CSR is currently being promoted in practice in the football industry will be examined for greater comprehension of its effectiveness and abundance.

LITERATURE REVIEW

This section sets out the main sources of literature that provide the basis of this study. It also fulfills the first objective of this research, to develop an in-depth comprehension of the CSR communication theories and assist in progressing toward the research aim. In addition, the question of the adequacy of the communication effort is considered.

Communicating Corporate Social Responsibility

Although CSR is a relatively new business practice, the existing literature on the subject is remarkable. Both on the general framework of any industry and on the grounds of the football industry, the academic interest has offered abundant research (Wood, 1991; Lloyd, 2004). However, as far as communicating CSR is concerned, one could notice the limited research available. The existing literature is relatively recent, but very detailed. According to Clark (2000) "effective communication methods are largely absent from the social responsibility literature" (p. 363). Nevertheless, the main communication theories and methods available will be outlined and an attempt will be made for the "gaps" the promotion methods could fill to be underlined.

CSR Promotion and Public Relations

A company's proof that it is involved in CSR is more than a brand-building or defensive brand-protection strategy, as regarded from the Public Relations point of view (Southalan, 2008). The discussion of CSR promotion objectives would incorporate a vast interdisciplinary mix of literature, including customer care (Dawkins & Lewis, 2003), employer reputation (Albinger & Freeman, 2000), and socially responsible investing (SRI) (Keeler, 2003). However, the aims of promoting CSR will not be further analyzed, as they exceed the aim of this article.

Morsing (2006) underlines the proactive nature of CSR promotion, in lieu of a reactive process. By that, the author explains the importance of predesigned strategic course of action in communicating CSR to not only the media and the customers, but also to the general public. As general public, Morsing identifies the authorities, the local and national government and specific interest groups depending on the particular activity, for example academics, if the activity is related to education or police authorities if related to safety.

CSR Promotion Methods

McIntyre (2003) states that companies use different promotion tools such as advertising, public relations, publicity, direct marketing, sponsorship, and word-of-mouth as the main methods of promoting their CSR activities. However, not all of them appear to be as successful. Stuart's table, "Effectiveness of Methods of Communicating CSR" (2004, p. 17), provides information on

the effectiveness of each method (see Table 1).

The case of advertising CSR is further analyzed by Schrader, Hansen, and Halbes (2006) who introduce the consumer oriented CSR communications model (COCCOM) using non-numerical data. According to the model, promoting CSR has various effects that depend on the way each tool is used by the organization. Regarding these effects the authors provide additional information on consumer behavior, called “the paradox of communicating CSR. It appears that the cynicism of consumers in the face of media coverage of corporate misbehavior affects their receptivity to any planned communication from an organization regarding CSR, even the responsible ones. This suggests a CSR paradox; that organizations perceived as socially responsible benefit much less from communicating this” (p. 29). This paradox was later studied by Korhonen (2006) and Marin, Ruiz, and Rubio (2008), as well, who provide further details on the phenomenon.

TABLE 1

Method	Effectiveness
Advertising	Appears to be ineffective – perceived as spin
Publicity	Trustworthy face of the organization is effective
Public Relations	Perceived as spin – however useful in corporate crisis if the company has a good reputation
Direct Marketing	In-store promotions may be effective
Internet Marketing	Unlikely that many read CSR policy on the internet
Sponsorship	More effective if community-based
Word-of-Mouth	Effective in community-based projects

Note. Stuart’s table, “Effectiveness of Methods of Communicating CSR” (2004, p. 17).

Effectiveness and Abundance of CSR Communication

Herbig and Milewicz’ (1995) study expresses that effective CSR promotion requires consistency and long-term approach in order to achieve the desired goal, regardless of the method this promotion is using. This suggests that even the most effective method cannot maximize its effects unless it is implemented consistently.

Finally, a question that the academic literature available cannot answer is whether companies are succeeding in promoting CSR to the public. The query does not focus on the efficiency of the methods implemented, but on the consistency, regularity, and sufficiency of the efforts, as well as on the commitment shown by the companies in promoting CSR. In other words, the question that is not answered is whether companies are communicating CSR enough. The subject is relatively subjective and, thus, difficult to be answered by the academics that have attempted to (Tixier, 2003).

Communicating CSR in Sports/Football

Regarding the football industry, the majority of the existing literature on the subject focuses on the disclosure of CSR through the annual financial statements (Slack & Shrivies, 2008). This method is mainly regarded as a way of “diverting attention” from other issues (Andreff, 2000) and in a lesser amount as a way of re-connecting with the local community of each club (Watson, 2000).

Having examined the academic literature on CSR promotion, the reader

has been provided with an understanding of its main aspects, including various promotion methods and their efficiency and, thus, the first research aim has been fulfilled. In order to advance to the second aim, the empirical research on CSR promotion in the football industry that took place between April and September 2009 will be presented.

METHODOLOGY

In order to examine the current practice of CSR promotion in the football industry, an empirical investigation had to take place. First, the research sample was selected.

The football industry varies on numerous matters, such as structure, finance, size and nature of companies. These matters could hinder the research and thus the sample had to be reduced to the clubs of one league in one country. For that reason and purely for the purpose of this study, the term football industry will be referring to the football clubs playing in the English FA Premier League.

Due to the rules of football, the clubs playing in the Premier League during one season are not identical to those of the previous or the following seasons. In order for the sample to be representative of the industry, all Premier League clubs of three consecutive seasons (2007/08, 2008/09, 2009/10) were chosen, 25 in total. In particular: Arsenal, Aston Villa, Birmingham City, Blackburn Rovers, Bolton Wanderers, Burnley, Chelsea, Everton, Derby County, Fulham, Hull City, Liverpool, Manchester City, Manchester United, Middlesbrough, Newcastle United, Portsmouth, Reading, Stoke City, Sunderland, Tottenham Hotspur, West Bromwich Albion, West Ham United, Wigan Athletic, Wolverhampton Wanderers (Appendix A).

As the research is based on a relatively small sample and using data which are difficult to quantify, the phenomenological research paradigm was selected. In more detail, the method chosen was qualitative semistructured interviews for the collection of the primary data. These interviews provide more focus than the unstructured or informal approach, but still allow a degree of freedom and adaptability in getting the information from the interviewee. The interview research approach chosen was the "emotionalist" or subjectivists, which would allow the interviewees to draw on their authentic experiences of the current practice in the industry (Gubrium & Holstein, 2001). In more detail, the questions posed to the interviewees were not in the form of a questionnaire with multiple possible answers. On the contrary, an interview checklist with a number of open-ended questions was used providing the interviewer with the flexibility needed in order to acquire the most information possible (Appendix B).

The interviewees were selected carefully from the clubs of the sample. The Communication department was considered the suitable target and thus employees of these departments in all Premier League clubs were contacted, along with Communication professionals working in the governing bodies of the sport, Premier League and FA. Senior employees were chosen as ideal participants and were contacted using the researcher's professional network of contacts. As the researcher was at that time a Communication professional working within the football industry and the study was conducted purely for academic purposes, all interviewees were eager to offer their input. It is

worth mentioning that the interviewees welcomed the idea of academic research on football Communications and that the author was also encouraged to provide them with feedback on the CSR promotion practices implemented in the industry. Since the researcher was able to secure interviewees from all 25 clubs, the research is based on the census of the population chosen, all English FA Premier League football clubs for the seasons 2007/08, 2008/09, and 2009/10.

The list of interviewees includes professionals such as clubs' Head of Communications, Head of Marketing and Communications, Communications Director, and so forth. In order to get an additional point of view, some former employees were also interviewed using the same questions checklist. These interviewees were also contacted using the researcher's professional network. Through them, the researcher was able to get not only valuable insights to the industry practices but also constructive critique on various issues, such as the abundance of CSR Communication. The total number of interviews conducted for this research is 38.

An important factor when analyzing the findings was for the author to produce a thorough study on the matters discussed with truthful and accurate information. For this reason, the interviewees were encouraged to give their honest opinion that would offer valuable and factual insight of the industry. In order for the author to include accurate information, the interviewees will remain anonymous and will therefore be referred to "interviewees" throughout the study.

Efforts were made to conduct all interviews in person either in the offices or the training ground of each club, however, due to schedule inconveniences and time restraints six of them were conducted over the phone. The interviews took place between April and September 2009. Since the interviewees were ensured of their anonymity, the interviews were recorded and later transcribed in order for their analysis to be facilitated. Finally, based on the relatively small number of data collected, no analysis software was used. Instead, the examination of the findings was done by the researcher based on reading thoroughly the transcribed interviews and isolating the information that would be relevant and valuable for the study. During this procedure, the findings were re-examined and verified with some of the interviewees, in order for the author to be able to clarify the facts and hence reach sustainable conclusions.

FINDINGS AND ANALYSIS

This section aims to portray the present situation of CSR promotion in football. Through this, the second research aim, to provide a thorough understanding of the current practice in the football industry, will be fulfilled. The following findings are the results of the interviews and thorough research conducted by the author. The findings will not be only displayed but further analyzed, offering an accurate insight of the industry. As previously mentioned, the anonymity of the interviewees will be kept and thus any direct quotes will not be accredited to the individual interviewees.

Corporate Social Responsibility Communication

Regardless of the position the club ranks at and its size, CSR programs of high importance have been running for many years in all clubs, focusing

locally, nationally, or internationally. The opinion shared by the majority of the interviewees is that, as Breitbarth and Harris (2008) argue, an increased awareness and integration of CSR into football fosters the competitiveness of the game and creates additional value for its stakeholders, while the social nature of the clubs and their close relations with the local community require for them to be active members of the society.

English football clubs have responded to this need, developing numerous CSR programs and focusing on various ways to “return something back”: notably, concentrating on discrimination issues (race, religion, sex) through inclusion and learning activities, providing young people with education, development, and employment opportunities and promoting healthy living. The presentation of the findings in this section will focus on the ways in which CSR is communicated, without concentrating on the existence or importance of CSR in football. This section will display the CSR promotion methods used in the football industry, followed by the answer to the question of their sufficiency. As previously mentioned, in order for the reader to develop a thorough understanding of the findings, the current practice will not only be presented, but also critically examined.

Means of CSR Promotion

Regardless of their promotion structure, the methods clubs implement to promote CSR to the supporters, media, and public, are common within the Premier League. Each method focuses on a different stakeholder group, with some of them targeting more than one group. In this section, the techniques will be presented as well as their effectiveness. Their effectiveness, as the interviewees highlighted, is based on both their success in capturing the audience’s attention and in the recipient size each method has. The methods along with their efficiency are presented in Table 2.

TABLE 2 Effectiveness of CSR Promotion Methods in the Football Industry

Method	Effectiveness
Club’s media	Successful, fast, inexpensive, but limited audience
The Press	Wider audience but limited interest
Direct Marketing	Successful in audience involvement, but very limited audience
Annual auditing	Accurate, but non comprehensible to a wide audience
Word-of-Mouth	Successful with potential wider audience but not managed by the club

The most popular technique was found to be publishing news in the club’s own media; web-site, magazines, matchday programs, television and radio channels, as well as Facebook, Twitter, LinkedIn, and YouTube accounts. This method ensures that each activity is communicated accurately as well as punctually. Clubs believe that this is a successful technique due to its easy and cost-effective nature. According to an interviewee, “publishing information about our CSR activities ourselves is the only way the actual data will be presented precisely as it is and on time.” An additional point raised by another interviewee is that when CSR news is published on the club’s media, “they are ensured to receive the proper attention by being put on the front page that can guarantee the most visibility possible.”

However, criticism was expressed regarding the number of people this

news can reach, as the readers of those items are predominantly supporters of each club and not the general public. Nevertheless, as a technique that targets the supporters of the club and the sports Press, publishing CSR news on the club's own media was considered to be relatively successful regardless of Stuart's (2004) findings.

Furthermore, the second most popular method followed is promoting CSR through the local and national press. In this method, the recipients of the information are not only the supporters but also the general public, both locally and nationally. Also, by including media specialized in a specific industry, for example education or health, when promoting a CSR activity related to it, some clubs (five of the 25) have augmented the number of the recipients of their information.

However, severe criticism was expressed by all interviewees regarding the efficiency of this method, since, as argued, CSR does not attract media interest and thus is not communicated adequately to the public. Interviewees have stated that their efforts to promote CSR in the media have repeatedly failed, and that even when they were successful, CSR news rarely reached the "front page." An interviewee commented that "since good news doesn't sell, football CSR is also expected to be pushed aside."

Another method implemented by some clubs is to communicate CSR through direct marketing. Weekly or monthly newsletters and e-mails as well as sporadic letters and text messages are sent directly to the supporters, whose data have been acquired by the club, informing them about CSR. Since the use of smartphones was rather limited at the time of this research, the use of mobile applications as a CSR promotion method was not mentioned by the interviewees.

Through this direct promotion method, supporters are not only informed about CSR activities, but also asked to support and participate in them. Although the target of this method is considerably narrower than the general public, the technique was characterized as very successful, especially when creativity and originality was applied. Despite Stuart's findings (2004) on direct marketing, that suggest a very low percentage of success, this type of communication is believed to be very effective, since there is no intermediary between the club and the supporters, ensuring the accuracy and promptness of the communicated information. According to an interviewee, "informing supporters directly can make CSR be seen as no longer organized solely by the club, but in collaboration with them." The interviewees were confident that supporters' involvement in the club's activities, through direct communication with them, strengthens the corporate reputation of the club and can develop or reinforce its positive corporate image as Dawkins' and Lewis' analysis (2003) supports.

Finally, an important point of focus for the clubs, as already mentioned above, has been to report CSR to their investors, using each club's financial statements. This communication method bares legal and financial aspects that will not be analyzed in this study. What will be underlined, however, is the exceptionally limited group of recipients of this information and the difficulty of interpreting and understanding the data they contain.

From what has been presented above, a number of techniques are implemented in the football industry, in order for the clubs' CSR work to be promoted. Unlike Clark's research (2000) conclusions, some of the methods

are believed to be effective by the communications professionals working within the industry. Their effectiveness, as judged by the interviewees, was based on both the interest generated on a CSR activity and the audience size the news of the activity could reach. Some methods, such as direct communication with the supporters through letters, electronic newsletters, e-mails, and text messages, were presented as more efficient than others, suggesting that supporters' involvement could be in this case more important than the limited number of recipients.

The club's own media were also put forward as a successful CSR promotion method, with news being published accurately, quickly, and cost-effectively. The success of this method was questioned by some Interviewees who doubted the size of the audience this news can reach. To target the general public, the traditional Press is used, but with questionable success. Traditional media were presented as reluctant or even unwilling to promote CSR, regardless of the clubs' efforts. Nevertheless, since the potential audience size is remarkably wide, this method remains one of the most popular within the industry. Finally, reporting CSR through the financial statements, although being a common practice in football, has a limited recipients' group, focusing mainly on each club's investors. From the aforementioned analyzed methods, direct communication with the supporters was presented as the most efficient. Although it is not implemented by all Premier League clubs, its competence is expected to attract future attention by both practitioners and academics.

Are Football Clubs Promoting CSR Enough?

Regarding the result of their efforts to promote CSR, the vast majority of the clubs believe that they are successful. Apart from the aforementioned analyzed methods, what was presented as the most important factor in communicating CSR is their supporters' "word-of-mouth." Most clubs believe that as the supporters are aware and supportive of the clubs' activities, their attempts to promote CSR are successful, and thus they are promoting them enough. Even though "word-of-mouth" is not a technique managed directly by the club, it is believed that clubs can still influence it if they are being successful in engaging supporters in their CSR work and making them the transmitter of the club's CSR activity to others.

However, criticism was expressed, based on the fact that a large number of the general public is still uninformed about the CSR activities run by many if not all of the Premier League clubs. Surveys show that supporters believe that clubs can be socially responsible (Premier League, 2006); however, minimal research exists on whether fans are fully informed about their club's CSR. Nevertheless, even if all football supporters were aware of the social responsibility of the football industry, a significant number of the general public would still remain uninformed [only 68% of the English population is a fan or even interested in football (Sportfive, 2009)]. Additionally, although the "word-of-mouth" has not been sufficiently studied regarding its effectiveness as a CSR promotion technique, doubts were expressed concerning its efficiency, especially on a national level.

In order to provide an answer to the research question of this study, the above analysis has to be considered. CSR is not promoted enough in

football, regardless of the clubs' belief. Some remarkable and creative efforts are apparent in current practice and followed in some clubs. These efforts, however, do not have the desired results in conveying the clubs' social identity. Organizational and financial issues are obstructing CSR promotion, along with traditional media's reluctance to assist in their attempts. Overall, there are still abundant possibilities for improvement in promoting CSR successfully in football.

CONCLUSION AND RECOMMENDATIONS

CSR promotion was chosen as the topic of this research due to its greater impact on the football industry, regarding corporate reputation and image management. Prior to investigating the subject further, the football industry was limited to the English FA Premier League in order for the investigation to be facilitated.

First, the literature review was conducted in order for a thorough understanding of the academic sources available to be achieved. Reviewing the resources enabled the comprehension of various features of the aspect, including its importance to the football industry, while responding to the first aim. Furthermore, the empirical investigation was conducted in relation to the second aim. The examination of the current practice did not only include the collection of a large amount of information, but also the critical and detailed analysis of the findings. The aforementioned analysis assisted the author in answering the research question of this study and, therefore, evaluating whether CSR is being promoted enough in the football industry.

Summary of Findings and Managerial Implications

According to the analysis of the findings, the various methods of CSR promotion applied were examined, along with the criticism their application has triggered. The efficiency of the techniques used, as viewed by the interviewees, is based on both the interest generated and the audience size of each method. According to them, the former is more important than the latter. Therefore, promotion methods, such as direct communication and promotion using club's own media were considered more successful, regardless of their limited audience. Traditional media and their reluctance to adequately promote CSR raised the question of the 'newsworthiness of published information', as well as the lack of professional relationships between the football industry and the Press. Finally, publishing CSR information through each club's financial statements was examined as a method of informing the shareholders of the club, with limited success regarding the general public or the Press.

In addition, the question of abundance of CSR promotion was discussed attracting opposing views. Clubs supported that they are succeeding in conveying their social identity to the general public, who then acts as a transmitter, communicating their CSR work through their "word-of-mouth." In other words, the clubs' direct communication with their supporters leads to an efficient indirect communication with the general public. This belief was questioned by a number of interviewees, who considered CSR promotion efforts insufficient and even expressed their criticism on the abundance of communication endeavors or the process behind them. Taking all the aforementioned information into consideration, the research question of CSR promotion abundance was, therefore, answered. The author suggested that

there is plentiful room for improvement in order for CSR promotion to be truly successful, since currently CSR is not communicated enough in the football industry.

As an overview of the findings of the empirical investigation, the complexity to generalize communications in football has to be underlined. As it was proven by the current practice in the sport, communications do not follow a pattern or norm within the industry (Slack & Shrives, 2008). On the contrary, differences exist in various elements, from the structure of the departments to the methods applied.

Even though there are important differences amongst the clubs of the sample (finance, size, location, fan base), there seems to be no analogy between any of their characteristics and CSR promotion practice. The only factors that appear to be influencing the clubs regarding their chosen CSR promotion strategy or techniques are the organizational structure, the selected brand strategies and their employees' capabilities.

From what has been previously presented, CSR promotion is attracting increasing attention within the football industry, with remarkable practices being implemented by communication professionals. However, its full potential in successfully communicating CSR is still to be reached.

Research Limitations

In terms of sample size and integrity, a limitation arises from the effect of promotion and relegation within football leagues. Efforts have been made to include the full number of clubs participating in the league for all three seasons, in order to be able to conduct the research on the census that can be representative of the industry. The number of the clubs included in the sample, twenty-five, represents the Premier League for three consecutive seasons, with some participating in it since its beginning, and thus it could be argued that increasing the size of the sample would not add significant value to the research piece.

Additionally, due to further inconveniences, the interviewees were not all of the same management level or position, and thus the information that some were able to provide was not as detailed as the data given by others.

Nevertheless, all the interviewees are employed under the wider department of communications.

Another limitation as far as presenting and analyzing the findings is concerned, is the accuracy and truthfulness of the information acquired.

As previously discussed, in order for the data to be presented in the most accurate way, the anonymity of the interviewees has been maintained in this study and neither the transcribed interviews nor the full list of interviewees can be provided.

Future Research Implications

Having provided an answer to the study, this article can now set the basis for future research on the matter regarding the potential of applying the academic theories in the industry. CSR appears to be attracting increasing attention amongst scholars, however, CSR promotion is a topic that is yet to be fully explored. Applying traditional marketing theories in practice is a topic that can be further studied and in which this study can be of great assistance.

CSR promotion's long-term efficiency could also be further researched,

with the last two decades of CSR promotion offering remarkable new information on both theoretical and practical issues. Measuring CSR promotion effectiveness could undeniably help professionals in their attempts to communicate CSR work.

Finally, the football industry or the wider sports industry can benefit from additional research focusing on cross-case comparisons between sports or even among various other marketing functions and CSR promotion. In this way, professional sports could be provided with the opportunity to further develop towards a more mature managerial approach. It is the researcher's opinion that if the peculiarities of football are acknowledged and the practice of the theories is adjusted to its nature, optimism exists regarding the sport's future.

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APPENDIX A

Club	Founded in	Location	Years in the Premier League *	Average turnover in a PL season ** (in £ million)	Average match attendance ** (in 1000)
Arsenal	1886	Holloway, London	18	306.1	60.01
Aston Villa	1874	Witton, Birmingham	18	81.87	39.58
Birmingham City	1875	Birmingham	6	41.75	25.25
Blackburn Rovers	1875	Blackburn	16	55.03	24.28
Bolton Wanderers	1874	Bolton	11	60.13	21.76
Burnley	1882	Burnley	1	11.2	20.65
Chelsea	1905	Fulham, London	18	211	41.41
Derby County	1884	Derby	7	29.1	32.43
Everton	1878	Liverpool	18	78.23	36.44
Fulham	1879	Fulham, London	12	65.9	24.01
Hull City	1904	Hull	2	30.05	22.40
Liverpool	1892	Liverpool	18	176.27	43.32
Manchester City	1880	Manchester	13	98.1	43.51
Manchester United	1878	Manchester	18	273.57	75.29
Middlesbrough	1876	Middlesbrough	14	48	27.54
Newcastle United	1892	Newcastle upon Tyne	16	76.4	50.04
Portsmouth	1898	Portsmouth	7	70.55	19.34
Reading	1871	Reading	2	57.70	22.76
Stoke City	1863	Stoke-on-Trent,	2	56.25	23.60
Sunderland	1879	Sunderland	9	64.3	41.29
Tottenham Hotspur	1882	Tottenham, London	18	116.9	35.90
West Bromwich Albion	1878	West Bromwich	4	27.2	24.07
West Ham United	1895	Newham, London	15	66.55	33.99
Wigan Athletic	1932	Wigan	5	44.65	18.47
Wolverhampton Wanderers	1877	Wolverhampton	2	61	28.37

* Since the Premier League was founded

** Average number for the data provided for each of the three seasons

(Table created for this study using data by Deloitte 2008; 2009; 2010; Premier League 2013)

APPENDIX B

General Questionnaire (further questions requiring more details were formed during each interview depending on the interviewee and the club represented).

- Can you describe your role in the club?
- How does it fit within the department / club?
- Do you work with other departments, e.g. Marketing / Commercial?
- How is the Communications Department structured?
- Is the club involved with CSR?
- Can you give me more details on the CSR programmes that are currently on the club's agenda?
- Is there a local or national focus of CSR programmes?
- Do you work with NGOs or Trusts?
- Where does the Department fit within the CSR programmes of the club?
- How do you promote the CSR initiatives?
- Is there a CSR Promotion plan?
- Who do you promote CSR to (fans, sponsors, organisations, community)?
- Do you promote them directly to the supporters?
- Is there a stakeholder that is more interested than others in CSR?
- Is there a stakeholder that you focus more on when promoting CSR?
- Do you prioritise local stakeholders?
- Do you prioritise the clubs' investors?
- Do you prioritise local media?
- How do you communicate your activities to the Press?
- Do you prefer the club's own media? Why yes / no?
- Is there a CSR promotion budget?
- Do you think you are promoting CSR enough?
- What obstacles have you encountered in your efforts to promote CSR?
- Have you managed to overcome them?
- Do you think the clubs is perceived as Socially Responsible?
- Do you support the idea that supporters' good 'word-of-mouth' can help the club be acknowledged as socially responsible?