Cape Peninsula
University of Technology

The impact of Corporate Social Responsibility programmes on the marketing performance of professional sport organisations in South Africa

by

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Full Thesis

Doctor of Commerce: Marketing

In the Faculty of Business and Management Sciences

At the Cape Peninsula University of Technology

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Cape Town
October 2019

Declaration

I, Talent Moyo, declare that the contents of this dissertation/thesis represent my own unaided work, and that the dissertation/thesis has not previously been submitted for academic examination towards any qualification. Furthermore, it represents my own opinions and not necessarily those of the Cape Peninsula University of Technology.

	28 October 2019
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ABSTRACT

This study was designed to investigate the impact of Corporate Social Responsibility (CSR) on marketing performance. Previous studies (Walters & Chadwick, 2009:946-967; Hamil *et al.*, 2010:475-504; Spaaij & Westerbeek, 2010:1356-1373) proposed that there is a positive correlation linking CSR initiatives and the marketing performance of professional sport organisations, highlighting that professional sport organisations enjoyed benefits from engaging in CSR initiatives. The benefits identified included an improved brand image, brand loyalty, an increased sales of branded merchandise, thus implying that CSR has a positive impact on marketing performance. After investigating the influence that CSR activities had on corporate identity, image and firm performance, Arendt and Brettel (2010:1469-1492), Jamali and Karam (2018:32-61), Schreck and Raithel (2018:750) also concur that CSR had an important impact on marketing performance as it facilitated brand attractiveness and therefore increased competitive advantage for the organisation. Despite the evidence that there is a relationship between CSR and marketing performance, it was found that there is paucity in knowledge of the relationship between CSR and marketing performance. This study was therefore designed to fill the identified gaps in sport marketing and CSR literature as well as gaps in practice and policy among professional sport organisations in South Africa. The sport industry was selected for this study because it has a unique social aspect that has allowed it to be used as a tool to address problematic situations (Carr *et al.*, 2000; Walters & Chadwick, 2009:946-967; Hamil *et al.*, 2010; Moyo *et al.*, 2015). This implies that the sport industry has a unique affinity for CSR activities. A literature search revealed that there is limited research conducted on CSR in sport in South Africa with research on professional sport in South Africa mostly focused on sport development. The bulk of the research conducted in CSR has been done in a European context, thus indicating a need for more studies to be conducted in multiple environments, and in a developing nation especially to expand knowledge in this field. The examination of CSR literature culminated in the development of a conceptual framework that portrays the relationship between CSR and marketing performance. The study engaged an interpretivist approach because of the nature of the constructs under investigation. Using a set of criteria, six professional sport organisations were selected as the sample group for the study. These six professional sport organisations were representative of the three major sport codes in South Africa as prescribed in the White Paper on Sport and Recreation for South Africa (Department of Sport and Recreation, South Africa, 2012). The six professional sport organisations were the Sharks Rugby Franchise, the Stormers Rugby Franchise, the Cape Cobras Cricket Franchise, the Highveld Lions Cricket

Franchise, Ajax Cape Town Football Club and SuperSport United Football Club. A qualitative research approach was selected for data collection with the use of in-depth interviews to collect data. An interview guide was designed and interviews were conducted with relevant individuals in the six selected professional sport organisation. The data collected was then coded using ATLAS.ti software. The codes were generated from the research objectives and following an inductive discourse the data was analysed. The findings showed that the professional sport organisations engaged in CSR activities; however it appeared that they took a social approach in their CSR initiatives. While they identified benefits from their CSR activities, it was shown that no systems or tools were used to measure CSR performance. The study also established that while there are models designed to assess CSR performance in literature, none of them address the impact of CSR on marketing performance. The study therefore proposes a set of criteria that can be used to design a tool to measure the impact of CSR on marketing performance. This study also contributes to CSR literature and to marketing by proposing a conceptual framework to show how CSR impacts on the marketing performance of a professional sport organisation. It further identifies selected influencers of CSR in a South African context. Furthermore, contributions are made both to practice and policy by proposing a set of criteria that can be used to design a tool to measure the impact of CSR on marketing performance. The ability to measure this impact is important as professional sport organisations can use this to justify their CSR engagement to their stakeholders. This has the potential to prompt more investments into CSR.

ACKNOWLEDGEMENTS

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ABBREVIATIONS AND ACRONYMS

AFCON   Africa Cup of Nations

CRM   Cause Related Marketing

CSA   Cricket South Africa

CSI   Corporate Social Investment

CSR   Corporate Social Responsibility

FC   Football Club

FIFA   Fédération Internationalé de Football Association

GAISF   The Global Association of International Sports Federations

ICC   International Cricket Council

IOC   International Olympics Committee

MDGs   Millennium Development Goals

PSL   Premier Soccer League

SAFA   South African Football Association

SARU   South African Rugby Union

SASCOC   South African Sport

SDGs   Sustainable Development Goals

SRSA   Sport and Recreation South Africa

WPCA   Western Province Cricket Association

WPRU   Western Province Rugby Union

GLOSSARY

Term	Explanation
Corporate Social Responsibility (CSR)	This study uses the definition of CSR proposed by Smith and Westerbeek (2004:112-113) that states that CSR is a company's reaction to its social, political and economic responsibilities as defined through law and public policy. This definition is used as it covers the main points of ideology on CSR proposed by Carroll (1979:497-505).
Corporate Social Investment (CSI)	CSI is identified as any activity that is undertaken for social development and is more focused on sustainable development and governance issues. It is not concerned with generating business income or to make a profit; in other words, it is not an activity that the organisation will engage in for strategic purposes (Friedman *et al*., 2008).
Cause Related Marketing (CRM)	CRM is an activity which a company with an image, product or service can use for marketing purposes through building a relationship with a 'cause' or a number of 'causes' for the mutual benefit of both parties (Demetriou *et al*., 2009:1-13).
Marketing Performance	Marketing performance is the effectiveness and efficiency of an organisation's marketing activities which are normally related to market-related goals, such as revenue, and the growth of market share (Gao, 2010:25-40). This definition is extended to include brand equity which is an organisation's intangible asset (Grønholdt & Martensen, 2006:243-252).
Professional Sport Organisation	Smith and Westerbeek (2004:123) identify sport business to be no different from any other business from a financial perspective, presumably because the key prerogative is to make a profit. However the priorities of professional sport organisations differ from those of other businesses. Where other businesses such as banks, car dealerships or manufacturing companies might be involved in sport,

their core business is not sport. The primary goal or main priority of a sport business would be sport and making a profit through sport (Slack & Parent, 2006:5).

Social Marketing   Kotler and Zaltman (1971) defined social marketing as programmes that made social ideas which involve the four P's (product, place, price and promotion) of marketing acceptable. Social marketing uses marketing principles, technologies and strategies to influence the behaviour of the target market (Grier & Bryan, 2005).

CHAPTER 1: INTRODUCTION AND BACKGROUND TO THE STUDY

1.1. Introduction

This chapter presents the background of this study and the statement of research. The objectives of this study are identified and research questions are outlined in this chapter. This study is designed to make a contribution to literature, practice and policy. This study identifies a need for professional sport organisations to be able to measure the impact of Corporate Social Responsibility (CSR) on marketing performance, and the primary objective was to conceptualise the relationship between CSR and marketing performance. An enhanced understanding of the relationship between CSR and marketing performance led to the proposal of a set of criteria that can be used to design a tool to measure the impact of CSR on marketing performance. This chapter provides an outline of the study and a summary of the approach to research methodology.

1.2. Background to the research problem

The rapid development of the sport industry has led to an increased amount of research as the world begins to appreciate the magnitude of sport. However, more research is still needed especially in professional sport marketing which is an emergent field of interest in academia. Brønn and Vrioni (2001:207-222), Demetriou *et al.* (2009:1-13), Phaar and Lough (2012:91-103), Andreasen (2018:3-19) and Schyvinck and Willem (2018:347-362) have identified Cause Related Marketing (CRM) and social marketing as forms of CSR. This implies that CSR has a direct impact on the marketing performance of an organisation, which in turn has a significant impact on its organisational performance (Grønholdt & Martensen, 2006:243-252; Hills *et al.*, 2019:126-141).

A previous study was conducted by Moyo *et al.* (2015:610-618) to investigate the impact that CSR had on the performance of a professional sport organisation in South Africa. This study used Ajax Cape Town FC as a case study and it identified a positive relationship between CSR activities and the marketing performance of Ajax Cape Town FC. The study found that CSR has a positive impact on the marketing performance of a professional sport organisation, citing improved brand image, brand loyalty, and increased sales of Ajax Cape Town's branded merchandise as some of the benefits. Benefits for the community from the CSR activities implemented by the sport organisation were also identified. These findings were significant as

the study was conducted in South Africa, thus providing some insight into CSR in a professional sport organisation in South Africa. As will be discussed in the literature review, there are no other studies conducted on CSR in South Africa, thus making Moyo *et al.* (2015) and the current study unique in the South African professional sport environment. While the former study informed this one by finding that the CSR outcomes of Ajax Cape Town FC had marketing implications, that study did not investigate the extent of this relationship.

Studies conducted elsewhere also found a positive relationship between CSR and marketing performance. Spaaij and Westerbeek (2010:1356-1373) and Hamil *et al.* (2010:475-504) also postulated 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 (2010:1469-1492), Baena (2018:61-79), Jamali and Karam (2018:32-61), and Schreck and Raithel (2018:750) also concur that CSR has an important impact on marketing performance as it facilitates brand attractiveness and therefore increases competitive advantage for the organisation.

Six benefits of strategic CSR were identified by Walters and Chadwick (2009:946-967). These included brand building and reputation management, benefits which implied a relationship between CSR and marketing performance. Burke and Logson (1996:496-500) and Jarvis *et al.* (2017:833-853) documented benefits of strategic CSR as including customer loyalty, public relations and marketing advantages as well as new product or graphic market opportunities. This supports the benefits proposed by Walters and Chadwick (2009:946-967) and Djaballah *et al.* (2017:211-225). While there is adequate evidence to determine that there is a relationship between CSR and the marketing performance of an organisation, the extent of this relationship has to date not been adequately measured. This study therefore identified a gap in both theory and practice with regards to the measuring the impact of CSR on marketing performance.

To create an understanding of the relationship between CSR and marketing performance, Chahal and Sharma (2006) conducted theoretical research and proposed a conceptual framework for the impact of CSR on marketing performance. They identified important aspects of CSR and their relation to marketing outcomes. This framework will be discussed further in the literature review; however it is interesting to note that this framework only conceptualises a relationship between CSR and marketing performance, while the extent of this relationship is excluded. This framework is still important as far as strengthening the argument of a relationship between CSR and marketing performance is concerned, as well as identifying important aspects

of CSR that link it to marketing performance and finally identifying the elements of marketing performance that are affected by CSR. However, measurement of the impact of CSR on marketing performance is noticeably missing.

In light of the evidence that CSR has an impact on the marketing performance, it is imperative then that this impact is measurable. Previous studies have nevertheless either focused on investigating how to measure marketing performance or how to measure CSR performance. Breitbarth *et al.* (2011:721-737) propose a model to measure CSR. While this model is a relevant development, and is applicable in practice for organisations to regularly measure their CSR output, this model does not highlight the relationship between CSR and marketing performance; it focuses more on motivating strategic CSR. Measurement of the impact of CSR on marketing performance is neglected. Other models like the CSR Performance scorecard (Kremer & Walzel, 2011) and the corporate social performance model (Wartick & Cochran, 1985:758-769) both measure the performance of CSR programmes but do not show or measure the relationship between CSR and marketing performance. There is therefore a gap in knowledge in both theory and practice, as there is a clear need for a tool to measure or assess the impact that CSR has on the marketing performance of a professional sport organisation.

This study identifies the need for a tool to measure the impact that CSR has on the marketing performance of a professional sport organisation. An extensive review of literature led to conceptualisation of the relationship between CSR and marketing performance. Using an analysis of literature and the findings from this study, a set of criteria that can be used to design a tool to measure the impact of CSR on the marketing performance of a professional sport organisation is proposed.

1.3. Statement of research problem

Previous studies have identified a relationship between CSR and the marketing performance of a professional sport organisation (Chadwick & Arthur, 2008:1-13; Hamil *et al.*, 2010:475-504; Spaaij & Westerbeek, 2010:1356-1373; Moyo *et al.*, 2015:610-618). Despite the contribution sport makes to the economy (Sports Econ Austria, 2011; Zygband *et al.,* 2011; Sport England, 2013; Heitner, 2015; Plunkett Research, 2019), Walters (2009:81-94) explained that sport has a unique social role and there is an increase in the recognition of sport's ability to address problematic social issues in numerous situations. The sport industry has shown a compatibility with CSR that other business models cannot match (Carr *et al.*, 2000; Walters & Chadwick,

2009:946-967; Hamil *et al.*, 2010; Moyo *et al.*, 2015). The unique social aspect of sport makes it the perfect instrument to implement CSR activities (Svensson *et al.*, 2018:295-313; Hills *et al.*, 2019:126-141). Therefore this study will focus on professional sport organisations.

Research that focused on CSR in professional sport organisations concluded that CSR activities have a significant impact on the performance of professional sport organisations. Benefits identified from CSR activities for organisations have marketing implications (Roy & Graeff, 2003; Hamil & Walters, 2010; Moyo *et al.*, 2015:610-618). Meanwhile, Brønn and Vrioni (2001:207-222), Demetriou *et al.* (2009:1-13), and Phaar and Lough (2012:91-103) have suggested that CSR is a marketing strategy and therefore has an impact on the marketing performance of an organisation.

Researchers agree that there is a need to assess CSR, and this has led to the development of several models, the most common of which are the model proposed by Breitbarth *et al.* (2011:721-737) to measure CSR; the CSR Performance scorecard identified by Kremer and Walzel (2011); and the corporate social performance model (Wartick & Cochran, 1985:758-769). These models measure CSR outcomes to motivate for strategic CSR and CSR performance respectively. While these models are relevant and very important for understanding the phenomenon of CSR, they do not highlight or measure the impact that CSR has on the marketing performance of a professional sport organisation. This study will bridge this gap with the development and proposal of a model that will measure the impact of CSR on the performance of a professional sport organisation.

This study identifies a gap in literature: while there has been much research in CSR as well as CSR measures, there is a lack of research in CSR in the context of professional sport in South Africa. Little is known about professional sport organisations in South Africa and their engagement in CSR activities, as well as the motivations and factors that influence this engagement (Breitbarth & Harris, 2008; Breitbarth *et al.*, 2011; Kolyperas & Sparks, 2011; Anagnostopoulos & Shilbury, 2013; Breitbarth *et al.,* 2015). Most of the research in CSR was conducted in a European context (Chadwick & Arthur, 2008:1-13; Hamil *et al.,* 2010:475-504; Svensson *et al.* (2018:295-313), hence a gap in knowledge of this phenomenon in a South African context. There were have been few investigations that focused on the factors that influence CSR in professional sport (Vogel, 2005; Den Hond & De Bakker, 2007; Babiak & Wolfe, 2009:717-742; Schreck & Raithel, 2018:750; Robertson *et al.*, 2019:215-232), thus there was a gap in the knowledge of the impact that CSR has on marketing performance of

professional sport organisations in South Africa. There was a lack of understanding of the role of CSR in marketing. Previous studies discussed in this study did not identify CSR as a marketing strategy. A lack of knowledge of the marketing performance elements that are affected by CSR activities was also identified. There is also a lack of literature on sport marketing in South Africa. Sport marketing has been identified as a growing industry and therefore there is a need to investigate and add to the literature of this phenomenon

This study has also identified a lack of knowledge in practice of how to measure the impact of CSR on marketing performance. It was evident in the literature reviewed that the benefits of CSR activities for professional sport organisation were acknowledged, as there were multiple models that were designed to measure CSR performance. However none of the models identified showed a relationship between CSR and marketing performance.

1.4. Research questions

Based on the literature that will be discussed in more detail in the upcoming literature chapters and the context outlined above, the following primary research question emerged: What performance elements can be used to measure the impact of CSR on marketing performance? The secondary research questions were:

- Which aspects of marketing performance are impacted by a CSR programme?
- How does a CSR programme impact on the marketing performance of a professional sport organisation?
- What current tools are used (if any) to assess CSR performance?

1.5. Objectives of the research

The primary objective of this study was to conceptualise the relationship between CSR and marketing performance in order to propose a set of criteria that can be used to measure the impact of CSR on marketing performance. The secondary objectives were:

- To identify the aspects of marketing performance that is affected by CSR activities.
- To determine how CSR activities impact the marketing performance of a professional sport organisation.
- To identify any tools designed or developed to assess the performance of CSR activities of a professional sport organisation.

1.6. Overview of methodological approach

To achieve its objectives, this study embraced the research philosophy of interpretivism. This philosophy was selected due to the nature of the constructs (CSR and marketing performance) that were investigated. A qualitative research approach was selected to obtain empirical findings which were then analysed and discussed using an inductive approach. The data collection method used was in-depth interviews. The study was conducted in South Africa and the focus was on professional sport organisations in South Africa. As such, the professional sport organisations in South Africa were identified as the overall population that the sample could be drawn from because not all professional sport organisations in South Africa were accessible to the researcher, and there were too much different sport codes. Therefore the researcher selected the three major sport codes in South Africa as prescribed in the White Paper on Sport and Recreation for South Africa (Department of Sport and Recreation, South Africa, 2012). A set of criteria was then developed to identify the organisations that would be involved in the study. Six professional sport organisations were identified: the Sharks, the DHL Stormers, the Cape Cobras, the Highveld Lions, Ajax Cape Town FC and SuperSport United FC. Interviews were conducted with key personnel in these organisations and the data collected was then coded using ATLAS.ti coding software. This coded data is outlined in Chapter 6 and then a model (Figure 5.3) proposed by Shepherd and Sutcliffe (2011:366) was used in the process of analysing the data and drawing conclusions. The literature was thus incorporated into the discussion of the findings to answer the research questions. Key findings were identified in the discussion and conclusions were drawn from these results.

1.7. Delineation of research

This study acknowledges that there are many factors that play a role in the overall marketing performance of a professional sport organisation, such as sponsorship, good management, and on-field performance of the professional sport organisation. While important, these factors are however not the focus of this study. This study also does not extend to the measurement of the impact of the other marketing tools on marketing performance, which can however be identified as areas for consider for future studies. This study only proposes a set of criteria that can be used to design a tool to measure the impact of CSR on marketing performance. However the proposed set of criteria could not be converted into a tool due to time constraints. Further research is necessary to use the proposed set of criteria to design a tool to measure the impact of CSR on marketing performance. This study was limited to professional sport organisations in

South Africa. Other professional sport organisations in Africa were excluded from the study. Therefore the study only provides an insight into the South African sport environment. It does not extend beyond this scope. While there are numerous sport codes in South Africa, this study only focuses on the three major sport codes in the country.

1.8. Significance of research

This study led to the proposal of a set of criteria that can be used to develop a tool to measure the impact of CSR on the marketing performance of professional sport organisations. The ability to measure the impact of CSR on marketing performance is important to sport marketers as it will assist the sport organisation's strategic planning and performance evaluation through its practical application. CSR can also be justified as a marketing tool, and organisations can assess their returns from their CSR initiatives. The capability to assess the impact of CSR on marketing performance means that professional sport organisations can use CSR as a marketing tool to leverage their relationships with their sponsors, thus providing them with indirect benefits from their CSR initiatives. This study also makes a contribution to academia by conceptualising the relationship between CSR and marketing performance which contributes to sport marketing literature as well as CSR literature. It also contributes to literature by proposing that CSR is a marketing strategy. The study demonstrates a relationship between CSR, Cause Related Marketing (CRM) and social marketing. It is argued that these two marketing concepts can be seen as tools that can be used to achieve CSR for the organisation. The study further identified existing tools that can be used to measure CSR performance, with a few adaptations; these tools can provide professional sport organisations with a method to measure CSR using standard systems.

1.9. Thesis layout

This thesis is presented in 8 chapters. Figure 1.1 below shows a summary of the layout of this study.

- Chapter 1: The first chapter introduced the study and outlined the background and statement of research. The research objectives were identified and some research questions were asked. The primary objective of this study was to conceptualize the relationship between CSR and marketing performance in order to propose a set of criteria that can be used to design a tool to measure the impact of CSR on marketing performance.

- Chapter 2: The literature review was divided into three sections. Chapter two discussed literature on sport. An extensive review of literature was conducted to identify previous research that has been conducted on sport. Despite the size of the sport industry and the huge amount of research that has been conducted in sport, there were still gaps in knowledge as a lack of research in CSR in professional sport in South Africa.

- Chapter 3: This chapter was a continuation of the discussion of literature. The literature discussed in this chapter was on sport marketing. It was argued that CSR is a marketing strategy and that CRM and social marketing are tools that can be used to achieve CSR. Gaps in literature were identified, namely a lack of studies showing the relationship between CSR and marketing performance.

- Chapter 4: This was the last literature chapter and focused on marketing performance, marketing performance measures, CSR measures and the impact of CSR on marketing performance. A review of literature in this chapter led to the proposal of a conceptual framework to conceptualise the relationship between CSR and marketing performance.

- Chapter 5: This chapter discussed the research methods that were used in this study. The study adopted an interpretivist philosophy and used a qualitative approach to data collection. Six professional sport organisations were identified and interviews were used to collect data. After the data was collected it was coding using ATLAS.ti. The data was then outlined in the next chapter.

- Chapter 6: In this chapter the findings were outlined. The data was divided into four categories and these categories were further divided into subcategories. Common themes were identified and word clouds and tables were also used to outline the data that was collected. The data in this chapter was however not discussed.

- Chapter 7: The discussion chapter drew on literature to discuss the findings noted above. Certain gaps were identified in practice, for example a lack of tools to measure the impact that CSR has on marketing performance. A set of criteria that can be used to design a tool to measure the impact of CSR on marketing performance was proposed.

- Chapter 8: This chapter presented conclusions and recommendations for further research, and identified key findings of the study. These were discussed using literature and

conclusions were drawn from these discussions. A number of conclusions were made and gaps were identified. Recommendations for further research were identified.

Chapter 1	• Background of the research, research objectives and research startement.
Chapter 2	• Literature Review - Sport
Chapter 3	• Literature Review - Sport marketing and Corporate Social Responsibility (CSR)
Chapter 4	• Literature Review - Marketing Performance and CSR Performance
Chapter 5	• Research Methods
Chapter 6	• Findings
Chapter 7	• Discussion
Chapter 8	• Conclusions and Recommendations

Figure 1.1: Outline of the study

1.10. Summary

This chapter discussed the objectives of this study and argued its relevance and importance. The primary objective was to conceptualise the relationship between CSR and marketing performance in order to propose a set of criteria that can be used to design a tool to measure the impact of CSR on marketing performance. A gap in both literature and practice was identified and it was argued that there is a need to fill this gap by acquiring knowledge and proposing a means to design a tool to measure the impact that CSR has on marketing performance. It was acknowledged that several CSR models have been designed to date and they will be discussed in the next chapter to tease out the important details that are necessary to fulfil the objectives of this study.

CHAPTER 2: THE PROFESSIONAL SPORT INDUSTRY

2.1. Introduction

The focus of this study is on the sport industry; it is therefore imperative to provide an insight into the sport industry to understand its relevance both as a business and to society, and to justify why it was selected as the focus of this study. This chapter therefore presents an in-depth discussion on professional sport. It begins with defining sport and continues to outline the development of professional sport and the global sport industry. The influence of professional sport on different aspects like the economy will be identified and discussed in more detail. Sport is argued to have a social aspect that is unique to the industry. This makes the sport industry uniquely compatible with CSR. Sport is further identified as a form of entertainment and different relevant sport events and tournaments will be discussed. Additionally professional sport organisations are described and professional sport organisations in South Africa are identified. While the global sport aspect is acknowledged and some examples are borrowed from that context to explain some relevant concepts, the focus of this study is on professional sport in South Africa. Once the business of sport is discussed this chapter then introduces the sport marketing concept which is the phenomenon under investigation in this study.

2.2. Defining sport

Sport is a phenomenon that has been studied for a long time with multiple definitions emerging from various researchers. Though there have been no synonymous definitions of sport, there are common themes that can be acknowledged from the different definitions that have been identified. Table 2.1 below gives a summary of the definitions proposed by researchers.

Table 2.1: Summary of definitions of sport

Author and Date	Definition
Loy (1968:1)	Any type of playful contest whose outcome is determined by physical skill, approach or chance employed independently or in combination.
Watt (2003:9)	Sport is any physical activity that people participate in at a variety of levels with a set of given rules. The activity may or may not be competitive.
Smith and Westerbeek (2004:123)	Sport is more than just a physical contest or game; there are six characteristics that complete the definition of sport today. These six characteristics are: • There are set and defined rules; • Highly organised with fixed structures; • Physical pursuit which includes a facet of play-like activity; • Equipment and facilities are fundamental features; • An intrinsic uncertainty of the outcome; • Requires cooperation and conflict.
Ross (2006:273)	Sport is an activity that one participates in and is represented by various degrees of competitiveness.
Kumar (2009:14)	Sport is an activity that is overseen by a code of behaviour or customs that one normally engages in competitively. Sport is inclusive of mind sports and motor sports where there is not much physical activity, but where mental acuity and/or quality of equipment are major factors affecting the outcome.
The Global Association of International Sports Federations (GAISF) (2012)	Sport should be defined by its characteristics: sport should be competitive, not be based on luck, should not cause risk to players, should not harm anything and should not rely on gear from one supplier.
Woodward (2016:4-5)	Sport is perceived to be a physical activity which promotes a fit body. Sport is seen as fun, challenging and competitive.
Jenny *et al.* (2017:9)	Sport must be inclusive of play, it must have some form of organisation, it should be competitive, be based on skill not chance, include physicality and have achieved institutionalisation.
Pedersen *et al.* (2017:9)	Sport is a broad concept term that is used to denote all people, activities and organisations that are involved in producing any activity, experience or business that is focused on recreation, leisure or sport products (i.e. sport goods, services, people and ideas)

There are common themes that emerge from these various definitions that include the following: the fact that sport typically has an element of competition and is played at different levels; sport is an activity (whether it is a physical or mental activity); and there must be active participants. These themes indicate the presence of organised aspects in sport and highlight a shift towards the use of business management elements. In summary, sport is an activity that one participates in at different levels of competitiveness and the outcome can be determined by physical superiority, mental acuity or quality of equipment. While this study acknowledges that there are

different levels of sport, and that they are all important, the focus of this study is professional sport. Therefore that is the level of sport that will be discussed further in this chapter.

2.3. The social nature of sport

Historians have attempted to pinpoint the origins of sport in order to understand the nature of this phenomenon. However, the origins of sport remain elusive as the phenomenon seems to pre-date any substantial evidence (Kyle, 2010:116-117; Nielsen & Llewellyn, 2015:759-764).From the discourse on the history of sport, it can be surmised that sport appeared to have been engaged in based on the social structure of the area as well as the cultures and beliefs of the people at the time, thus suggesting a strong social aspect to sport. A good example is the Olympic Games which were first staged in Olympia, Greece in 776 B.C. The Olympics were a sacrificial offering for the god Zeus for benefits received and benefits still to be received (Reid, 2014:25). They have since become the world's biggest sport showcase. Despite this, the Olympic Games still identifies with the social aspects of sport (Olympic Charter, 2017).

Similarly, in Africa sport was widely played before the beginning of the slave trade in the 16th century. These were activities that were engaged in in connection with social constraints such as family life, coming of age, and death. From these socially focused activities, some modern sports can be identified and these include running, wrestling, and certain ball games (Crego, 2003:5-10; Burnett, 2018:133-157). However based on the definitions proposed above, the competitive nature of sport cannot be ignored. It is also this aspect of sport that arguably gave rise to professional sport. While the social aspect of sport is seen clearly in the history of sport, sport has increasingly become more commercialised. This social aspect of sport is seemingly becoming less important in professional sport today. The development and nature of professional sport is of interest to this study which questions what makes professional sport different and how is the social aspect of sport incorporated in professional sport. This study questions whether sport organisations engage in CSR activities to maintain their social aspect, or do they engage in CSR activities for strategic benefits due to the increased commercialisation of sport. Additional literature is then examined to understand the phenomenon of sport. To understand the nature of sport, scholars have continuously investigated sport and this gave rise to the study of sport management.

2.4. Sport management

As this study focuses on professional sport organisations an understanding of sport management is essential to setting its foundation. Hoye *et al.* (2012:3) identified sport management as the use of management systems and strategies to manage professional sport business. They argued that sport is a business like any other and therefore presents the same management needs as a regular business bearing the unique aspects of sport. Covell *et al.* (2007:5) propose that sport management is a form of business management that is responsible for the performance and success of professional sport organisations. Pedersen *et al.* (2017:9) present a more detailed definition of sport management, namely the study and practice of all people, activities, businesses or organisations involved in producing, facilitating, promoting or organising sport or any sport-related product.

Pedersen *et al.* (2017:9) identify three organisational sectors that characterise sport management: the public, the non-profit, and the commercial sectors. Taking into account the proposed definitions, this study therefore argues that sport management is the study and practice in which business management strategies are studied and applied to professional sport to manage its performance and success in the context of its unique aspects.

2.5. Sport management as a distinctive academic discipline

Sport management is still an emerging body of knowledge (Pitts *et al.*, 2014:59-72). Though academic research is ongoing in the sport management discipline, Pitts *et al.* (2014:59-72) observed that there is a lack of equal representation in literature of the different sport management content areas. They argue that sport marketing and professional sport are neglected areas in sport management literature. They highlight a need for sport management researchers to expand the scope of sport management literature. Ross (2006:273) states that the concepts of participation in sport range from educational sport, which is when people participate in sport for fun and to develop a new skill, to professional sport where elite athletes are paid to play sport. These levels can be considered to form a pyramid as illustrated in Figure 2.1. As mentioned above, sport was traditionally viewed as a social institution and at the lower levels of the pyramid (Figure 2.1) sport is still largely perceived as such. The focus of this study is on professional sport and therefore the other levels of sport will only be identified but not discussed in detail. Figure 2.1 demonstrates that professional sport is at the apex of participation, and that the number of participants reduces as the levels rise to this level.
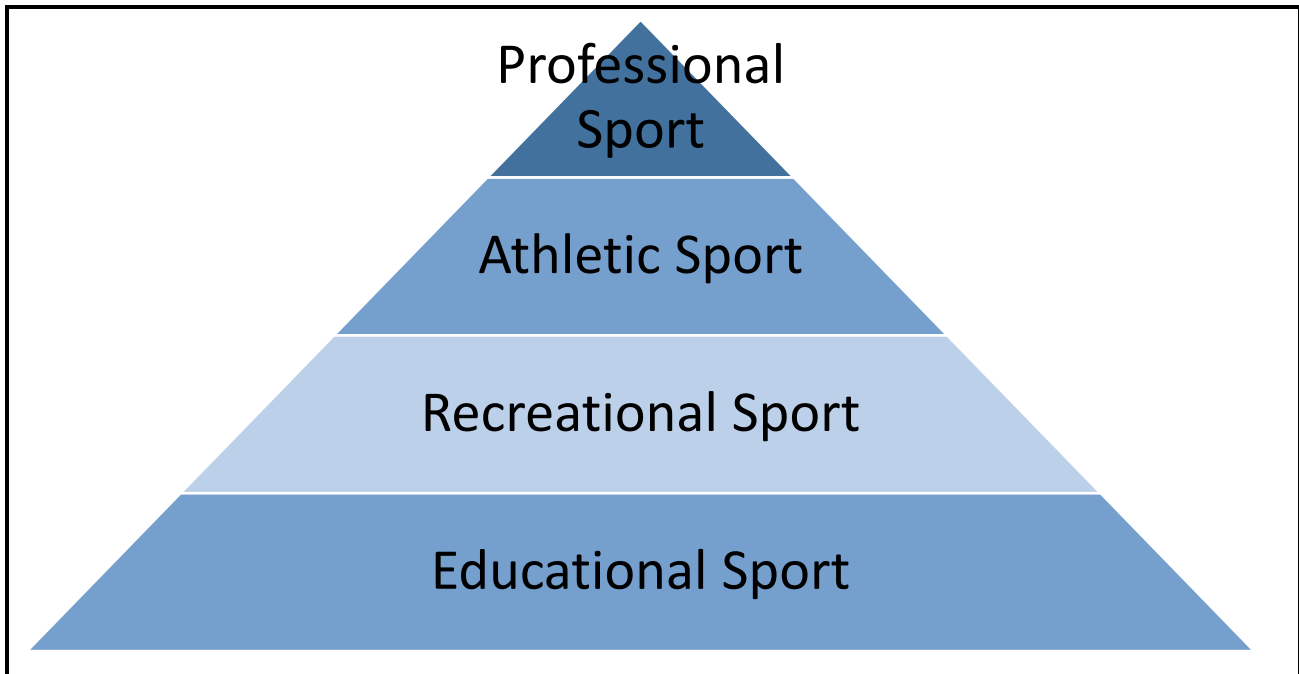
Figure 2.1: Sport management model
Source: Ross (2006:273)

2.6.   Commercialisation of sport

Pedersen *et al.* (2017:14) theorise that sport can also be divided into three distinct sectors, namely public, non-profit and commercial sectors. The public sector includes national, provincial, regional and local governments, as well as other specialised governing bodies. The public sector is responsible for developing sport policies and for funding and developing sport. The non-profit sector consists of community clubs, and local governing bodies. This sector also includes some international governing bodies that are responsible for regulating and managing different sport codes. These governing bodies are also responsible for professional tournaments and events. The profit that these organisations generate is used to develop the sport code they govern. The third sector is commercial sport.

This sector comprises the most visible form of sport, which is professional. It includes professional sport organisations, the organisation of tournaments as well as sport apparel and equipment manufacturing organisations. Media companies, and sport event facilities all fall into this sector (Hoye *et al.*, 2012:8; Pedersen & Thibault, 2017:14). These sectors are described as not independent but rather overlapping. Figure 2.2 provides an overview of the three sport sectors. The levels of sport identified by Ross (2006:273) can be clearly seen in the three sectors, thus providing a clear overview of the sport management theory.
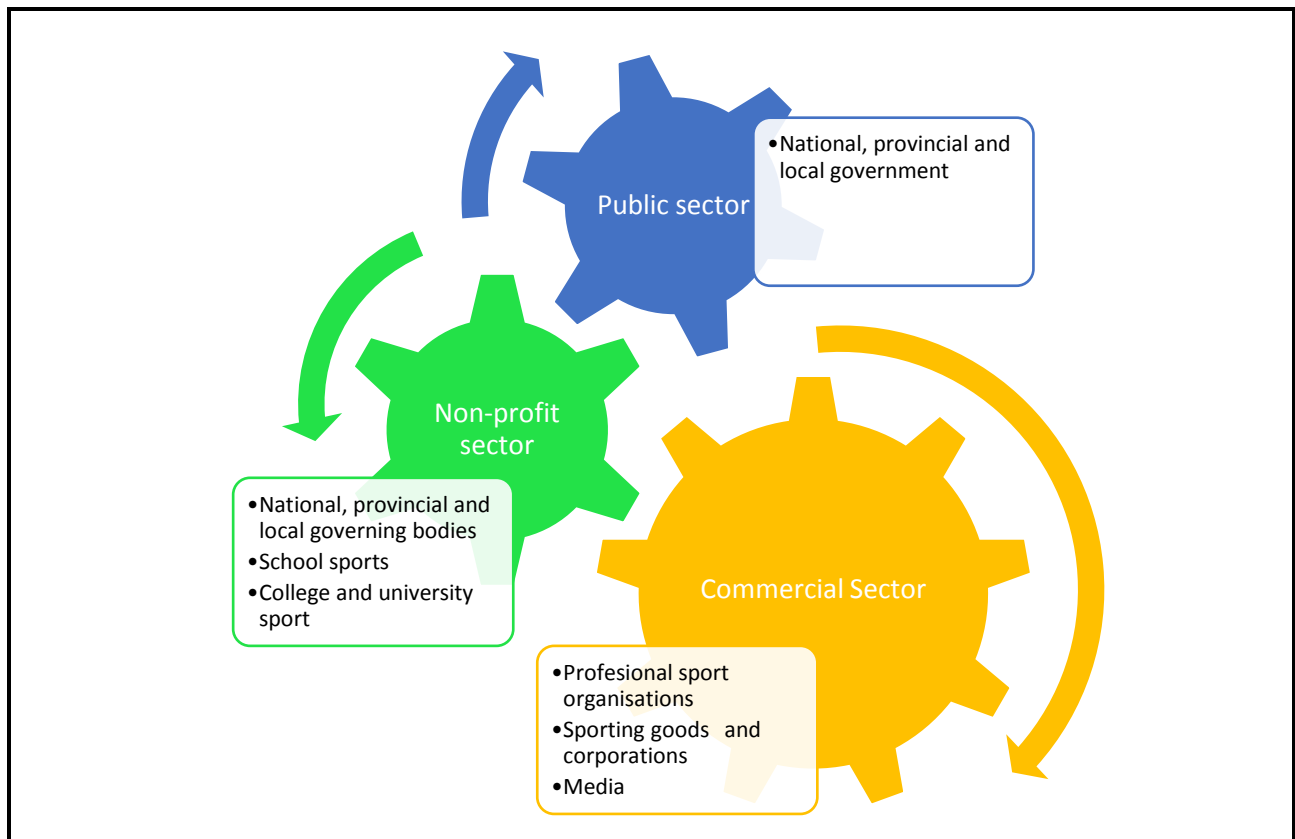
Figure 2.2: The sport sectors
Source: Adapted from Hoye *et al.* (2012:8); Pedersen and Thibault (2017:14)

Commercialisation occurs when organisations set up for reasons other than making a profit transform into profit-making organisations. Researchers have attempted to identify the causes of this adaptation and the following reasons have been proposed: increasing competition in the market; a decrease in private and public funding; and a need for improved efficiency and self-sufficiency (Clotfelter & Ehrlich, 2001; Toepler, 2004; Smith, 2012; Maier *et al.*, 2014: Smith, 2016). It is argued that sport has been commercialised due to a lack of resources from institutions like government. As the sport sector has become more professionalised over the years, it has also become more specialised (Berrett & Slack, 2001; O'Brien & Slack, 2004; Nagel *et al.*, 2015; Clausen *et al.*, 2018:37-60). This has led to the emergence of multiple sport products, for example professional sport organisations whose primary product or activity is sport and sometimes entertainment; the media; sponsorships and endorsements, as well as sport goods and services. Of interest to this study are the professional sport organisations whose primary product is sport (Pedersen & Thibault, 2017:14).

While sport is becoming more professionalised in South Africa, soccer, cricket and rugby are to date the most commercialised sports in the country. They are the most visible sport codes, meaning that they have the highest viewership and enjoy the most media visibility compared to other sports. They also boast the highest sponsorships as well as the most professional leagues in the country (Murugen & Varachia, 2012). The commercialisation of these three codes is the reason they are the focus of this study as they comprise the most professionalised organisations in the country.

2.7.   The development of professional sport

As noted previously, people traditionally engaged in sport for social reasons (Crego, 2003:5-10; Kyle, 2010:116-117; Reid, 2011:25). However, sport over the years has become more professionalised and is regarded as more of a business than a social institution. The professionalisation of sport can be traced back as far as the 1800s. However for a long time until the early 1900s, only horse racing was considered more as a business. Football and cricket in Britain remained what was known as a gentleman's game, and although clubs spent much money to create winning teams, the profits were largely donated to causes and charity (Vamplew, 1988b). Sport in South Africa has also become more professionalised over the last 27 years since South Africa returned to international sport in 1992. Hence, the professionalisation of sport in South Africa is discussed in more detail later in the chapter. As noted above, the continuous professionalisation of sport has also led to commercialisation of the sport sector; this study thus questions whether professional sport in South Africa has preserved its social aspect with increasing commercialisation of the industry and if CSR could provide a means for the professional sport organisations in South Africa to maintain their social status.

2.8.   Professional sport organisations

Covell *et al.* (2007:4), Baker and Esherick (2013:37), and Sellitto and Hawking (2015:9) propose that an organisation can be broadly defined as a group of people working together to achieve a common purpose. An organisation has its own identity, division of labour, instrumentality, a program of activity, boundaries, membership, permanency, hierarchy of authority and procedures. Slack and Parent (2006:5) define a sport organisation as "a social entity involved in the sport industry; it is goal directed, with a consciously structured activity system and a relatively identifiable boundary." Slack and Parent's (2006:5) definition of a sport organisation recognises the social aspect of sport.

However, the shift of sport into a more professional business structure discussed above cannot be ignored. Sport business has been described as a business like any other (Blair, 1997:51-55; Smith & Westerbeek, 2004:123; Banda & Gultresa, 2015:198; Pohan & Oktavianty, 2018:22-34); however, bearing in mind its unique aspects, it can be argued that models and theories that can be applied in business may need to be adapted to account for this unique aspect. This is discussed in detail later in the chapter (see section 2.19). Spender (1989:7-8) argues that this is not a strange occurrence in the business world as all the different industries have their own unique aspects, thus implying that all industries would adapt management theories to account for their unique needs. It follows then that the management of sport organisations should adapt models and strategies that are used in modern business management to its own context. Slack and Parent (2006:9-12), Covell *et al.* (2007:21-42), Stewart *et al.* (2018) and O'Brien *et al.* (2019) identify business management theories that can be used in sport business management as well. Theories that were once prominent in business management as well as more recent trends that are more visible today are identified and summarised in Table 2.2 below.

Table 2.2: Management theories that can be applied to sport organisations

Theory	Definition
Task specialisation	The concept of the division of labour supplied by Adam Smith in 1937.
Systems theory	This theory introduced in 1928 by Ludwig von Bertalanffy suggests that organisations are part of a system.
Scientific management	Frederick Taylor in 1947 proposed that the way work was done could be studied and the best principle for doing that work determined.
Administrative theory	Henry Fayol in 1949 defined the administrative duties of management: organising, commanding, coordinating and controlling.
Decision sciences	This theory was developed after World War II and uses numbers to decide how to best use resources.
Contingency theory	Mary Parker Follet in 1928 suggested that managers would improve performance of their organisation if they adjusted their style of leadership according to the situation that they face at that particular time.
Japanese management	A management style employed in Japan that has propelled the country into an economic power after their World War II defeat.
Continuous quality improvement	A management theory that uses Demming's 14 points to continuously produce high quality products.

Source: Slack & Parent (2006:9-12); Covell *et al.* (2007:21-42)

2.9. Contemporary professional sport

It is generally agreed that professional sport is the most visible level of sport in the world. Athletes who participate in professional sport are often well-paid; this implies that for many

professional and semi-professional athletes, playing sport is their job (Hoye *et al.*, 2012:54). Masteralexis (2009:205-232) observes that the professional sport industry creates events and tournaments in which athletes compete as teams or as individuals and are paid for their performance. This makes the sport industry similar to the entertainment industry. In effect they have many similarities and are often considered to be direct competitors (Fullerton, 2010). Conversely, it can be argued that no two industries are the same; each industry has its own unique aspects that make it different to others (Spender, 1989:7-8; Nelson *et al.,* 2018:8-10). Likewise, sport has unique aspects that make it different from other industries. This uniqueness makes it an important and relevant part of society, as well as of the business world. This study is interested in investigating how the sport industry balances both business and society. Based on this premise, this study argues that CSR can be used to maintain to some degree the balance between business and society.

2.10. The global sport industry

The global sports industry is one of the biggest in the business world. It has been shown to have a substantial impact on the economic and social spheres. Plunkett Research (2019) reported that the sport industry was valued at over 1.3 trillion U.S. dollars in 2017, which made it one of the biggest economic contributors to the global economy. The global sports industry is characterised by a complex myriad of organisations and events that are worth billions of dollars. These organisations and events are discussed in more detail below. This study acknowledges that there are much different sport codes and each of them has a few representative international organisations. The White Paper on Sport and Recreation (Department of Sport and Recreation, South Africa 2012) identified soccer, cricket and rugby as the major sports in South Africa as they had the most participants and supporters in the country. On that account, this study focuses on them. The international organisations discussed further relate to these three sports, namely the Fédération Internationalé de Football Association (FIFA); the International Olympic Committee; World Rugby; and the International Cricket Council (ICC). It is necessary to identify where the South African sport industry fits into the global sport industry. An overview of relevant global sport organisations and global sport tournaments is given in Figure 2.3 below. The overall governing body of sport is identified as the Global Association of International Sports Federation (GAISF).

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                            │      GAISF       │
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   │   IOC   │    │  FIFA   │   │  ICC  │   │World Rugby│  │   Other   │
   └────┬────┘    └────┬────┘   └───┬───┘   └─────┬─────┘  └─────┬─────┘
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IOC	FIFA	ICC	World Rugby	Other
Summer and Winter Olympic Games	FIFA Soccer World Cup	Cricket World Cup	Rugby World Cup	World Anti-doping Agency
National Olympic Committees	National football associations (e.g. SAFA)	National Cricket Associations (e.g.CSA)	National Rugby Federations (e.g. SARU)	Court of Arbitration for Sport (CAS)
Olympic Sports Federations	Football tournaments (e.g. PSL)	Cricket Tournaments (e.g. Sunfoil Cricket)	Rugby Tournaments (e.g. Currie Cup)	Independent testing Association (ITA)

Figure 2.3: An overview of the global sport industry
Source: Adapted from GAISF (2019a); IOC (2019); FIFA (2019); International Cricket Committee (2019); World Rugby (2019)

2.11. Global professional sport organisations

2.11.1. Global Association of International Sports Federation (GAISF)

The Global Association of International Sports Federations (GAISF) is the umbrella body for all global sport bodies as well as organisers of international sporting events. It was formed in 1967 and was previously known as the Sport Accord (Morgan, 2017). The GAISF has 92 full members, including Olympic and non-Olympic international federations. The GAISF has a two year rotating presidency. This system was developed to create equality between the different member federations. To date, all the previous seven presidents have been representatives of Summer Olympic sports (Morgan 2017; GAISF, 2019b).

The GAISF has a responsibility to provide expertise in important sport elements like social responsibility (GAISF, 2019b). Its primary aim is to promote its members and their visibility. In 2012, the GAISF provided a definition for sport and this allowed them to create different categories for their members. The GAISF has proposed that sport should be defined by its characteristics which include that sport should be competitive, not be based on luck, should not cause risk to players, should not harm any living creature and should not rely on equipment from one supplier (Morgan, 2017). The following five categories are based on the definition of sport proposed by GAISF:

- Primarily physical;
- Primarily mental;
- Primarily motorised;
- Primarily coordinated; and
- Primarily animal-supported

2.11.2. Fédération Internationale de Football Association (FIFA)

FIFA was formed in 1904 and is the governing body of international football. FIFA is responsible for organising the soccer world cup, the Olympic football tournament, the Confederations Cup, Women's World Cup and the FIFA Club World Cup. FIFA is also responsible for ensuring the compliance of national associations, and they have the authority to suspend countries from international competition. FIFA has its headquarters in Switzerland and there are 209 member countries represented. FIFA hosted the first soccer world cup in Uruguay in 1929 but they could not pay for it because of the financial crisis at the time (FIFA, 2019).

The Uruguay national body offered to pay for the tournament including the travel and accommodation expenses of the soccer teams. Now the FIFA soccer world cup is one of the biggest world sport spectacles and the most recent world cup held in Russia in 2018 had an estimated value of $1.25 billion in television rights. Tobin (2018) reported that 393 million plays from the world cup were viewed online and this is equivalent to 6.9 billion viewing minutes. This shows the scope of this event. FIFA is worth approximately $1.52 billion and made approximately $5.72 billion in revenues from the Brazil World Cup in 2014 (Rice, 2015).

2.11.3. International Olympic Committee (IOC)

The IOC is the overall governing body of the Olympic Games. The organisation was created in 1894 by Pierre de Coubertin. The first summer games were held in Athens in the summer of 1896. The winter games came later in 1924 in France. The IOC is based on a philosophy known as Olympism. The organisation is set up to uphold these values of sport, is responsible for the summer and winter Olympic Games, and governs national and international sport federations.

The essential principles of Olympism are outlined in the Olympic Charter (2017). Olympism focuses on creating a way of life that blends sport with culture, education and international co-operation. Its principles are based on the enjoyment of exertion, the educational worth of a good example, social awareness and responsibility and respect for universal ethical principles. The main objective of Olympism is to position sport at the service of human development, with the aim of promoting a peaceful society This is similar to the Sustainable Development Goals (SDGs) and is an acknowledgement of the social aspect of sport. This perspective is reinforced by arguments presented by Svensson *et al.* (2018:295-313) that sport has the ability to achieve peace and development outcomes.

Similarly, the principles of Olympism recognize sport as a human right. Every person must have the opportunity to participate in sport without discrimination of any kind, and to cohesion and fair play. This shows that at the heart of Olympism is a principle of non-discrimination. This also speaks to the transformation of sport in South Africa, which is intent in removing all forms of discrimination. Olympism states that everyone has the right to enjoy sport without discrimination of any kind, such as race, language, sex, sexual orientation, national or social origin, religion, political or other opinion, property, birth or other status. Despite this social focus, the IOC is also a high revenue organisation. Chapman (2016) estimated the value of the Rio 2016 Summer Olympic Games to be over $9.3 billion.

2.11.4. World Rugby

World Rugby is the governing body of international rugby. It is responsible for organising the Rugby World Cup and has a membership of 102 unions. World Rugby was formed in 1884 and was known as the International Rugby Football Board (IFRB). The name was changed to the International Rugby Board in 1998 and then became World Rugby in 2014 (World Rugby, 2019). World rugby took over making the laws of rugby from the founder nation England in 1887 after there was a dispute between Scotland and England over a try in 1884. Scotland refused to play England in 1885 and the decision to form an international governing body for the sport was made in 1886.

This led to other countries refusing to play against England until England became a member of the then IFRB in 1890. The first World Cup was held in 1987. This is the most profitable competition organised by the World Rugby and is held every four years. The previous Rugby World Cup held in 2015 was estimated to produce revenue of $2.3 billion (Arnold & Grice, 2014). They however have multiple revenue streams from other tournaments like the Six Nations tournament which included England, France, Wales, Ireland, Scotland and Italy, and the Rugby Championship which features South Africa, Australia, Argentina and New Zealand (World Rugby, 2019).

2.11.5. International Cricket Council (ICC)

The global governing body for cricket is known as the International Cricket Council (ICC). It was originally known as the Imperial Cricket Conference when it was first formed in 1909. There are 105 members of the ICC of which only 12 are full members and the other 93 are associate members. The ICC is responsible for the Cricket World Cup which is one of the most prominent tournaments in cricket (International Cricket Committee, 2019). The ICC offices are based in Dubai because the ICC wanted to reduce taxes impacting on their revenue. They moved the office in 2005 to Dubai as a tax efficient location (International Cricket Committee, 2019).

The ICC has multiple tournaments that generate income for the organisation. They also rely on member subscriptions and sponsorships for income. In 2013 a news article reported that The England and Wales Cricket Board (ECB) had an annual turnover of £100 million ($130 million) and the Indian Premier League (IPL) was valued at $3 billion (Glover, 2013). More recently, Geeter (2018) reported that the IPL was valued at $5.3 billion making it the highest valued cricket tournament in the world. While the largest cricket tournament in the world, the Cricket World Cup in its last instalment in 2015 generated $1.1 billion (Ironside, 2015).

2.12. Sport tournaments and events in global sport industry

As already stated, only three sport codes (soccer, rugby and cricket) are of interest in this study, therefore only tournaments related to these three sport codes are discussed in more detail. The Summer and Winter Olympics are also discussed as they are arguably the biggest sporting spectacle in the world and involve more than one sport code, which include soccer and rugby. South Africa participates in all the global tournaments identified, thus confirming that the South African sport industry is part of the global sport industry.

2.12.1. Soccer in the global context

Soccer is one of the most popular sport codes in the world. It is also one of the three major sporting codes in South Africa as prescribed in the White Paper of Sport and Recreation South Africa (Department of Sport and Recreation, South Africa, 2012). Perhaps the most popular soccer tournament in the world is the FIFA Soccer World Cup. Another prominent tournament is the Confederations Cup which is linked to the World Cup. These two tournaments take place every four years. There are other notable international tournaments like the African Cup of Nations, the UEFA European Football Championship, Copa América and the Asian Cup among others.

There are also local tournaments that have transcended borders and are popular the world over. The most popular of these is perhaps the English Soccer Premier League (South African History Online, 2019). HowMuch: Understanding Money (2016) reports that the English Premier League generates estimated revenue of $5.3 billion per annum. Curley and Roeder (2016) indicate that the EPL is broadcast in 212 territories worldwide and is watched by over 12 million people. South Africa participates in the following tournaments: FIFA World Cup, the FIFA Confederations Cup and the Africa Cup of Nations.

2.12.1.1.   The FIFA Soccer World Cup

The FIFA World Cup is the biggest soccer tournament in the world with 32 countries represented. The tournament takes place every four years and was most recently held in Russia in 2018. The first tournament was held in 1930; the World Cup has been held every 4 years since without fail, except for during World War II (Tikkanen, 2019). Over the years, the FIFA World Cup has become a massive event for which countries bid fiercely for hosting rights, and spend billions of dollars to prepare for the tournament. For example, according to a report by Forbes (2018), England spent almost £21 million (approximately $27 million) to bid for the

tournament and Russia reportedly spent approximately £9 billion (approximately $12 billion) to host the tournament (Reynard, 2018; Flemming, 2018).

In 2010 for the first time in the history of the FIFA World Cup, the event was hosted by an African country, South Africa, which was the first country outside Europe and South America to host a FIFA World Cup (FIFA, 2011). According to a news release by FIFA (2011), the 2010 FIFA World Cup had a viewership of about 3.2 billion. This number was higher than the number reported for the 2006 FIFA World Cup in Germuch. Meanwhile a report by FIFA 2018 noted that an excess of 3.57 billion people watched the 2018 FIFA World Cup hosted by Russia. These numbers point to growth in the tournament, making it one of the biggest tournaments in the world.

2.12.1.2. The Africa Cup of Nations (AFCON)

The African Cup of Nations was first played in 1957 and the first host was Sudan. South Africa was excluded as it would not present a multi-racial team due to the apartheid laws of the country at the time. This led to the tournament being a showcase for three countries, Egypt, Sudan and Ethiopia. The Africa Cup of Nations has since become one of Africa's biggest soccer tournaments. The tournament occurs bi-annually and like the FIFA World Cup, countries take turns to host it (Ghanaweb, 2019). The event now has twenty-four countries participating in the final tournament. South Africa has hosted this tournament twice in 1996 and in 2013. The next AFCON instalment will be in 2019 and the host country will be Egypt. AFCON has also been used as a conduit to express political messages. For example, South Africa's multiracial team that won the tournament in 1996 showed football's power to bridge the huge social and economic inequalities left by apartheid (Tikkanen, 2019). AFCON has become a renowned global success, both financially and socially. A CNN report in 2017 reported the total cost of the tournament to be approximately $746 million.

2.12.2. The Rugby World Cup

The Rugby World Cup is the biggest rugby tournament organised by World Rugby. This prestigious tournament has taken place every four years since its inception in 1987 (Arnold & Grice, 2015). World Rugby (2015) reported that the sport, which initially had only sixteen countries involved in the first World Cup, now has 95 participating countries. World Rugby also reports an increase in the viewership of the sport with a sale of a total of 2.3 million tickets in the host cities in England. The 2015 Rugby World Cup generated £2.203 billion (approximately $2.490 billion) (Arnold & Grice, 2015).

The last Rugby World Cup was hosted by Japan in 2019. The organising committee for the Rugby World Cup 2019 predict that it will generate approximately £2.2 billion (approximately $2.49 billion). They predict that the games will create much economic benefits for Japan and increase the number of international visitors to the country for the period (Arnold & Grice, 2015).

This tournament has a particular significance to South Africa. The country hosted the 1995 Rugby World Cup, which was not only the first time the tournament was hosted by a single country, but it also signalled South Africa's return to international sport at the end of the apartheid era. South Africa went on to win the tournament, an event that became a symbolic moment for South African people (South African History Online, 2019). In the 2007 instalment of the tournament, South Africa became the first country to win the tournament twice (South African History Online, 2019). This justifies the significance of rugby in South Africa, and also explains why the sport is widely supported and played in the country.

2.12.3. The Cricket World Cup

Cricket is a unique sport code that has a number of formats. The original game was played over five days and is commonly referred to as test cricket. The second form of cricket is known as one day cricket, which is the cricket format played at the World Cup (ICC, 2019). South Africa hosted this tournament once in 2003. They have however never won this event even though they are currently ranked third in the world (Sport24, 2019). The Cricket World Cup is held every four years. The second most recent World Cup was held in 2015 and was hosted by Australia. While the tournament may not be as profitable as the IPL, the 2015 instalment of the event generated $1.1 billion (Ironside, 2015). The Cricket World Cup 2019 was hosted by England.

The third form of cricket is the most recently developed form and is known as T-20. It was designed to shorten the game, make it more exciting and increase cricket's entertainment value (ICC, 2019). In 2007, the first T-20 cricket World Cup was held and India took the first trophy in this new cricket format. The women's T-20 Cricket World Cup was introduced in the next tournament that was held in 2009 in England and ran simultaneously with the men's tournament (ICC, 2019). The tournament is held every two years and the next instalment will be held in Australia in 2020.

2.12.4. The summer and winter Olympic Games

The Summer and Winter Olympic Games are arguably the biggest sport spectacles in the world. The Summer Olympics occurs every four years and more than 20 sport codes are represented

at the games. The Olympic Committee (2018) states that the 2004 Athens Summer Games was broadcast to an audience of 3.9 billion people globally. Meanwhile the 2012 London Olympics reported a record breaking 100 000 hours of live broadcasting of the games. The report was not restricted to TV broadcasts of the games but considered online broadcasting as well because it is a growing viewing alternative for sport fans. They also reportedly had 1.3 billion viewers, beating the FIFA World Cup and increasing the value of the broadcasting rights for the games. The last Summer Olympics were held in Rio in 2016 and 56 countries were represented.

The 2018 Pyeongchang Winter Olympics showed an increase in online broadcasting, with a 541.49% increase in the users of the online Olympic channel (International Olympic Committee, 2018). This means that the scope of sport broadcasting is growing and this is important because broadcasting rights account for 53% of the revenue for professional sport, closely followed by sponsorship which accounted for 34% of revenue, while tickets only accounted for 11% (Manzereinter, 2007).

South Africa has been actively involved in the Summer Olympics since 1904. They have sent athletes to represent the country to every Olympic Games staged since then except for the period of their exclusion from international sport during apartheid. They returned to international sport and the Olympics in 1992 and to date have won 86 medals (Olympic Committee, 2019). There have been some notable achievements by the athletes who have represented South Africa, for example Chad le Clos, Wayde Van Niekerk and Caster Semenya in swimming and athletics respectively. The South African rugby sevens team won a bronze medal at the Rio 2016 Olympics. South Africa also had women's and men's soccer teams present at the Olympic Games who, however, did not win a medal.

2.13. The impact of the global sport industry

The unique aspects of sport mean that it has multiple influences or impacts on several areas of the environment. The influence of the global sport industry on finance, society and politics is discussed below.

2.13.1. The financial impact of the global sport industry

As professional sport continues to grow, professional sport organisations are becoming globally managed businesses and some are listed in the stock market. This is a growing trend especially in professional football. Football clubs such as Borussia Dortmund which is a German football team, England's Manchester United, and Italy's Juventus are trading well on the Frankfurt Stock

Exchange, the New York Stock Exchange, and the Borsa Italiana respectively (Harty, 2014). Professional sport organisations in South Africa have yet to become a part of this trend. Sarka (2016) looked at the performance of European clubs on the stock market and proposed that the clubs' on-field performance, as well as the management structure may have an influence on their' performance on stock exchanges. Sarka (2016) gives the example of clubs like Arsenal and Celtic FC, which are fan-focused and are therefore likely to attract fans rather than investors who are after a profit. The success or lack thereof of professional sport organisations in the stock exchange does not detract from the fact that there are vast sums of money involved in the professional sport industry.

Since 2011, Forbes has reported on the ranking of sport organisations every year. Table 2.3 below summarises the rankings of the top ten sport teams.

Table 2.3: A summary of the Forbes value of professional sport teams (2011-2018)

Sport Teams	League	Year	Amount (Billion)
Manchester United FC	EPL	2011	$1.86
		2012	$2.23
		2013	$3.65
		2014	$2.81
		2015	$3.10
		2016	$3.32
		2017	$3.68
		2018	$4.12
FC Barcelona	La Liga	2012	$1.31
		2013	$2.60
		2014	$3.20
		2015	$3.16
		2016	$3.55
		2017	$3.64
		2018	$4.06
Real Madrid	La Liga	2011	$1.45
		2012	$1.88
		2013	$3.30
		2014	$3.44
		2015	$3.26
		2016	$3.65
		2017	$3.58
		2018	$4.09
Bayern Munich	Bundesliga	2014	$1.85
Arsenal	EPL	2011	$1.19
		2012	$1.29
		2013	$1.33

Source: Adapted from Badenhausen (2011; 2012; 2013; 2014; 2015; 2016; 2017; 2018)

It is interesting to note that none of the high revenue teams are from Africa or Asia. The two continents are classified as emerging markets in sport. However, this summary shows that sport involves billions of dollars. It is also worth pointing out that there are no professional rugby or

cricket teams included in the Forbes list, presumably because they make relatively less revenue compared to the sports included in this table. Presumably the two biggest markets identified in this summary are England and America.

The UK Department of Culture and Sport released a report in January 2018. They estimated that sport made a contribution of 37.3 billion GBP, which is a contribution of 2.1% to the GDP. This value is known as the Gross Value Added (GVA). The GVA is the measure of the contribution of a sector, industry or individual producer to the economy of the country. It is used to estimate the Gross Domestic Product (GDP). The same report showed that employment provided by the sport industry in the UK was 2.1 million jobs. Previously, a report compiled by Sport England (2013) found that sport contributed 1.9% to the generated Gross Value Added to the whole of the English economy in 2010. This placed sport in the top 15 industry sectors in England. AT Keaney (2011), a global management consulting firm, proposed that the sports industry could be valued between £350 billion and £450 billion ($480-620 billion) globally. Heitner (2015) reported that the sports market was $60.5 billion in 2014, and it is estimated to reach about $73.5 billion by 2019. This argument validates the need to understand sport as it shows the impact that sport has on the global economy. Due to the huge sums of money identified, the notion that the professional sport industry must engage in CSR is strengthened as it is expected of professional businesses to engage in socially responsible behaviour (Walzel *et al.*, 2018:511-530). This is particularly relevant for the sport industry due to its previously identified social elements.

2.13.2. The social influence of the global sport industry

On an international level however, the social aspect of sport can be seen to be less focussed on development and more on promoting unity and a sense of society and belonging (Hills *et al.*, 2019:126-141). Two good examples can be the social aspect of sport shown by Carr *et al.* (2000). They explored the unique governance system of Celtic FC. Celtic FC has a governing system that allowed their fans to have a say in the running of the organisation; these fans are small shareholders in the organisation and are represented by the Celtic Trust. Carr *et al.* (2000) state that Celtic FC has one of the most developed community involvement programmes in the United Kingdom.

FC Barcelona is also a good example of the social impact of sport. It has been argued that they have been a symbol of Catalan identity since the rule of General Franco in Spain (Hamil *et al.*, 2010). Hamil *et al.* (2010) in their extensive investigation on the governance of Barcelona FC

concluded that FC Barcelona which is a world renowned club was not only made famous by their on-field performance, but also for their extensive CSR activities that extend to countries outside Europe. These clubs unite communities and give the people a strong sense of belonging and of pride in their identity. From these two examples it can be assumed that the involvement of professional sport in society is dependent on the social environment in which the professional sport organisations are involved. Further commentators allude to the political impact of sport as well, although thus impact cannot be conclusively determined (Kim, 2009; Grohmann & Baker, 2018).

2.13.3. The political influence of global sport

Governments have in the past used sport for political purposes. For example, Kim (2009) in her discussion of elite sports in South Korea argues that the South Korean government used sport for a number of political reasons, including promoting friendly relationships with North Korea as well as encouraging national unity. The article also argues that sport has made an economic contribution and enhanced international identity for the country. Most recently, South Korea hosted the Winter Olympic Games in 2018. Grohmann and Baker (2018) suggests that the Winter Olympics served as an opportunity to reopen peace talks between the two Koreas and the IOC Olympic report (2018) describe the occasion as 'the most historic moment' of the games.

One can also argue that during the Summer Olympic Games, countries are at peace with each other and that shows a massive political influence that sport has on the participating countries.

2.14. Sport in South Africa

Since its re-admission into international sport in 1992, South Africa has won the Rugby World Cup, the Africa Cup of Nations (AFCON) and been very successful at the Olympics, and in cricket, hockey and netball (Nauright, 1997:5-6). In 2010, South Africa was the first African country to successfully host the FIFA World Cup (Knott *et al.*, 2016:107), which is arguably one of the world's biggest sport spectacles. Despite these successes there is a lack of research and therefore information on professional sport in Africa in general, including South Africa, thus limiting the knowledge available on the professional sport industry in the region (Andreff, 2006:308; Boissel *et al.*, 2018:106-121; Winand & Anagnostopoulos, 2019). While several studies have been conducted on the professional sport industry in South Africa, they tend to be skewed towards social aspects and the history of sport in South Africa, sport and development, and most recent mega-events. Table 2.4 below shows a summary of studies that have been

conducted on sport in South Africa. Most of the information on professional sport in South Africa is found in popular media (such as online news, sports magazines, and sports news reports). From Table 2.4 it can be noted that there is a lack of research on CSR in professional sport in South Africa.

Table 2.4: A summary of examples of research conducted on sport in South Africa

Author	Study Title	Objectives	Research Methods
Booth (2003)	The politics of the South African Sports Boycott	To assess the significance and the effectiveness of the boycott.	Theoretical Paper
Pelak (2005)	Negotiating gender/race/class constraints in the new South Africa	Contribute to literature on women's soccer.	Mixed Methods – Interviews, surveys, documentary and observational content analysis.
Höglund and Sundberg (2008)	Reconciliation through sports? The case of South Africa	To understand the impact sport may have for peace building.	Theoretical Paper.
Burnett (2009)	Engaging sport-for-development for social impact in the South African context	Four sport for development projects were identified in South Africa and were explored to explain the evolution of this field.	Mixed methods approach – pre-post design impact study. Sport in development impact assessment tool used
Cornelissen (2011)	More than a Sporting Chance? Appraising the sport for development legacy of the 2010 FIFA World Cup	Appraised development initiatives initiated through sport implemented during the 2010 FIFA World Cup.	Theoretical
Swart *et al.* (2011)	A sport and sociocultural legacy beyond 2010: A case study of the Football Foundation of South Africa	Investigated the social legacy and the sport development and of 2010 FIFA World Cup.	Mixed methods – questionnaires and interviews
Knott *et al.* (2012)	Stakeholder reflections of the tourism and nation-branding legacy of 2010 FIFA World Cup for South Africa	Discuss perceptions of event and destination stakeholders	Qualitative – In-depth interviews
Allen *et al.* (2013)	'Africa's tournament'? The branding legacy of the 2010 FIFA World Cup	Explored the 2010 FIFA World Cup tournament as a branding opportunity to promote Africa as well as South Africa	Qualitative – In-depth interviews used to collect data
Burnette (2015)	The 'uptake' of a sport-for-development programme in South Africa	Reported on the uptake dynamics and results of school based sport for development programme in the South African context.	Mixed methods – Interviews, focus groups and questionnaires.
Knott *et al.*	Leveraging nation	Explored ways in which	Qualitative – interviews

(2016)	branding opportunities through sport mega-events	opportunities created by mega-events can be leveraged for nation brand stakeholders	
Van der Klashorst (2018)	Exploring the economic, social and cultural rights of youth leaders working in Sport for Development initiatives at grassroots level in South Africa'	Explores the experiences of youth leaders in South Africa through the lens of the International Covenant on Economic, Social and Cultural Rights (ICESCR).	Ethnographic - qualitative
Blake *et al.* (2019)	The relationship between sports sponsorships and corporate financial returns in South Africa	The purpose of this paper is to understand whether financial returns of companies with sports sponsorship in South Africa are significantly different to those without.	Quantitative
Jacobs *et al.* (2019)	Country profile: sport in South Africa	The aim of this paper is to provide a complete understanding of the sport policies in South Africa (SA) with regard to mass sport for recreation involvement and the elite sporting systems created to develop high performance athletes.	Qualitative

The South African sport industry is becoming more and more professional especially the three major sport codes (soccer, rugby and cricket). There are major national and international tournaments that they qualify for as professional sport organisations (South African History Online, 2019). It is however difficult to determine the level of professionalisation as most sport organisations in the country tend to have an element of amateur sport within their structures and thus take on a semi-professional approach to the management of sport (PSL, 2017). This is due to the environment in which the industry is set. As discussed above, much of the ideology behind sport in South Africa is skewed towards development and society, while the business dimension is relatively undeveloped. It can be seen however in how local professional soccer teams are engaging in the buying and selling of players, a practice that is a major characteristic of the major professional sport organisations in Europe (Alegi, 2004; Clark & Worger, 2018:431-457; Padayachee, 2018).

Furthermore, there are national tournaments such as the South African Premier Soccer League (PSL), the Rugby Currie Cup and the Sunfoil cricket series, which showcase professional teams vying against each other for the top spot in their respective codes. These tournaments are

broadcast on local television and are run professionally (South African History Online, 2019). Much like the English Premier League (EPL) and the other big sporting tournaments, non-sport organisations use this opportunity to associate themselves with the professional sport teams and sponsor either the professional teams or the tournaments, thus showing a shift towards the profit-maximizing model for professional sport organisations. Another indication of the growth of professional sport in South Africa is the growth of sport sponsorship in South Africa. Most recently, the value of sport sponsorship in South Africa was estimated to be approximately R9 billion in 2016 (Brandinc, 2016) and most recently Nielsen (2018) proposed that South Africa spent a total of approximately R45 billion on advertising and sponsorship.

2.15. Soccer in South Africa

Soccer in South Africa is not a new sport. The first documented soccer game took place in 1862 between white soldiers and civil servants. Soon after that however, because of apartheid, soccer was relegated to the black population while the white population claimed rugby and cricket dominance. The 1930s gave rise to soccer competitions between coloureds, Africans and Indians, and the intrinsic value of the sport led to the formation of emotional ties to the teams. Soccer allowed Africans to raise their social status as much as possible in the apartheid era (South African History Online, 2019). The 1980s was a period when South Africa was banned from international sport, but internally, there was a boom in sponsorship and soccer started to become more professional with athletes being paid to play soccer. The formation of the National Soccer League, which is now the Premier Soccer League, led to more racially integrated teams and the formation of the racially integrated SAFA was the true beginning of the professional sport we see in South Africa today (Alegi, 2004). By 1998, the sponsorship of soccer in South Africa was estimated to be above R640 million, making soccer in South Africa a significant economic force.

Soccer is the most popular sport in South Africa. The South African Premier Soccer League (PSL) runs the Absa Premiership tournament in which local professional soccer teams compete for the top spot. In 2017, a news article reported that the South African PSL has an estimated value of R1.8 billion in revenue which means it places 52nd in the world rankings of successful sport tournaments/leagues (Bolton, 2017) and the wealthiest league in Africa (Knott & Swart, 2013:566-584) . The PSL is an affiliate of FIFA. It was established in 1996 (PSL 2019) and is an affiliate of SAFA (PSL, 2019), which is how soccer in South Africa links to the global sport industry.

The PSL showcases 16 professional soccer teams and is responsible for the current standard of soccer in the country. The league enjoys much media coverage and is highly commercialised. PSL games are broadcast live on the national TV and radio stations. SABC (2018) reported that the agreement was recently made between the national broadcaster and the PSL. However, the network channel SuperSport retains its rights to broadcast all the PSL games throughout the soccer season. Strydom (2017) reveals that the agreement between SuperSport and PSL was renewed in 2017. The original agreement between PSL and SuperSport was signed in 2007 and was worth over R1.6 billion (Strydom, 2017).

The PSL has strong sponsorship deals, including Nedbank, Telkom, Absa, while the official suppliers are Castle, Coca-Cola and Vodacom. In 2017, the PSL renewed their sponsorship agreement with their title sponsor Absa, worth R500 million (Ngidi, 2017). At the end of 2018, the PSL reported a revenue of R981 million (Sport24, 2018). Lerman (2019) indicated that the PSL is currently paying the 16 teams in the PSL R31 million. This money is intended for club development and to increase the pay of the players among other things. This can be viewed as a form of CSR for the tournament or perhaps a contribution towards the professional sport organisation's CSR initiatives.

2.16. Cricket in South Africa

This sport was brought to South Africa by the British and was considered a white gentleman's sport in the early 19th century. The first domestic cricket tournament was held in 1889 and due to racial discrimination at the time, only white athletes could participate. The level of cricket peaked in the 1970s which is when South Africa was isolated from international sport. The South African tournament which was known as the Currie Cup had thousands of spectators and Rhodesia (now Zimbabwe) was one of the participants (Cricket South Africa, 2017). After apartheid, the South African government is attempting to address its effects. They have introduced a transformation system which attempts to capacitate cricket with participants from what is identified as previously disadvantaged individuals. Cricket South Africa (2019) has implemented successful development programmes that have led to an increase in the number of black players who play at a professional level. This can be perceived as CSR initiatives in response to the legal obligations of the organisation.

The highest national cricket tournament is known as the Sunfoil Cricket Tournament in which six professional teams compete. The tournament is also televised and therefore boasts a substantial amount of sponsors. T20 format cricket is experiencing a boom with the recent

global tournament with an estimated sponsorship value of $62 billion. In 2009, South Africa hosted the India Premier League (IPL) due to political unrest in India. This brought in between R1 billion ($129 million) and R2 billion ($258 million) into the South African economy (Cricket South Africa, 2017). This shows the undeniable impact of cricket on the South African economy.

The Sunfoil Tournament was first known as the Currie Cup in 1889-1890 when it was first played. The name changed to the Castle Cup, the SuperSport series and eventually in 2012 it became known as the Sunfoil Series. The tournament identifies six professional cricket teams in South Africa, namely the Cape Cobras, the Titans, the Highveld Lions, the Dolphins, the Knights and the Warriors. These teams are identified as being representative of the different provinces in South Africa (CSA, 2019). This tournament uses the four day test cricket format.

One day cricket is represented domestically by the Momentum One Day Cup. This tournament is the cricket equivalent of the PSL in South Africa. The format of this tournament makes it more popular than the Sunfoil test cricket tournament (CSA, 2019). The Momentum One Day Cricket also features the six professional cricket teams identified before. The initial sponsorship agreement between Momentum and CSA was signed in 2012 but the value of the sponsorship was never disclosed (Hess, 2012). These tournaments are both broadcast on national television station as well as on SuperSport, the subscription TV channel.

2.17. Rugby in South Africa

South African Rugby has an impressive post-apartheid local and international record. The national team, as the Springboks, was also readmitted into international sport in 1992 like the other sport codes in the country. The first recorded rugby match in South Africa was held in 1862 and only white South Africans could participate (Black & Nauright, 1998).

In 1889, the first white rugby governing body was formed in South Africa and soon afterwards rugby boards for Coloureds and Africans were formed. The South African Rugby Football Union (SARFU) was formed in 1992 and was the first non-racial body for rugby. Nothing changed however as rugby was still viewed as an apartheid tool. It was only in 1995 that South Africa hosted the Rugby World Cup and began to rally behind rugby (Black & Nauright, 1998).

Since the 1995 Rugby World Cup, the sport has made attempts to increase the number of black players at all levels and today boasts one of South Africa's biggest sporting tournaments, the Absa Currie Cup (Dobson, 2018). This has led to professional rugby organisations getting involved in communities. This community involvement can be argued to reflect compliance with

the law (the transformation system). This involvement in the community can be perceived as CSR. This argument will be discussed further below. This tournament is well televised and has professional teams representing each province in South Africa.

Rugby also has a different format known as Rugby Sevens. This format of Rugby entails a team with seven players instead of the traditional team of fifteen players. It is played in an international tournament called the HSBC World Rugby Sevens Series. The South African national rugby team is a prominent feature of this tournament.

The Currie Cup is the premier domestic rugby tournament in South Africa. The Tournament is organised by SA Rugby, and was first played in 1892. The tournament runs through the rugby season which is from June to October. Professional rugby teams in South Africa also compete in different international rugby tournaments like Super Rugby which includes clubs from Argentina, Australia, New Zealand and Japan. Interestingly, South Africa is the only African country in this tournament. Another international tournament that professional rugby teams in South Africa take part in is the Guinness Pro14 tournament. As the name suggest, 14 professional teams from different countries take part in this tournament. The countries that take part in this tournament are Ireland, Italy, Scotland, South Africa and Wales.

The Currie Cup enjoys long-standing sponsorship agreements with multiple companies like Absa and Nashua Mobile (Sport24, 2016). The high visibility of the sport makes the tournament an attractive investment for sponsors. Absa for example have a long-standing history with Rugby in South Africa, they are the official sponsors of the Springboks and have been sponsoring the Currie Cup for over 25 years (Rugby15, 2019).

2.18. Professional sport organisations in South Africa

In South Africa, the structure of professional sport is unique. As discussed above the South African environment is unique, with much influence from the history of apartheid. Post-apartheid sport in South Africa has made huge strides towards professionalisation. The post-apartheid government has taken measures to address social issues brought about by the apartheid period by implementing laws like the transformation system, which will be discussed later in the chapter. Sport in South Africa is governed by one big organisation known as Sport and Recreation South Africa (SRSA). Sport code specific governing bodies are then affiliated to this organisation. SRSA is the government body that is responsible for all sport in South Africa. The governing body that comes directly under SRSA is known as the South African Sports

Confederation and Olympic Committee (SASCOC). All national governing bodies are then only recognised based on their affiliation with SASCOC the subsequent sport organisations like the provincial governing bodies and the sport teams are all linked to these two major organisations through a complex system of affiliations.

The structure of the sport industry is complex and is difficult to explain fully. However this study attempts this by summarizing the important structures in the sport industry in South Africa and outlining a possible comprehensive structure of the sport industry in South Africa in Figure 3 below.
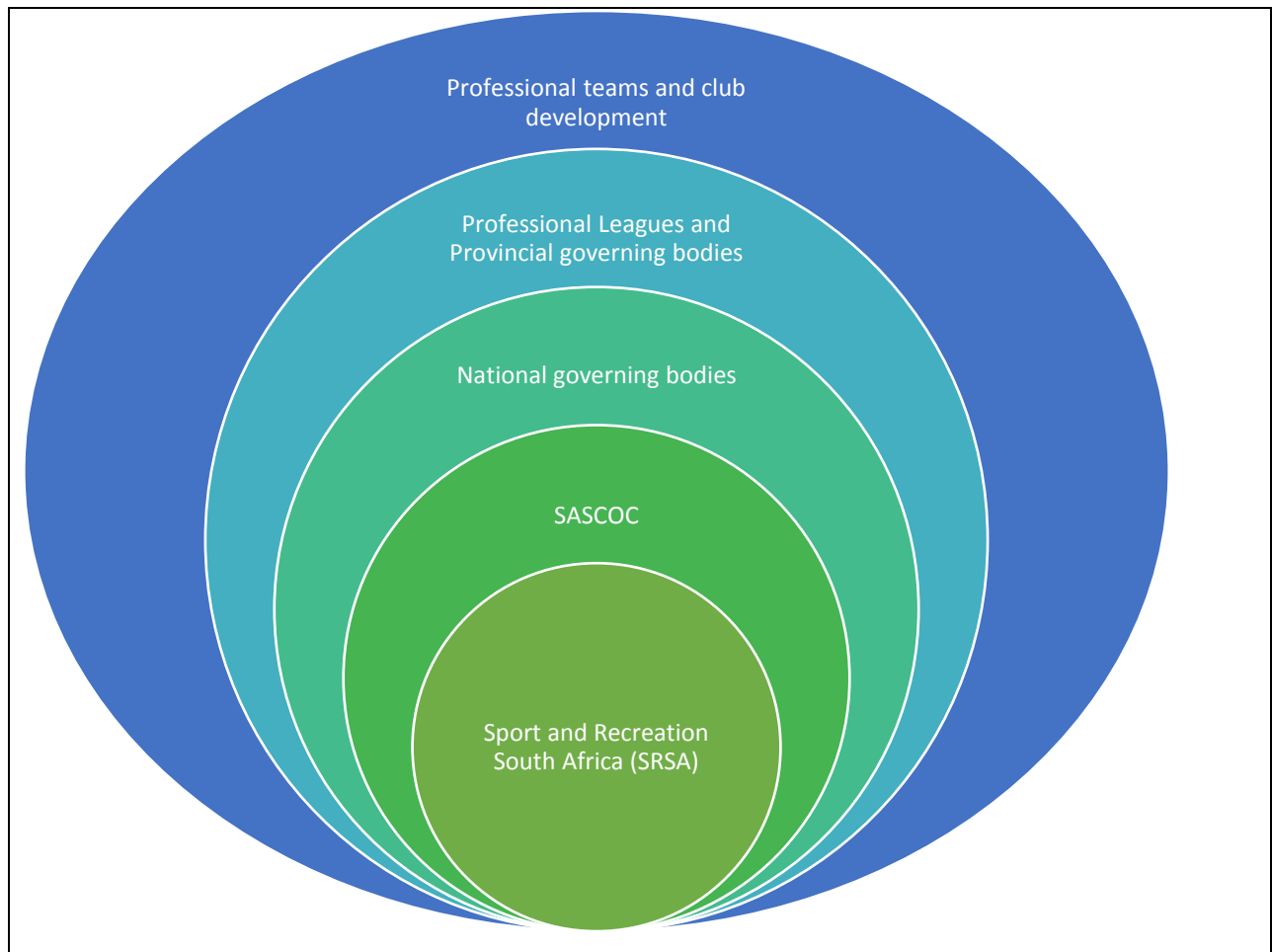
Figure 2.4: The structure of the South African sport environment
Source: Adapted from CSA, 2019; SAFA, 2019; SARU, 2019; SASCOC, 2019; SRSA, 2019

2.18.1. Sport and Recreation South Africa (SRSA)

SRSA is the national government body that is responsible for sport in South Africa. They are responsible for providing all South Africans with an opportunity to participate in sport; providing funding for all sport codes and regulating sport in South Africa (SRSA 2019). As shown in figure 2.4 above the rest of the sport industry in South Africa is affiliated to SRSA. The scope of SRSA spans from amateur sport through professional sport in South Africa. Their operational goals are identified as follows:

- To provide opportunities for citizens to have access to recreational activities,
- To ensure that sport and recreation in South Africa is adequately transformed,
- To ensure that athletes achieve international success,
- To support sport and recreation in the country,
- To assist and support the government in using sport as a tool for global priorities, and
- To be an effective organisation.

The SRSA annual report for the year 2017/2018 reports that the focus and majority of the spending for the government was geared towards amateur sport and mass participation. The report identified a number of activities that they conducted like the youth camps among others (SRSA, 2018). Page 18 of the report details that national sport governing bodies or federations were awarded funding that was aimed at developing the relevant sport and that additional funding in the subsequent quarter of the same financial year was based on reports submitted by the federations. This implies that the funding of different sport codes is dependent on their performance. A summary of funds allocated to each national sport code federation is provided in this report and soccer, rugby and cricket were allocated R2 million; R6 million and R4 million respectively, while SASCOC was allocated R17.8 million (SRSA, 2018:73-79).The allocation of these funds for the federations to develop sport and promote participation can be argued to be CSR.

2.18.2. The South African Sport Confederation and Olympic Committee (SASCOC)

SASCOC is the governing body that comes directly under the SRSA. And it is the body that is responsible for all high performance sport in South Africa, and has an almost parallel standing in its function in the South African sport industry. SASCOC is the body that is responsible for the following (SASCOC, 2019):

- The governing of the participation in international events.

- To affiliate to and/or be recognized by the appropriate international, continental and regional sport governing organisations of professional sport.
- To initiate, negotiate, arrange, finance and control where necessary, multi-sport tours to and from the Republic of South Africa.
- To ensure, and if necessary approve, the bidding processes related to the hosting of international sports events in the Republic of South Africa.
- To facilitate the acquisition and development of playing facilities including the construction of stadia and other sports facilities.
- To ensure close co-operation between the government and the private sector, in relation to all aspects of Team South Africa.

Soccer and Rugby are Olympic sports and that means that the national governing bodies for these sport codes are affiliated to this governing body.

2.18.3. National Governing Bodies

National governing bodies in the South African sport industry are not exclusive to national sport federations but are inclusive of other regulatory bodies like South African Institute for Drug-Free Sport. However as already indicated previously in this chapter, three sport codes (soccer, cricket and rugby) are of interest in this study and therefore in the same strain, only the governing bodies or federations relating to these sports will be discussed in more detail.

2.18.4. South African Football Association (SAFA)

SAFA is the national governing body for soccer in South Africa. This association was established in 1991 in a bid to dissolve the racial division in the country. The organization was formed from the four organizations that existed at the time and were segregated by racial divisions. The formation of SAFA in 1991 was a big step towards the country's return to international sport. The four associations that came together to create SAFA were: the Football Association of South Africa (FASA), the South African Soccer Association (SASA), the South African Soccer Federation (SASF) and the South African National Football Association (SANFA) (SAFA, 2019).

Following SAFA's formation, they were accepted as members of Confederation of African Football (CAF) in 1992. They became members of FIFA in the same year. 1992 proved to be a busy year for the sport in South Africa as they hosted their first international game against Cameroon. This led to a series of international competition for the South African team who

successfully qualified for the FIFA World Cup in France 1998 and Korea-Japan in 2002. This success culminated in the country hosting the FIFA World Cup in 2010 (SAFA, 2019).

The association is also responsible for the women's team. Which to date has been one of the leading women's soccer teams in the world. The Women's Team which is popularly known as Banyana Banyana is among the top three teams in Africa. They qualified for both the 2012 London Olympics and the All-Africa games in 2011. SAFA is also responsible for soccer at club level. They organise the Premier Soccer League (PSL) which is the highest level of professional soccer competition in the country. SAFA also provides structures to take football to all levels of South Africa (SAFA, 2019).

To manage provincial soccer at professional and amateur level, there are provincial associations that are affiliated to SAFA. For example Western Province Football Association which is the association that is responsible for the governance of soccer in the Western Province. Similar structures are set up in the country's provinces and are mostly responsible for amateur soccer in the province. They are the structures that receive funding from both the government and the national federation to use to develop the sport (SAFA, 2019).

2.18.5. South African Rugby Union (SARU)

As already discussed, rugby is an important sport in South Africa. The national governing body for the sport is known as South African Rugby Union (SARU) and is often referred to as SA Rugby by the local people. SA Rugby is responsible for the overall governance of the sport in South Africa; this also means that they are responsible for the regional governing bodies as well as the professional and amateur side of the sport. This is inclusive of sport organisations as well as tournaments. According to SA Rugby (2019), after soccer, rugby is the most popular sport in South Africa with a following of close to 10 million in a population of close to 50 million. This means that rugby in South Africa enjoys a significant market share. Due to the popularity of rugby, it can be assumed that rugby franchises have the potential to successfully engage in CSR initiatives as a large portion of the country's population is interested in the sport. The sport therefore enjoys much sponsorship and this translates to a positive turnover. In April 2019, SARU reported positive revenue of R203 million for the 2018 financial year (Ray, 2019).

2.18.6. Cricket South Africa (CSA)

CSA is the national governing body for cricket in South Africa; they are affiliated with SASCOC and are a full member of the ICC. They are responsible for the administration of both amateur and professional cricket in the country. CSA was formed in 2002 and ran parallel to the United Cricket Board (UCB) which was responsible for amateur cricket while CSA dealt with professional cricket. In 2008 however, UCB was amalgamated into CSA (Cricket South Africa, 2013). The vision of CSA according to Cricket South Africa (2013) is "to make cricket a truly national sport of winners" and their mission includes:

- Promoting and protecting cricket in a democratic South Africa.
- Ensuring that all activities are fair, inclusive and non-discriminatory.
- Delivering outstanding, memorable events.
- Accepting South Africa's diversity as a strength.
- Providing excellent service to Affiliates, Associates and Stakeholders.
- Optimising commercials rights and properties on behalf of its Affiliates and Associates.
- Implementing good governance, and matching diligence, honesty and transparency to all our activities.

CSA is run as a non-profit organisation with the understanding that all the organisations' income is re-invested in developing the sport and the activities of this governing body can be argued to be CSR.

2.19. Professional teams

Affiliated to the national governing bodies are the provincial bodies and they are responsible for mostly amateur sport. Moreover due to the nature of this study, only professional sport organisations that take part in one or more of the professional tournaments discussed were considered. However, this left the researcher with many organisations to consider. It was then necessary to identify organisations, which appeared to engage in most CSR activities. Table 2.5 below presents a summary of the CSR activities that the professional sport organisations selected were identified to engage in.

Table 2.5: A summary of South African professional sport organisations CSR activities

Ajax Cape Town FC	SuperSport United FC	Highveld Lions Cricket Franchise	The Sharks Rugby Franchise	Cape Cobras Cricket Franchise	Stormers Rugby Franchise
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 to reduce crime	Rebuilding old age homes	Momentum eKasi challenge			Referee training

Source: Adapted from Ajax Cape Town FC (2019); Lions Cricket (2019); Sharks Rugby (2019); SuperSport United FC, (2019); WPCA (2019); WPRU (2019)

2.19.1. Ajax Cape Town FC

Ajax Cape Town FC is a Cape Town based professional soccer club that was formed in October 1998 when Seven Stars football club and Cape Town Spurs football club merged. This came about when Ajax Amsterdam indicated an interest in establishing a soccer club in South Africa. Their objective was to have a club where they could source and develop players for their team. Ajax Cape Town FC has since become a household name in Cape Town soccer. Their offices are based in Parow, Cape Town where developed an academy. The club's headquarters are known as Ikamva (Which means "The Future"), the headquarters has facilities for training, playing and supporting the overall management and operational requirements of the club (Ajax Cape Town FC, 2019).

One of the most identified traits of Ajax Cape Town FC is that they identify talent, develop and train young players and promote them into the senior team when they are ready. The club runs a community scheme that provides football opportunities to young people regardless of race, gender, social status or disability. Since its inception, the community scheme has reached more

than 120 schools across the Western Cape (Ajax Cape Town FC, 2019). The vision of Ajax Cape Town FC is "To continuously challenge for the championship by developing our own players." Their mission is "to challenge for the championship we need excellent youth development, be professional, play an attractive and attacking style football and be sustainably profitable." (Ajax Cape Town FC, 2019).The values of Ajax Cape Town FC include:

- A celebration of the beautiful "game";
- The exuberance of the youth that celebrates with our development programmes;
- The teamwork which celebrates our diversity;
- The humanity that celebrates the professionalism that makes us winners;
- The humanity that celebrates the professionalism that makes us winners;
- And the profitability that ensures our celebration is sustainable (Ajax Cape Town FC, 2019).

2.19.2. Super Sport United FC

To create strong brand awareness, MNET identified a struggling team that they could develop into one of the better soccer teams in the country. They went on to purchase Pretoria City FC in 1994. They later changed the name of the club to SuperSport United in order to maximise on brand awareness and applying sound commercial principles. This happened after the team was promoted to the first football division (SuperSport United FC, 2019).

SuperSport United FC has experienced some on-field success since their entry in the premier league. They have a memorable 14 top 8 finishes in the Premier league. The main objective of SuperSport united is to be the one of the most recognised teams in the African continent, by uplifting the lives of the people and employing good players we can be competitive in the sporting industry. Some of their smaller objectives include:

- To have a successful academy,
- To have a good structure to scout talent for their first, and
- Announcing the brand to the people (SuperSport United FC, 2019).

SuperSport United FC boasts a sustainable youth structure that allows them to produce a plethora of young talented players. The club has proved to be very consistent in the industry and despite the fact that it is one of the newer football clubs (SuperSport United FC, 2019).

2.19.3. Stormers Rugby Franchise

The DHL Stormers are a Western Province based club that have their offices in Newlands. Their Newlands stadium is one of the most historical and iconic stadiums in the country. The Stormers

boast a strong brand in the rugby field in South Africa (WPRU, 2019).They have the following vision; mission and values:

Vision: To be the leading rugby union in the world

Mission: To always succeed with integrity in rugby and in life

Values: Love for the game, strength of character, sportsmanship, excellence, selflessness, diversity and discipline (WPRU, 2019).

Then they have a series of strategic goals for the business. Their goals include:

i. Growth and development.
ii. World class representative teams.
iii. Positive playbook presence.
iv. Strong and effective leadership.
v. Sound administration and comfortable asset management.
vi. Pure and inspiring rugby legacy (WPRU, 2019).

2.19.4. The Sharks Rugby Franchise

The Sharks were adopted by KwaZulu-Natal Rugby Union as a brand name for the provincial rugby team in 1995. The brand however became commercially recognised and in 2009 the brand achieved super-brand status for the second time (Sharks Rugby, 2019). Their official home is Johnsson Kings Park in Durban. The sharks believe in making a difference and have launched some programmes like the Sharks anti-bullying campaign of 2012. They use the power of their strong brand to influence behaviours (Sharks Rugby, 2019).

The Sharks have also experienced some significant on-field success and have accounted for two national (Springboks) team captains. The Sharks strive to create role models in their players for the youth. Their aims and objectives are:

- To be one of the biggest names nationally and internationally.
- To be a brand that is accessible to be people,
- A brand that shows positivity, and
- A brand that is good and can make a difference (Sharks Rugby, 2019).

2.19.5. The Cape Cobras Cricket Franchise

The Cape Cobras were formed in 2004 after the amalgamation of Western Province and Boland's fist class teams. Due to the merging of two teams, the Cape Cobras have two known home grounds; one of them is the second best cricket stadium in the world (as voted by the ICC), Sahara Park Newlands, and the other stadium being Boland Bank Park in Paarl (WPCA, 2019).

WPCA (2019) describe their brand as a compassionate brand that is inspired by cricket. They believe that without the Fans, they would not have a brand and they therefore believe in giving back to the community.

Their documented vision is "to make the Western Province "The Province" in the cricketing fraternity, reflecting the energy and richness of our diverse communities, their heritage and the future." (WPCA, 2019).

Their main aim is to grow the sport in Cape Town with women, girls, adults, men, any age group we run cricket and we want to just grow the sport and make sure we deliver the next Proteas players whether that's men or women and to just get people playing the game (WPCA, 2019).

2.19.6. The Highveld Lions Cricket Franchise

The Central Gauteng Highveld Lions are situated in Gauteng as the mentioned in the name. Their offices are situated at the magnificent Bidvest Wanderers Stadium in Corlett Drive, Illovo, Johannesburg. They are responsible for the administration of amateur cricket in the general Gauteng area and have a total of 53 amateur clubs playing in 18 tournaments. The Highveld Lions believe in hard work as a unit and have experienced success in the cricket field in South Africa. They have produced four National (Proteas) team players and continue to produce more talented players through their amateur affiliates (Lions Cricket, 2019).

The Highveld Lions believe that a stable team environment and sound leadership is the reason behind their success in producing a steady stream of players who have made the step up to the Proteas and have achieved outstanding success at the highest level.

The team's vision is "to be the best franchise team in South Africa!" (Lions Cricket, 2019). The Objectives of the Highveld Lions include to:

- Develop quality winning teams by attracting, developing and retaining the best talent, ensuring we meet our transformation goal,

- Ensure that club and school cricket thrives (especially in disadvantaged areas),

- Maintain the Bidvest Wanderers' reputation as an iconic stadium,

- Grow their fan base,

- Build a commercially successful and financially sustainable company and,

- Ensure Board, governance and operational excellence, resulting in a performance-driven culture (Lions Cricket, 2019).

2.20. The unique aspects of sport

The sport industry has some unique aspects that make it different from other industries; it is only when industry practitioners are aware of these unique aspects that they can successfully operate in the sport industry. In the case of this study, there is a need to discuss the unique aspects of sport in order to better understand professional sport in order to be able to analyse the marketing and CSR functions of the professional organisations. Hoye*et al.* (2012:4-5) identify one unique feature of sport to be the phenomenon of people developing attachments to teams, events or athletes that appear to be irrational. Sport sociologists in trying to explain this phenomenon suggested that this could be because of the sense of belonging that sport gives to sport fans thus alluding to a social aspect of sport (Walters & Chadwick, 2009:946-967; Kim, *et al.*, 2018:1804-1807; Hills *et al.*, 2019:126-141).

An additional unique feature of sport is that where regular businesses may endeavour to make a profit, professional sport organisations might also exist to win competitions, to offer a service to stake holders or to meet community service obligations. Vamplew (1988b:13) discussed the development of professional sport in England in the 1980s and identified two different types of professional sports organisations arguing that sport organisations can be either profit maximisers or utility maximisers. Profit maximisers are defined as sport organisations that endeavour to make a profit and utility maximisers as sport organisations who are prepared to forgo profits for the sake of winning games and championships.

Another discernible unique aspect of sport is the sport product. Unlike other products is of a variable quality if it is a game or a contest. The outcomes of the game cannot be predicted and the perceptions of those watching the game is diminished or raised by their expectations being met or not in the game. Smith (2008:33) proposed that professional sport caters to four groups of consumers. The first is the fans who attend events at the stadium or arena; the second is the television and other media audiences; third are communities which build facilities and support local clubs; and fourth, corporations which support leagues and clubs through sponsorship or

other associations. Professional sport attracts significant amounts of funding from government and shareholders, who invest in the organisations, draw up sponsorship contracts and broadcast revenues increase the earnings for these sport organisations (Turner, 2007:25).

One more interesting unique aspect of sport is that, it is the only industry where direct competitors must also co-operate with each other in order to produce the sport product (Zimbalist, 2003:503). Beech and Chadwick (2013:16) propose that while other businesses in other industries for example supermarkets seek to monopolise the market, monopoly in the sport industry would be disastrous for the surviving business. The unique aspects identified are discussed in detail below and summarised in Table 2.6.
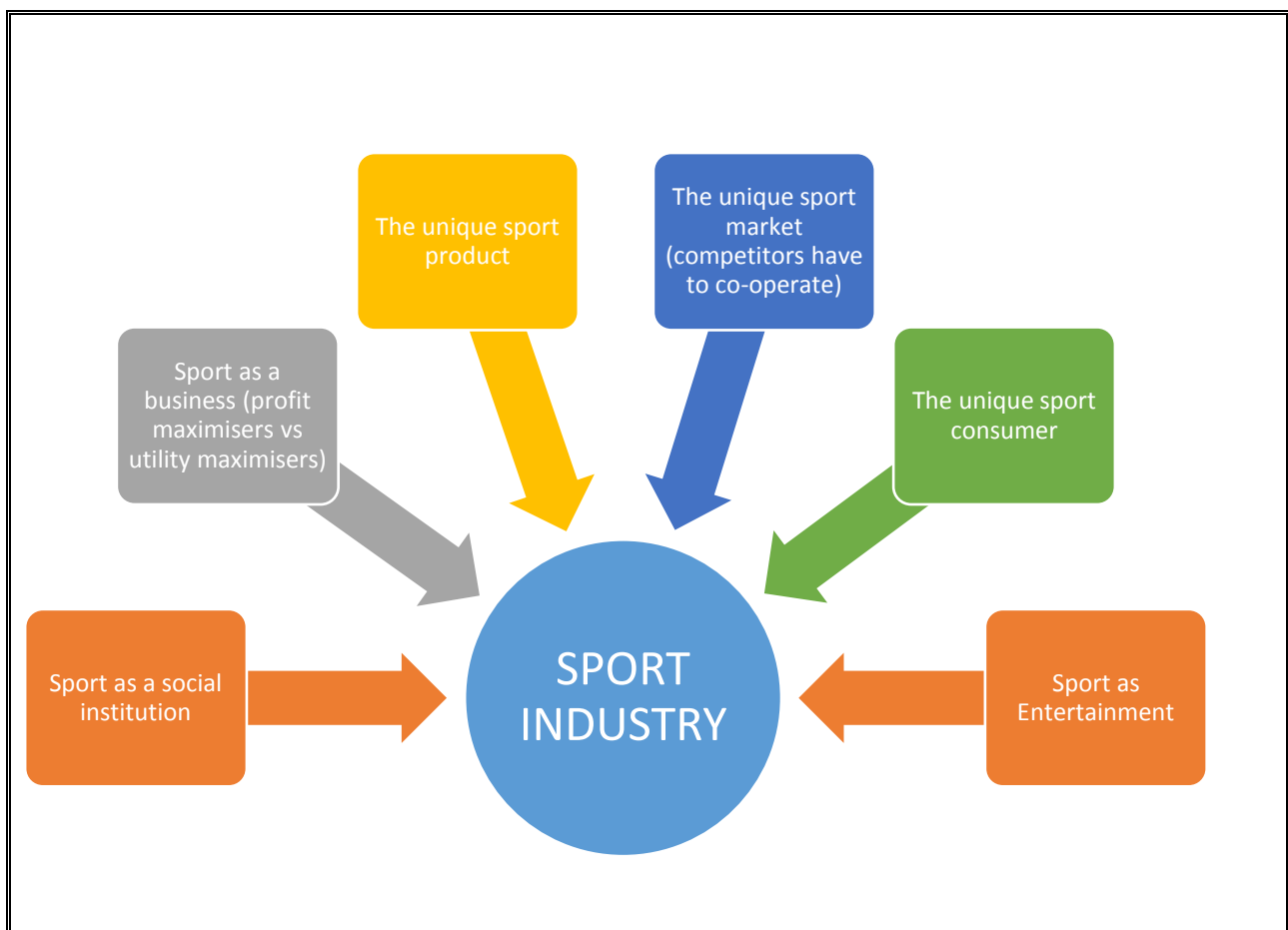
Figure 2.5: The unique aspects of sport
Source: Vamplew (1988a:13); Zimbalist (2003:503); Walters & Chadwick (2009:946-967); Hoye *et al.* (2012:4-5)

2.20.1. Sport as a business: Profit maximisers vs utility maximisers

Vamplew (1988a:13) reflected that in the period of 1875-1914, sport was already becoming highly commercialised in Britain, horse racing and Irish Football are two sports that were regarded as 'more of a business than a sport' by 1885. Vamplew (1988b:13) further argued that sport is no ordinary business because, while the main goal of a business could be to maximise profits, some sport clubs and associations exist to win titles and produce winning teams. Horse racing was predominantly organised for profit whereas soccer and cricket were found to be more focused on using their resources to produce winning teams (Vamplew, 1988b:77). Vamplew (1988b:77) identified these clubs and associations as 'utility maximisers'. The argument forwarded here highlights the uniqueness of sporting businesses. This theory is supported by Slack and Parent (2006:5) and Hoye *et al.* (2012:4-5), who also identified this as a unique characteristic of professional sport.

Table 2.6: Characteristics of profit maximisers and utility maximisers

Profit Maximisers	Utility Maximisers
More cost-conscious and less willing to pay their star players much money	Devote resources to producing a winning team
willing to impose restrictions on labour mobility and earnings as a means to keep their costs down	Willing to play uneconomic fixtures to improve their win-loss record, meaning they will play as much games as they can
Unlikely to accept low returns	Might run at a loss and depend on donations from supporters
Profits distributed to shareholders, be used to buy or build facilities and to increase the market value of the organisation	Profits would likely be used to increase the wages of players or to purchase more highly skilled players

Source: Adapted from Vamplew (1988b:79); Slack and Parent (2006:5); Hoye *et al.* (2012:4-5); Baker (2018)

2.20.1.1. Profit maximisers

Andreff (2001) and Andrews & Harrington (2016) argue that where sport organisations focus on profit maximisation; there is a risk that the ethics of sport and the spirit of sport are destroyed. The risk of sport losing its credibility is postulated to increase due to continued interference from commercial stakeholders involved in sport through sponsorship. These stakeholders are postulated to be expecting a return for their investment for example; the Olympic Games' events are scheduled to cater for the viewers. The broadcasting of sport can be traced as far back as the 1930s, when a few select sports were broadcast on TV, but it wasn't very effective as only a few elite people had TVs (Barnett, 1990; Thussu, 2018; Cummins *et al.*, 2019). However, due to the increase in the viewership of sport broadcasts, there has been a significant increase in sport sponsorship as well as advertising during the broadcasting of sport because a big audience is attractive for sponsors to raise their brand points (Riot *et al.*, 2018:35-53). Broadcasting

continued to develop through the sixties to the point where it now has a direct impact on the production and consumption of sport (Whannel, 2005).

Broadcasting of sport continues to evolve and Andreff (2001) identified a few more problems that can occur in this kind of profit focused sport organisation such as, cheating, embezzlement, match fixing as well as doping, Preston and Szymanski (2003) have argued that most cases of cheating, match-fixing and doping in sport are motivated by the incentive of financial gain. This can be argued to be similar to embezzlement, insider trading and other immoral business acts which are common in other industries and are motivated by the incentive of financial gain, therefore where there is a possibility of financial gain, problems of this kind cannot be ignored. The sport industry has set up measures to counter such negativity and associations have been set up globally to take care of these problems in sport. The World Anti-Doping Agency, The Court of Arbitration for Sport and other nationalised bodies are responsible for managing and protecting the ethics and spirit of sport. This aspect of sport makes it appear to be a purely commercial industry that has the sole purpose of making a profit.

The questions that arise then are if sport is losing its unique social aspect in pursuit of profit and if sport can retain this social aspect and still pursue a profit focused model. Duffy (2016) argued that sport business has perhaps lost its purpose in the pursuit of profit and that the entire industry needs to be cognisant of the fact that the rest of the business world has moved towards a socially responsible way of doing business. An important point that Duffy (2016) makes is that the sport industry may become irrelevant in the business world if they do not become a socially aware industry. This is very interesting if the fact that sport has a strong social aspect at the base of its origins is taken into consideration and theoretically should be heads and shoulders above the rest of the business world where social involvement is concerned. It can be seen however that the sport industry is making efforts to retain its social aspect through engaging in CSR initiatives as shown in the discussion below about the social aspect of sport. It can be argued that the purpose of the sport organisation is socially inclined as recent studies (Munro *et al.*, 2018:1251-1272; Svensson *et al.*, 2018:295-313; Francois *et al.*, 2019:15-37; Hills *et al.,* 2019:126-141; Zeimers *et al.* 2019:80-101) have shown that sport organisations remain socially relevant in spite of the increasing commercialisation of the industry. While Duffy (2016) presents thought provoking arguments, he neglects the social nature of sport. Zeimers *et al.* (2019:80-101) argues that professional sport organisations can perhaps learn from engaging in CSR activities and resultantly retain the purpose of the organisation.

2.20.1.2. Utility maximisers

While the complications that can occur from a profit maximising model in a professional sport organisation can be debated at length, Kesenne (2006) highlighted shortfalls in the utility maximisation model for professional sport organisations. Kesenne (2006) also argued that it is impossible to increase the winning percentage of the team; the best they can do is to attempt to acquire and retain the best players for the team. It can be argued that for a true utility maximising model, the organisation would have to identify and develop such players, but in the reality of the sport industry, professional sport organisations trade (buy and sell) athletes and negotiate contracts worth millions of dollars. It is therefore impossible for a professional sport organisation to be successful without engaging in this trade of athletes. This means they need to spend millions on athletes and will in turn make a profit from selling some of their athletes making them effectively profit maximisers.

It is further argued that not seeking a profit could seriously affect the organisation's ability to break even (Kesenne, 2006). A professional organisation can therefore not survive without having enough money to purchase athletes or to honour contracts with athletes. Even if the main income for the organisation is through sponsorship, there is a profit that the organisation makes, in addition to the income from broadcasting rights as well as ticket sales and therefore they cannot completely escape the profit maximising model. Most recently, Prinz (2019:22) argued that sport organisations can adopt both approaches and maximise profits while also maximising their utilities. Fort and Quirk (2004) while identifying that it does not make sense for the manager of the professional sport organisation to impose a zero profit limit for themselves where there is opportunity to make profit, went on to clarify that utility maximisers do in fact make a profit. However making that profit is not a priority or main objective for the organisation. There is a clear question that has remained unanswered in literature, how can the sport industry retain its social aspect and pursue a profit maximising model?

2.20.2. Sport as a social institution

For generations sport has been identified as a social institution; however it has recently moved towards a more profit maximising model as argued above and therefore it is prudent to analyse the continued relevance of sport in society. It is particularly important to understand this from a South African perspective because sport in South Africa has been recognised and used for reconciliation and development since the Rugby World Cup victory of 1995 (Höglund & Sundberg, 2008:805-818). This ideology has perhaps been the biggest influence on the

direction of research done on professional sport in South Africa as summarised above. This implies that professional sport organisations function as part of both society and the business community.

2.20.2.1. Sport and development

Sport has been identified as having the power to make society more peaceful, cohesive and more equal. This idea is enforced by the Millenium Development Goals (2005) (MDGs) that identify sport as a tool to promote development and to address key issues in disadvantaged communities. The White Paper on Sport and Recreation for South Africa (Department of Sport and Recreation, South Africa, 2012) identified that sport is recognised as one of the fundamental rights by the United Nations. Research has been undertaken to identify the effects of the sport for development programmes especially those aligned with the MDGs. A resolution entitled 'Sport as a means to promote education, health, development and peace' was published by the United Nations' General Assembly in November 2003. This resolution led to sport being identified internationally as a means to bring about development and peace. The year 2005 was then declared "the year of Sport and Physical education and the production of a report on Sport for development and peace: towards achieving the Millennium Development Goals (MDGs)" (Burnett, 2011:84). The Millennium Development Goals as published by the United Nations are:

1. Eradicate extreme poverty and hunger
2. Achieve universal primary education
3. Promote gender equality and empower women
4. Reduce child mortality
5. Improve maternal health
6. Combat HIV and aids, malaria and other diseases
7. Ensure environmental sustainability
8. Develop a global partnership for development

Burnett (2011:84-94) looked at four programmes that were developed in alignment with the MDGs and are run in South Africa to bring development to the targeted communities. Two of these programmes are funded by the Sport and Recreation South Africa, namely the; 'Siyadlala' Mass Participation Programme and the School Sport Mass Participation Programme. The other two are The Active Community Clubs programme which was implemented in the Eastern Cape and commissioned by the Australian Sports Commission, while the fourth case is the Youth

Development through football which is a joint initiative between the European Union and the German Development Commission. The structures of the programmes allowed for successful delivery of government objective of sporting excellence and the development of a framework aligned with the MDGs. The MDGs have been updated and are now referred to as Sustainable Development Goals (SDGs). The SDGs extend the MDGs to seventeen goals, however sport is still identified as a fundamental tool in promoting these goals (United Nations, 2015) thus underlying the social influence of sport.

It appears then that the government has been relatively successful in harnessing the social power of sport. The problem then arises when addressing professional sport organisations. As already mentioned above, the professional sport industry is making an attempt to remain socially relevant. The professional sport organisations identified in this study as already mentioned have the most visible CSR activities in the country. Some of the CSR activities that they engage in and are publicly visible are summarised in table 2.3 below. The success of these activities however and their impact for both the society and the organisations remains a gap in knowledge that future research should attempt to investigate.

Spaaij and Westerbeek (2010) argued that there is lack of evidence to show the benefits of the sport programmes that are used for social impact. He also identified that should the evidence of sport's impact in the society be identified, there is a need for monitoring and evaluation processes to be in place. Davies and Moyo (2017) and Svensson *et al.* (2018:295-313) however identified positive perceptions from the community with regards to social programmes implemented by Ajax Cape Town FC which is a local football club in South Africa. Despite this finding, they also identified a lack of evaluation and monitoring processes and advance the argument made previously by Moyo *et al.* (2015) that sport programmes used for social impact not only have an impact on the society but the professional sport organisation is impacted as well. Thus there is a need for the organisations to understand, monitor and evaluate the impacts that their social activities have on not just the community but on the organisation's performance as well in order to maximise the effects for improved organisational performance. In order to successfully assess these social impacts, this study questions where the social involvement of a professional sport organisation fits into the organisation's structure? Further literature discussed at a later stage of this study argues that this could be identified as Corporate Social Responsibility (CSR).

2.20.2.2. Transformation in sport

Transformation in South African sport has been an ongoing debate since South Africa's re-entry into international sport. Because of the apartheid laws, discrimination was also present in sport in South Africa. In a bid to reduce the discrepancy in participation in professional sport, particularly the three major sports in South Africa, there has been much talk about transformation (Rupert, 2017). The three major sport codes have been under scrutiny at one point or another for failing to implement transformation in sport.

According to the White Paper on Sport and Recreation South Africa (Department of Sport and Recreation, South Africa, 2012), the main objective of transformation in sport is, "to ensure that equal opportunities exist for all South Africans to participate and excel in sport and recreation through the adoption of deliberate transformation initiatives." This means that every sport organisation has a responsibility as far as transformation in sport is concerned. In their 2016-2017 report, Cricket South Africa reported that out of the 21 national players, they have 12 black players contracted to the national squad. They have also reported success in their development programmes. They have identified 138 talented black players. They have also started a programme that is aimed at fostering a love for the sport in the previously disadvantaged areas and to develop talented young black players.

In 2015, the South African Rugby Union (SARU) launched a strategic transformation plan. The goal of the plan was to have increased black participation in all local competitions, in the national team and to have more trained black coaches and referees by 2019. They reported in 2018 that they were still on track with their plan. According to the CEOof SARU, Jurie Roux (2018), rugby has achieved 60% of the targets agreed with the Department of Sport and Recreation South Africa (SRSA) and the South African Sports Confederation and Olympic Committee (SASCOC). A news article reported that rugby was identified as the top performing sport out of the top five targeted sports in South Africa (Rupert, 2017).

A recent Eminent Persons Group report on transformation (2018) showed that athletics, cricket, football, volleyball, boxing and table tennis have all achieved the transformation requirements together with netball, chess, gymnastics, hockey and rugby, thus showing that sport in South Africa is making big strides towards transformation in the sport industry (Rupert, 2017). Martin (2002) proposes that compliance with the transformation requirements can be seen as a form of CSR engagement by the sport organisations as it results in a positive impact on the targeted communities. The need for transformation arising from the previously oppressive apartheid laws

makes the South African sport market unique, and sets the sport industry apart from the global sport industry.

2.20.3. The unique sport consumer

As previously mentioned, professional sport caters to four groups of consumers. The first are the fans who attend events at the stadium or arena; the second are the television and other media audiences; third are communities which build facilities and support local clubs; and fourth, corporations which support leagues and clubs through sponsorship or other associations (Smith, 2008:33). These four categories of sport consumers will be discussed in more detail in the marketing chapter. This section will look at the uniqueness of the sport consumer because this is an important aspect of the industry and it is therefore paramount that the sport consumer be well understood. The social phenomenon that surrounds the sport industry also extends to the unique sport consumer.

Social identity theory can be used as a basis to try and rationalise the high degree of loyalty that sport consumers have towards their sport of choice. The theory argues that humans have a need to see themselves in a positive light and they do this by comparing themselves to others around them. At the same time, they have a need to be accepted by people around them (Tajfel, 1974; Turner, 1975; Thibaut, 2017; Petty, 2018). As a result of this need, people tend to perceive attachments with like-minded people and form social groups that are seen as the foundations of self-identity for the individuals as part of that social group (Cobbs *et al.*, 2017). This confirms that social identity is the knowledge that one belonged to a social group or category formed by the coming together of people who are similar (Hogg & Abrams, 1988).

Similar behaviour is clear in sport fans that form their social groups based on team affiliations. There has been substantial research on fan behaviour. Tyler and Cobbs (2015:230) state that group affiliations are the foundation of sport rivalry as the sport fans' social group will attempt to protect what they perceive to be a threat to the group. All this only serves to strengthen the fact that sport has an impact on society and social behaviour of sport consumers. However, the social impact of sport does not end with the social behaviour of sport fans but extends to communities and countries.

Research has shown that sport fans tend to identify with their favourite team to the point where they attempt to affiliate with the team's successes and this is known as 'basking in reflected glory' (BIRGing) (Cialdini *et al.*, 1976). However, this is dependent on the level of loyalty that the fan feels towards the team (Wann & Branscombe, 1990; Brown *et al.*, 2018:1-19; Jang *et al.*,

2018:63-71). Some fans that are less attached to their teams will disengage from the team in the event that it does not perform well; this is known as 'casting off reflected failure' (CORFing) (Wann & Branscombe, 1990; Brown *et al.*, 2018:1-19; Jang *et al.*, 2018:63-71). The discussion above identified the impact of sport on individuals the society. One of the benefits of CSR for a sport organisation is increased supporter loyalty (Walters & Chadwick, 2009:946-967; Chang *et al*, 2017:31-41; Jarvis *et al.*, 2017:833-853). It can therefore be surmised that CSR initiatives increase the loyalty that the fans feel towards their team of choice as they can identify with the sport organisation more through the organisations' CSR activities.

2.21.   The unique South African sport consumer

South Africans have been known to be avid sport fans and because of South Africa's history with apartheid, the South African fan is unique. They tend to form strong emotional bonds with their team of choice because sport was a means for them to assert their identity in society during the apartheid era as previously argued. This theoretically means that the South African fan is less likely to CORF their chosen team. Community involvement through CSR activities can arguably increase the opportunity for sport fans to develop stronger connections with their chosen teams. Iconic events like the hosting of the Rugby World Cup in 1995 and the hosting of the FIFA Soccer World Cup in 2010 have shown how important sport is in South African society and the role that sport played in the elimination of apartheid laws makes sport all the more important to South Africans (Alegi, 2004).

South Africa is a unique country. 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 as discussed (Jacobs *et al.*, 2018:1-17). Sport was not excluded from this racial division and as discussed previously, each sport was played by largely different races. For example soccer was largely seen as a sport for black Africans, while rugby and cricket were limited to the white population of the country (Jacobs e*t al.,* 2018:1-17). However these racial disparities are slowly being addressed and it began with the hosting and winning of the Rugby World Cup in 1995. This was the first show of racial solidarity and the 2010 FIFA World Cup was a celebration of the multicultural society that is South Africa (Jacobs *et al.*, 2018:1-17). That being said, the South African sport consumer is different in that they are motivated by unique reasons to identify with and support a certain sport code.

2.21.1. The unique sport product

Another unique aspect of sport is the sport product. Unlike products from other industries, the sport product is slightly more complicated to delineate because of the unique nature of sport. In an attempt to define the sport product, (Smith, 2012) proposed that a sport product is any good or service or a combination of the two that is designed to fulfil the needs of a sport consumer. From this definition a few things can be identified in an attempt to better define the parameters of what constitutes a sport product. Sport goods can be identified as sporting equipment, sport apparel; sport memorabilia, collectibles and licensed sport merchandise, and sport services can be identified as sport fitness centres, sport events, contests or games and sport information services among other things (Fullerton, 2010). However, professional athletes as well as professional sport teams can be seen as sport products as well as producers of sport and so cannot be classified conclusively as either sport goods or sport service (Fullerton, 2010).

The most popular sport product however is the sport event; it is also the most complicated product because the outcomes of the game cannot be predicted and the perceptions of those watching the game is diminished or raised by their expectations being met or not in the game. Sports are seasonal (Hoye *et al.*, 2012) and therefore this product is only available for the duration of the specific sport code's season, for example, winter sports skiing and ski-jumping will only be conducted in winter and so the consumer has no access to this sport outside of the season.

Sport events are ultimately products that can be consumed at tournaments and in leagues. Sport events target four types of sport consumers, namely sport fans who attend the sport events or watch the events on television or on other media platforms; communities that support the local clubs and which build the sport facilities; the media companies and broadcasting companies that pay for broadcasting rights; and finally the corporations that sponsor the sport events (Mason, 1999). This will be discussed in more detail at a later stage.

Sport, unlike other products, experiences a high level of brand loyalty. That is, supporters are less likely to change the sporting codes that they support (McDonald, 2010); this however makes market extension very difficult because it is hard to attract new fans from other codes and teams as they are familiar with the customs and traditions of their existing sport affiliations (Hoye *et al.*, 2012:4-5). Naturally market extension is difficult but not impossible; a good example of a sport code that has successfully extended their market is cricket. Cricket has evolved from its traditional format of five day tests, which has been played since 1877. Since

then, two more formats of cricket have emerged; one day cricket (ODI) which was first played in 1971 and is the format that is used in the Cricket World Cup. This format of cricket has a faster pace than test cricket and is played for the duration of 50 overs per side. Finally, T20 cricket is the third and most recently developed format of cricket. As the name implies T20 cricket is played for the duration of 20 overs per side and has a faster pace than ODI cricket. Since the T20's advent in 2005, it has brought new audiences to cricket and requires a whole new set of skills for the players (ICC Cricket, 2019).

Mulin *et al.* (2014) and Pedersen and Thibault (2014) observe that sport provides an intense emotional experience for the consumer who experience a high level of social interaction; they stress that the high degree of loyalty of sport consumers as well as their engagement with the sport are some of the unique aspects that differentiate sport from other industries. As already proposed, this social experience can perhaps be enhanced through the organisations' CSR activities. Parker and Stuart (1997) even liken football to a religion, thus alluding to a social aspect of sport.

2.21.2. Sport as entertainment: professional sport leagues and tournaments

Recent research has described sport as a form of entertainment (Fullerton, 2010). One of the most famous sport tournaments in South Africa is the Standard Bank Pro 20 cricket, a T20 tournament. Goldman and Johns (2009) found that the form of cricket exhibited in this tournament has been called 'sportainment' which is a combination of sport and entertainment because of the entertainment utility that the consumers perceive from this cricket format. This shows that sport does indeed have an element of entertainment.

In South Africa, the Premier Soccer League (PSL) is the country's professional soccer league and is also known as the National Soccer League (NSL). The PSL was formed in 1996 and is an affiliate member of the South Africa Football Association which is the body that regulates professional football in South Africa (PSL, 2019).

The PSL signed a R1.6 billion broadcast deal with Super sport International in 2007 and a deal for over R500 million with South African Breweries and Absa in the same year. In 2008, they signed two R400 million deals with Nedbank and MTN (Morgan, 2018). However, the very existence of these professional sport tournaments is dependent on the existence of professional sport organisations. Therefore it is imperative for sport practitioners to understand professional sport organisations. As expected however, with the growth of professionalism in sport, there is a

need for growth in other aspects of professional sport and one of the major areas that need attention is sport marketing.

2.22. The emergence of sport marketing

Mullin *et al.* (2014:12-13) proposed that the sport industry is aware they are in competition with other industries like the entertainment industry for the consumer's attention and money and therefore they need to be able to capture and keep the consumer's attention; the process proposed to accomplish this is sport marketing. The sport marketer however must be aware of the unique aspects of the sport industry like the sport product in order to successfully market sport (Smith & Steward, 2015). The term 'sport marketing' however is not a new term; it was first used in 1978 in an article published in the *Advertising Age*. The term was used to describe the use of sport events, sport personalities and sport organisations to market non-sport related products (Fullerton, 2010).

Since then, two approaches of sport marketing have been identified, namely the marketing of sport and marketing through sport (Shannon, 1999; Smith, 2012:3). Marketing through sport became popular in the 1990s and has since been a strong domain for sport marketers. Two main strategies are used in marketing through sport and they are traditional marketing and the use of different types of sponsorship (Fullerton, 2010:11).

Smith (2012:2) argued that sport marketing is more than just advertising, that it is rather the identifying of consumer and customer needs and identifying how to meet those needs. The marketing of sport refers to the use of marketing principles to market sport goods and services while marketing through sport refers to the use of marketing principles to market non-sport goods using sport images, personalities and events (Fullerton, 2010). Researchers (Beatson *et al.*, 2008) have argued that relationship marketing is the approach that best suits sport marketing. Constatino *et al.* (2008) conducted research in Australia, and focused on professional sport as the research subject. It was found that most professional sport organisations believed that relationship marketing was the best approach. Relationship marketing will be discussed in detail in the next chapter but the premise behind it is that the goal of marketing is to build relationships with the consumers, thus making it a relevant discussion point for marketers. In summary then, sport marketing refers to the use of marketing principles to market sport goods and services or to market non-sport goods through association with sport. The section of sport marketing will be discussed in more detail in the next chapter.

2.23. Summary

This chapter discussed the professional sport industry in detail, in particular its unique aspects. The literature reviewed showed that, while every industry can be argued to have its unique aspects, sport has a unique social aspect. The nature of sport was discussed and its impact on different domains was identified. It was shown that sport not only has a social impact but a financial one and potentially a political one though that premise may require more empirical evidence to validate it. The unique sport product was also discussed and the uniqueness of the sport consumer was identified. It can then be concluded that sport cannot be managed like any other industry and requires specialization to be managed successfully. The idea of sport marketing was then introduced as it is central to this study.

CHAPTER 3: THE LINK BETWEEN SPORT MARKETING AND CORPORATE SOCIAL RESPONSIBILITY

3.1. Introduction

This chapter investigates the sport marketing framework to identify where CSR fits in sport marketing. The chapter expands on foundational concepts discussed in the previous chapter such as the sport product, and the sport consumer, beginning with a deeper discussion of sport marketing in detail. Sport marketing has two domains, which are the marketing of sport and marketing through sport. The differences between these two domains are explored in this chapter, with the emphasis for this study on the marketing of sport. The connection between CSR, CRM and social marketing is investigated, with CSR argued to be a marketing strategy that incorporates the concepts of CRM and social marketing.

3.2. The foundation of sport marketing

Neferu (2017) proposes that sport marketing is the use of marketing tools to meet the needs of sport consumers through exchange processes. Exchange processes are the underlying foundations of marketing which implies that sport marketing is a branch of the marketing discipline. Two major branches of sport marketing are identified: marketing of sport and marketing through sport (Fullerton, 2010:26-27)

3.2.1. Marketing of sport

The marketing of sport is the use of marketing principles to market sport goods and services. It focuses on marketing the sport product and is inherent in the introduction of new sport code formats such as T20 cricket discussed in the previous chapter as well as the rugby sevens. Though the marketing of sport takes a back seat to the element of marketing through sport quite often (Fullerton, 2010:26-27), this is the branch of sport marketing that this study is concerned with as it focuses on professional sport organisations whose primary product is sport The sport marketing framework will be discussed later in this chapter.

Professional sport organisations have been described as businesses like any other (Smith & Westerbeek, 2004:123; Slack & Parent, 2006:5; Steward *et al.*, 2018; O'Brien *et al.*, 2019) and it therefore can be surmised that professional sport organisations must market their goods and/or services in order to get a profit, to remain relevant in the business world and to maintain their market share. Sport has proven that it is an industry that is relevant to society today though the

impact of sport has gone beyond society in that it has a financial impact (Sports Econ Austria, 2011; Zyband *et al.*, 2011; Sport England, 2013).

It can be concluded then that the marketing of sport is essential for all professional sport organisations. However in its marketing, sport still bears the burden of impacting on the society and therefore unlike other industries, it has to remain socially relevant. The tools of marketing like advertising, promotions, sponsorship, public relations, personal selling and direct marketing can also be used in sport marketing, particularly the marketing of sport (Fullerton, 2010; Smith 2012) but also in marketing through sport. For the marketing of sport to be successful, there is a need to understand the sport product.

3.2.1.1. The sport product

The sport product is defined as any goods or services or a combination of the two that can satisfy the needs and wants of a sport consumer (Smith & Steward, 2015:109). Sport goods include sports equipment, apparel and memorabilia. And sports services include fitness centres, sport events and tournaments among other things (Fullerton, 2010). Interestingly this doesn't exhaust the scope of the sport product as the professional athletes can also be identified as sport products. The sport product includes ideas and benefits for example some sport organisations can offer intangible benefits such as a lifestyle benefits (Mihai, 2013:300).

This study is concerned with the product that is produced by professional sport teams. Therefore while the study acknowledges that sport goods are a significant part of the sport industry, they are not relevant to answering this study's research questions. The previous chapter discusses the unique aspects of the sport product at length and highlights that the product is highly perishable; it is also unique in that it is unpredictable as one cannot predict the outcome of a competition. This also means that this product cannot predict the consumer experience (Smith & Steward, 2015:110).

The sport product can also be considered to be entertainment as discussed previously. Sport has traditionally been associated with leisure time (Smith, 2012:24) and therefore it can be seen as something that people consume for entertainment. For example, in the previous chapter the word 'sportainment' was used to describe fast paced high viewer oriented sport like T20 cricket. It is also notable that sport leagues and tournaments, both local and international have high viewership and therefore can be presumed to be of high entertainment value to the consumers. Sport teams compete against other entertainment options available rather than the narrow sport-specific market (Mason, 1999:406). However unlike other forms of entertainment, sport

still has a social aspect that makes it a unique industry, and in their marketing activities this aspect needs to remain relevant.

3.2.1.2.   The sport consumer

The sport consumer has already been identified as unique; this is because the sport product can be divided into different categories. The sport consumer is therefore identified by the sport product that they consume. The sport consumer was discussed in the previous chapter; however that discussion focused more on one type of sport consumer. There are four types of sport consumers who can be identified: sporting goods consumers, sport services consumers, sport participants and volunteers and sport supporters, spectators and fans (Smith & Stewart, 2015:38). Figure 3.1 below identified the different kinds of sport consumers and summarises their characteristics.

Spectators, fans and Supporters
- Fans that attend events.
- Fans that watch sport on TV and other media.
- Fans actively engage in online chats and fantasy leagues.

Participants and volunteers
- Amateur athletes.
- Members of different sport associations.
- Engage in recreational sport.

Sport Services Consumers
- Utilises a sport related service or experience for example a gym
- Includes gambling , specialised coaching, etc.

Sporting Goods Consumers
- Purchases a physical sport product
- Uses sport goods like sport apparel and equipment

Figure 3.1: The sport consumer
Source: Adapted from Smith and Steward (2015:38)

The spectators are discussed in detail in the previous chapter as they are the consumers most relevant to this study. This study however acknowledges that a sport consumer can sometimes overlap two or more of these categories. For example a sport fan who attends events may be a member of a community team and may purchase some sport apparel. In that case then, the consumer fits into multiple brackets and therefore it is difficult to identify a sport consumer as exclusively a spectator or exclusively a services consumer. Despite this, understanding the

sport consumer is the first step that sport marketers take towards identifying their target market and to do that they need to conduct market research.

3.2.2. Marketing through sport

Marketing through sport occurs when non-sport producing businesses use sport to market their non-sport related goods and/or services (Goldman & Johns, 2009). For example, Coca-Cola's sponsorship of the 2016 summer Olympic Games allowed them to use the Olympic logo on their goods and to mention the Olympics in their advertisements, thus creating a strong association between the two brands. Marketing through sport also includes sport facilities and event naming rights to highlight the association between a corporation and sport.

Marketing through sport is mostly seen through sponsorships, endorsements and advertisements. A 2016 report implied that the sponsorship industry in South Africa was worth R9 billion (Brandinc, 2016) and more recently Nielsen (2018) stated that approximately R45 billion was spent on advertising and sponsorship in South Africa. This is evidence of the prevalence of marketing through sport. Many big companies in South Africa are sponsors of sport events, teams and sport facilities, for example the FNB soccer stadium, the Stormers, and the Vodacom Super Rugby tournament among others. This is arguably the most dominant area of sport marketing as most professional sport organisations rely on sponsorships for the bulk of their income; however this is not the focus of this study.

3.3. The sport marketing framework

Although sport marketing uses marketing fundamentals and processes, it is important to note that it can be seen as a process. The steps in this process are proposed by O'Reilly *et al.* (2013:185-208) and Mihai (2015) as follows:

- Conducting market research in order to identify the sport product's consumers;
- Segmenting the consumers and identifying a target market, because the sport marketer must be aware of primary and secondary markets in order to position the sport product;
- Doing a SWOT analysis of the sport organisation, that is analysing the strengths, weaknesses, opportunities and threats;
- Identifying the sport marketing mix of strategies and tools;
- Formulating strategies to market the sport product;
- Implementing these strategies and monitoring and controlling the strategies implemented.

On the other hand, Smith (2010:56), Fullerton (2010) and Smith and Stewart (2015:11) propose a sport marketing framework that has four steps. These steps include:

- Identifying the sport marketing opportunities;
- Developing a sport marketing strategy;
- Planning the sport marketing mix; and
- Implementing and controlling the marketing strategy.

Figure 3.2 below summarises the sport marketing process and the sport marketing framework.
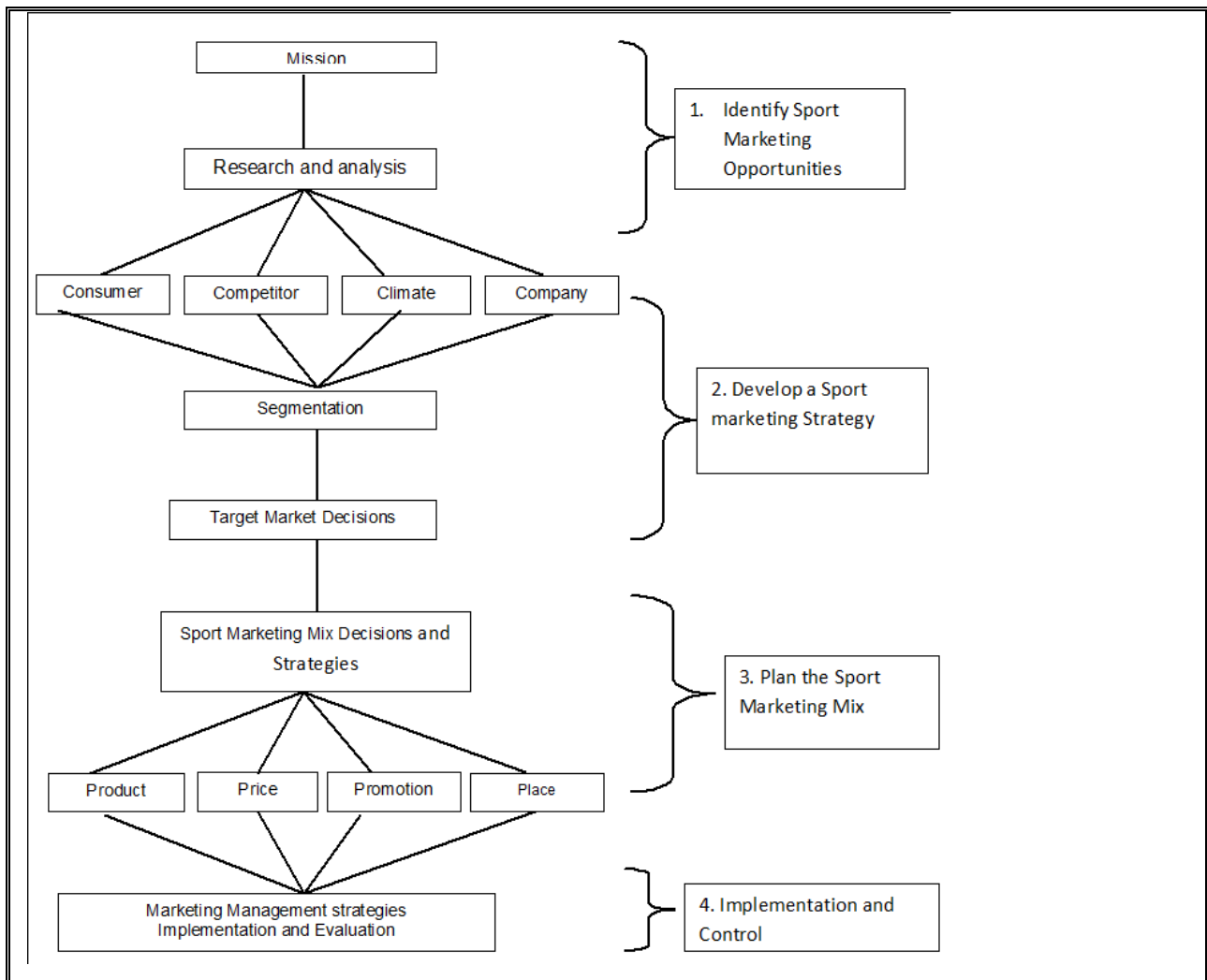
Figure 3.2: The fundamentals of sport marketing
Source: Adapted from Fullerton (2010); Smith, (2010:56); O'Reilly *et al.* (2013:185-208); Smith and Stewart (2015:11); Mihai (2015).

3.4. Step 1: Identifying sport marketing opportunities

3.4.1. Mission – Marketing objectives

As discussed in the previous chapter, every professional organisation has the objective of making a profit. However for sport organisations the objective may also be winning tournaments and performing well in competitions (Vamplew, 1988b). When a professional organisation engages in marketing activities, it needs to have objectives. Marketing objectives must follow the following guidelines proposed by Smith and Stewart (2015:90-91):

- Marketing objectives should match organisational objectives;
- They should be realistic;
- Marketing objectives should be clear; specific and measurable;
- Marketing objectives should be time focused.

Shilbury (2009) proposed that marketing objectives should be representative of four main points which are expanding participation, encouraging public interest in sport, ensuring financial capability and increasing the members of an organisation. Objectives present the basis of what will be done (Da Silva & Las Casas, 2017:21). The marketing objectives can be considered to be a guide for the performance of the sport organisation and are therefore of paramount importance to the sport marketer. Objectives are likewise of great relevance to this study because marketing performance is measured on the basis of the marketing objectives, and marketing performance is identified as one of the major elements of this study.

3.4.2. Marketing research

Market research is essential to provide information on the 4Cs (consumer, competitors, climate and company). A sport marketer must be able to conduct research; analyse the data collected from this research and generate a report in order to formulate a marketing strategy for the product (Mihai, 2015:299). Shilbury *et al.* (2014) argue that it is imperative for sport marketers to engage in their own research, which means they must be actively involved in questionnaire creation, data analysis, data interpretation as well as generating reports with product specific information. The market research process can be time-consuming and may require deep resources. Market research consists of five distinct phases which are summarised in Figure 3.3 below.

Figure 3.3: The sport marketing research process
Source: Shilbury *et al.* (2014); Mihai (2015:299)

Neferu (2017:110) argued that market research remains a gap in the sport business practice. They proposed that sport organisations do not gather market data and therefore it remains necessary for sport organisations to do research on the needs of sport consumers. The sport marketing field has been constantly evolving however and today professional sport organisations employ the latest marketing strategies. However there is no evidence of how market research or the lack of market research impacts on the marketing efforts of the professional sport organisations. This is a gap in literature that could encourage the growth of sport marketing once properly understood. This study proposes that market research could be important for sport marketers to identify CSR as a marketing strategy and give them an opportunity to approach CSR activities strategically in order to gain maximum benefits from their organisations' CSR engagement. Literature available suggests that market research is important for making decisions regarding the marketing mix (Mihai, 2013:299).

3.5 Step 2 -Developing a marketing strategy

3.5.1 SWOT analysis

A SWOT analysis is an investigation of the internal and external environment of the company. The SWOT analysis is an important step towards designing a marketing strategy. Walsh (2012:238) postulates that in doing a SWOT analysis, a sport organisation can better understand their brand equity, and they can use it to identify the best opportunities in the market which will allow them to position their product to its best advantage. Additionally Shwartz and Hunter (2008:9) propose that doing a SWOT analysis can help a sport organisation to maintain competitive advantage and to engage the best marketing strategies to attract their consumers. Hoye *et al.* (2006) proposes that there are two distinct aspects of the SWOT analysis. They identify these as the internal environment analysis and the external environment analysis.

An internal environment analysis includes the strengths and the weaknesses. In identifying the strengths of an organisation, its resources and capabilities can be identified (Hoye *et al.*, 2006). A sport organisation for example can consider their professional athletes, a good athlete development program, their staff, etc. as their strengths. The weaknesses then are the limitations that the organisation has, for example poor facilities, low funds, etc. The external environment is then an examination of their opportunities in the market as well as the threats such as their competitors and other limiters like the state of the economy (Hoye *et al.*, 2006).

3.5.2. Market segmentation and target marketing

Market segmentation is one of the most important actions for a sport marketer. Zhou and Huang (2018:23) proposed that once a sport organisation has successfully segmented the market, they can position the product best because they have a better understanding of how to satisfy consumer needs. This implies that the organisation will have competitive advantages. Fullerton (2007) and Da Silva and Las Casas (2017:21-22) present the notion that when identifying a target market, the sport marketer needs to consider the size of the segment, how financially viable it will be for the organisation and if it is measurable. There are a number of methods identified in sport management that can be used to segment a market and these include using demography, geography, psychographics, behaviour and benefits. Table 3.1 summarises the different segmentation methods.

Table 3.1: Market segmentation

Segmentation Method	Description
Demographics	Refers to using age, income, education level, etc. to segment the market.
Psychographics	Uses consumers' attitudes, interests and opinions.
Behaviour	Considers how often consumers use a product, for example how often a consumer attends a sporting event.
Benefits	Identifies possible benefits for the consumer for example a consumer might attend a sport event for entertainment or because they like the sport.
Geography	Geography is related to the area where the organisation aims to grow its market share

Source: Adapted from Smith and Stewart (2015:96); Da Silva (2017:21-22)

Smith and Stewart (2015:99) further discuss what the sport marketer can do once the market has been segmented. They propose that a marketer can then either use focused segmentation which is when the marketing strategies are all targeting one segment, multiple segmentation where multiple segments are targeted through different marketing strategies or undifferentiated segmentation which is when a segment is not chosen at all but the market is treated as one segment.

In South Africa, sport consumers are segmented using these methods, for example geographically; professional sport organisations in South Africa tend to be most supported by the people in the same province because they tend to identify more with the local teams. As already noted, some of the local teams actively engage with the communities through their CSR activities. This creates stronger ties between the supporters and the sport organisation as proposed by Moyo *et al.* (2015:610-618). However some professional sport organisations particularly those at the top of their respective leagues enjoy support from fans around the country. For example, Sidenberg (2010) argued that 75% of the premier soccer league in South Africa was either Kaizer Chiefs or Orlando Pirates fans, which are arguably the two biggest and most successful professional soccer teams in South Africa.

3.6 Step 3 - Plan the sport marketing mix

3.6.1 Sport marketing mix

Traditionally, the marketing mix is identified as the four Ps of marketing: Product, Price, Place and Promotion (Fullerton, 2010). The product which has already been dealt with in this and the previous chapter is the core of the sport marketing mix (Mihai, 2015:301). The marketer must have a very good understanding of the product. As already discussed, in the case of

professional sport organisations, the products can be goods or services or a combination of the two to satisfy the needs of the consumer. In the case of the professional sport organisations identified and engaged in this study, the product is sport in the form of activities and tournaments. The price is the factor of the marketing mix that is flexible (Mihai, 2013:300). It is also affected by external factors like the economy and the law. Smith and Stewart (2015:137-158) discuss a pricing process as well as pricing strategies which are summarised in Table 3.2 below. Pricing strategy can only be decided on the basis of outcomes of the marketing research as well as the marketing objectives of the organisation.

Table 3.2: Pricing Strategies

Pricing Strategy	Description
Prestige pricing	Also known as psychological pricing. Setting the price deliberately high due to perceived high value of the product.
Status quo pricing	Identifying the price of the same product in the market from competitors and maintaining the price.
Price skimming	Setting the highest possible price that the consumer can pay for the product.
Penetration pricing	This is setting the lowest possible price normally for a new product in the market and eventually raising the price.
Cost-plus pricing	When using this pricing tactic, the cost price of producing the product is calculated and a percentage or flat fee is added.
Break-even pricing	In this instance the organisation prices the products to cover the cost incurred in production. This tactic is common among non-profit organisations.
Competition pricing	This is a useful strategy in a highly competitive market, in which prices are determined based on the competitor prices.
Market demand pricing	This strategy involves setting the price based on how much the consumers are willing to pay for the product.
Discount Pricing	This is when prices are cut for special situations. It can be used as a promotion strategy.
Seasonal pricing	Pricing that is based on the availability of the product. For example, tournaments will charge different prices at different times of the season of the sport depending on whether it is pre-season, peak season or post-season.
Off-peak pricing	This type of pricing is difficult to control but it is similar to seasonal pricing.
Bundle pricing	The consumer gets an extra benefit from an added product or service for no extra charge.
Discriminatory pricing	This is when prices are different for different consumers.
Exchange pricing	This is when there is an exchange for example corporate boxes and signage boxes.

Source: Adapted from Mihai (2013:299-300); Smith and Stewart (2015:136-156)

The third P is place and speaks to where the consumer can access the sport product of their choice. Sport products are most commonly consumed in sport fields but they can also be consumed via different media like the television and the internet (Mihai, 2013:301). This study proposes that if the sport organisation understands their consumers and how they most often consume their product, they can engage in more effective marketing efforts. The fourth P is promotion. This is the marketing mix tool that this study is most concerned with and will be discussed in more detail.

3.6.2. Sport promotions mix

Sport promotions are the activities that the sport marketer engages in to persuade, inform and remind consumers about the product in order to persuade them to buy the product (Solberg, 2000:80). In other words, sport promotions are the strategies that the sport marketer engages in to communicate with the consumer. There are a number of activities that a sport organisation can engage in to promote their sport product and these include advertising, personal selling, sales promotion, public relations, sponsorship, endorsements and community relations (Solberg, 2000:80; Mihai, 2013: 302; Mihai, 2015:301; Smith & Stewart, 2015:181).

Advertising is the most common marketing mix strategy that is used in marketing because it is the most visible. In sport marketing however, the most popular form is sponsorship; as previously discussed, this is one of the main means of income for professional sport organisations. It has continuously been stressed in this study that sport has a strong social aspect, therefore it follows that it is of interest to this study how professional sport organisations maintain the social aspect in their marketing strategies. Interestingly, community relations are identified as one of the promotion mix tools; it is therefore argued that CSR could be a strategy that is used through CRM and social marketing to promote community relations.

3.7. Marketing strategies

That being said, there are two socially inclined marketing strategies that sport marketing can use in promotion strategies. These are Cause Related Marketing (CRM) and Social Marketing (SM). The emergence of relationship marketing in the marketing industry is perhaps the most important developments in marketing theory to date. Though O'Malley and Tynan (2003:32-48) argued that relationship marketing was initially a point of contention in the marketing field, it has since become synonymous with marketing as it is difficult to perceive a marketing problem that is not related to the building, maintenance or destruction of a relationship.

Customer relationship marketing makes sense as the goal of marketing is to communicate the brand or the product to the consumer; it follows then that to be effective in this regard there must be some kind of relationship between the marketer and the consumer. Therefore it makes sense to argue for socially inclined marketing strategies particularly in the sport industry which has an undeniable social aspect in its fundamental structure.

3.7.1. Cause related marketing

CRM was first identified in 1984 when American Express campaigned for the renovation of the Statue of Liberty, which was one of the earliest acts in which a company aligned itself with a worthy cause. There has since been a multitude of companies that have aligned themselves with worthy causes (Grau & Folse, 2007:22). CRM is defined as an activity where companies partner with a charity or cause to market an image or product for mutual benefit (Demetriou *et al.* 2009:1-13). Pringle and Thompson (1999:3) propose that CRM is an activity where a company builds a relationship with a cause for mutual benefit. They conceptualised CRM as a "strategic positioning and marketing tool which links a company or brand to a social cause or issue for mutual benefit". Meanwhile, Brønn and Vrioni (2001:207-222) added to these definitions by proposing that CRM is a communication tool for increasing customer loyalty and building brand reputation.

These definitions of CRM all concur that it is a marketing tool that has a socially focused approach to its implementation. They agree that there are two parties involved, one of which is the company or brand and the other is the cause that the company has chosen to partner with. Finally, they all mention that the relationship is built or designed for mutual benefits. The characteristics of CRM derived from the various definitions (Pringle & Thompson, 1999:3; Brønn & Vrioni, 2001:207-222; Grau & Folse, 2007:22; Demetriou *et al.* 2009:1-13; Natarajan *et al.*, 2018:450) can then be summarised into the following points:

- There must be long term benefits for both parties;
- The cause targeted by the company must be aligned with the company's ideals and objectives; and
- The company's employees must be convinced of the cause selected.

It is imperative at this point to note that CRM campaigns have the potential to bring about benefits for the partnership if the CRM campaign is well carried out and well marketed. On the contrary, a poorly managed CRM campaign can cause damage to the image of the company and the cause or the partner organisation may be harmed as well. Adkins (1999) and Jahdi

(2019:61-72) proposed that CRM is one of the methods that companies can use to show that they are responsive to society's expectations of responsible corporate behaviour. In other words, CRM is a method that a company can use to implement its CSR initiatives. Based on these perceptions, CRM can be concluded to be an organisation's engagement in CSR activities with a focus on marketing outcomes, thus implying that CSR is a marketing strategy.

Despite the existing literature, there is a gap in theory when it comes to CRM in sport. There is a lack of research investigating how sport organisations can use CRM more effectively; what factors of the sport industry affect or are affected by CRM; and there is a general lack of conceptualising the role of CRM in the sport marketing field (Yuksel *et al.*, 2016:59). It can be argued that whether CRM is engaged in the scope of marketing of sport or marketing through sport, it is more effective due to the popularity of sport. This in turn means that CRM in sport does more for the selected cause (Bigne-Alcaniz *et al.*, 2010; Yuksel *et al.*, 2016:59). Pharr and Lough, (2012) argue that CRM is a good opportunity for professional sport organisations to promote their brands and become good citizens in the process. Research has shown that consumers react positively to companies that they perceive to be socially responsible or good citizens (Irwin, *et al.*, 2003; Kim *et al.*, 2010; Nichols *et al.*, 2016:213; Schyvinck & Willem, 2018:347-362). However there is still a gap in knowledge to guide sport marketers on how to effectively plan and execute CRM campaigns.

3.7.2. Socially responsible Sport Marketing

As previously discussed, sponsorship has a large impact on sport marketing to the point where it is identified as one of the major income streams for professional sport (Barnett, 1990; Fort & Quirk, 2004; Manzereinter, 2007; Mudeliar, 2007; Turner, 2007:25; Fullerton, 2010:11). A report released by Statistica (2018) indicated that sport sponsorship in 2017 was valued at $62.7 billion. With this huge amount of money involved in sponsorship, it makes sense that the leveraging activities should also be of a similar quality in order for the sponsors to get their value for money. The study questions whether there is a connection to the purpose of sport when sport organisations partner with sponsors from other non-sport organisations or if there is an opportunity for the social aspect of sport to be used to leverage the sponsorship.

Rather than just focusing on the traditional leveraging activities, IEG (2018), a global sponsorship research company, compiled a report on the leveraging trends that have emerged in 2018. They identified three big international companies that are very active in sport

sponsorships and conducted interviews with relevant individuals within the companies. It is of interest to this study that they found that there is a shift with leveraging of sponsorships towards an all-engaging lifestyle approach. They highlight that more sports are engaging in a lifestyle change approach, and the strategies that they engage are similar, for example, to the Sharks Rugby Club investing more in causes like Save the Rhinos movements and SuperSport United FC's involvement in the Pink movement.

This report's findings support the contention by Polonsky and Speed (2000) that CRM can be used to leverage sponsorship initiatives. Polonsky and Speed (2000) and Habitzreuter and Koenigstofer (2018:1-11) argue that some sponsors of the Sydney Olympic Games of 2000 used CRM to leverage their sponsorship of the games, which boosts the brand image of the sponsors while they leverage their sponsorship relationship. This is important as researchers such as Greenhalgh and Greenwell (2013) identify the creation of a positive brand image as one of the motivations for businesses to engage in sport sponsorship. Meanwhile Simmons and Becker-Olsen (2006) propose that this can be identified as social sponsorship. The authors identify social sponsorship as corporations supporting social causes using a branding approach. This definition is similar to that of CRM. Simmons and Becker-Olsen (2006) further argue that sport is one of the best tools to use to successfully engage in social sponsorship due to the social aspect of sport. If CRM is a tool that can be used to achieve CSR as argued by Schyvinck and Willem (2018:347-362) then CSR is arguably a good strategy that can be used to leverage sponsorship relationships and to successfully engage in social sponsorship. Another socially responsible marketing strategy that can be considered in this respect is social marketing. This study argues that it can also be used to achieve CSR; however it is a less investigated marketing strategy.

3.7.3. Social marketing

Kotler and Zaltman (1971) defined social marketing as programmes that made social ideas which involve the four Ps (product, place, price and promotion) of marketing acceptable. Social marketing uses marketing principles, technologies and strategies to influence the behaviour of the target market (Grier & Bryan, 2005; Andreasen, 2018:3-19). While the outcomes of commercial marketing tend to be tangible (sales and exchange of goods), the outcomes of social marketing are intangible (change of behaviour and time spent). The primary objective of social marketing is to change behaviours for the social welfare of the individual or the community (Pharr & Lough, 2012:93); secondary outcomes include improved brand equity,

brand awareness and brand loyalty due to improved brand image (Lough & Pharr, 2010:8-23). For the marketing campaign to be successful, the target market needs to be segmented by psychographics and demographics.

Social marketing however is not to be confused with the non-profit marketing that non-profit organisations engage in. The marketing of institutions like hospitals and cancer charities is considered as non-profit marketing; this is often confused with social marketing because the objectives of the two approaches and sometimes the outcomes are very similar (Lee & Kotler, 2011). Social marketing is, like traditional marketing, consumer oriented. The focus is on the exchange process which is at the core of the marketing phenomenon. To facilitate this process, marketers that utilise social marketing have to identify a cause that people are very interested in because if the true nature of social marketing is engaged, then at its core it emphasises voluntary behaviour (Lee & Kotler, 2011). A successful social marketing plan requires good market research as the marketer needs to understand not only the consumer but the environment in order to identify the social issues that the consumers are most concerned about. After that, the marketer then needs to select the appropriate marketing mix tools to reach the consumer and transfer the message. Most importantly, the objectives of the marketing campaign must be aligned with those of the organisation, allowing synergy between the organisation and the identified social concern. This approach makes social marketing similar to CRM and therefore it can be argued to be a tool to achieve CSR.

Hastings and Elliot (1993) proposed a social marketing process which is very similar to the marketing process and begins with a situation analysis, followed by market segmentation and targeting. Then goals can be set and a strategy designed. The marketer can then select the marketing mix that best suits his target market and then the strategy is implemented and evaluated (Hastings & Stead, 2017). This confirms that social marketing is indeed a marketing strategy.

3.8.   A comparison of cause related marketing and social marketing

Demetriou *et al.* (2009:1-13) in their study found that companies that engaged in CRM activities were viewed positively by society and therefore were able to enhance their brand reputation by demonstrating good brand values. However, Boulstridge and Carrigan (2000) found that the majority of their respondents did not find corporate behaviour important. They however acknowledge that a good reputation can provide a company with competitive advantage. As CRM has a social approach, it is often confused with CSR and social marketing. CRM and

social marketing are argued to be tools that companies use to implement CSR. They are however not synonyms of each other and are both different strategies used to implement CSR (Pharr & Lough, 2012:91-103). Their differences are summarised in table 3.3 below.

Table 3.3: Comparison of social marketing and cause related marketing

	Social Marketing	Social Marketing Example: Sharks involved in the Save the Rhino movement	Cause Related Marketing	CRM Example: Cape Cobras and the Spirited Cricket Fund
Locus of Benefit	Individuals in the target market. Society at large.	Society at large	Cause group or association. Supporting corporate partner.	Spirited Cricket Fund Cape Cobras
Objectives/ Outcomes	Behaviours that increase personal/ social welfare. Norms, values, knowledge and attitudes addressed to the extent that they inform behaviour decision.	Geared to foster awareness of the plight of the rhinos and the effect it has on the ecosystem. Introducing knowledge about rhinos and other wildlife in Africa and their importance	Purchase or donation behaviour. Attitudes towards the image of the brand, corporation, or product. Customer loyalty/ brand switching.	Cape Cobras donate money to the Spirited Cricket Fund. They give money based on every 50 runs per partnership in every domestic cricket game. Fans are loyal and unlikely to switch teams, positive image and differentiation from other professional cricket clubs in South Africa
Target Market	Tends to be less affluent, more diverse, more in need of social services, harder to reach.	Society at large	Tends to be more affluent and concerned with cause-related issues.	Active sport fans
Voluntary exchange	Includes weighing of economic and non-economic social costs and benefits. Tends to be intangible.	Cost: Time – the club and the players appear on TV promoting the cause. Benefit: Increased awareness of the rhino and the danger they are in.	Includes weighing of economic and non-economic costs and benefits. Tends to be a mixture of tangible and intangible cost/benefit.	Donation from Cape Cobras in exchange for association with the Spirited Cricket Fund. A positive image, increased brand loyalty, brand differentiation.
Market Perspective	Products and services tend to be less tangible. Competition tends	Marketing includes, campaigns, participation	Products tend to be a mix of tangible and intangible.	Tangible (money paid to Spirited Cricket Fund) vs Intangible

	to be less tangible and more varied. Economic factors like purchase power tend to be less important.	opportunities. Participants meet their role models and experience education made fun. Competition exists with similar initiatives in the communities.	Competition tends to be more tangible and categorical. Economic factors like purchase power tend to be more important.	(positive brand image for the Cape Cobras Cricket Club) Competition from other professional cricket teams in South Africa that can work with other cause-related organisations.

Source: Adapted from Pharr and Lough (2012:92)

The examples used in this table are current programmes run by selected professional sport organisations in South Africa that embody the two different concepts fully. These examples are identified as CSR initiatives that the sport organisations engage in. This means that CRM and social marketing can be considered as tools that can be used to create CSR. Building on the discussion above, it can be postulated that CRM and social marketing can lead to the creation of CSR for the organisation. The organisation can still engage in CSR activities because as shown below, organisations can also engage in CSR in response to legal requirements (Martin, 2002). This study then proposes a conceptualisation of the relationship between CRM, social marketing and CSR in Figure 3.4 below. The relationship is viewed as similar to a funnel where a company's engagement in CRM, social marketing and CSR initiatives all lead to CSR related outcomes.
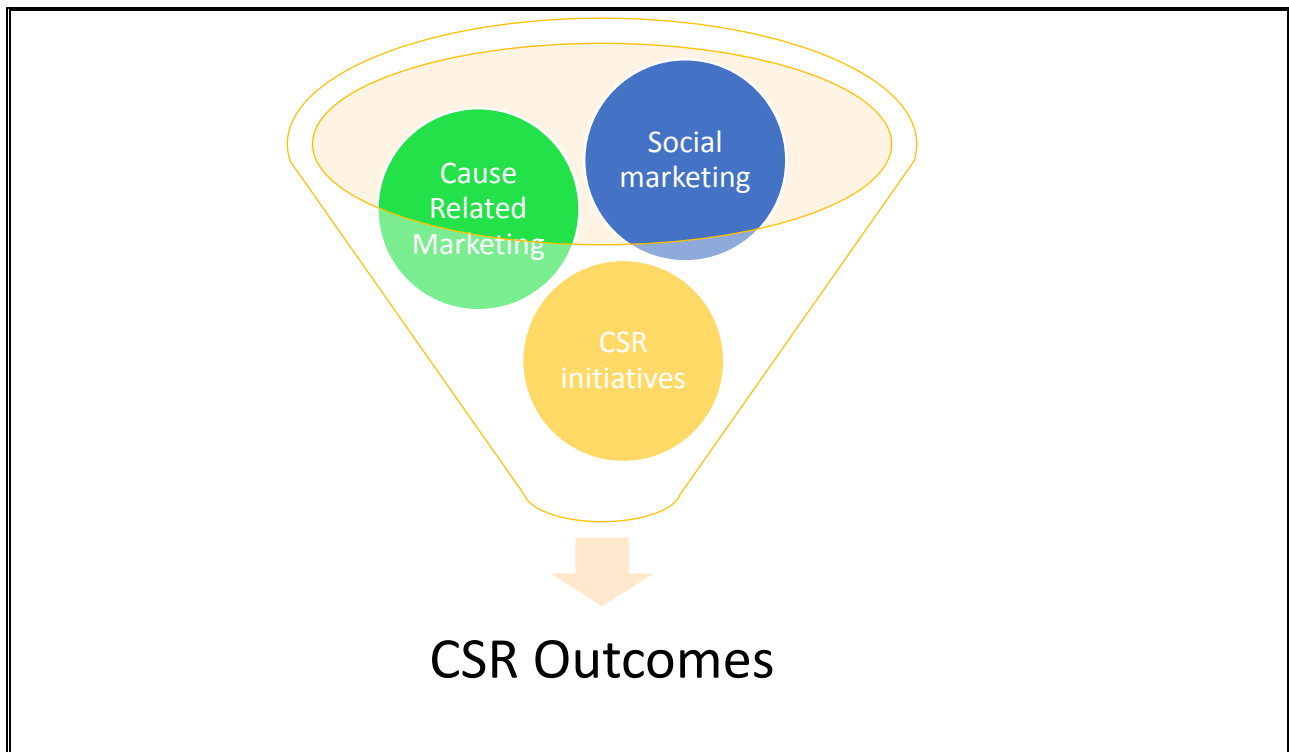
Figure 3.4: The relationship between CRM, social marketing and CSR

3.9.   Where does CSR fit in?

This study accepts the argument that CRM and social marketing are marketing tools that organisations can use to achieve CSR, as the argument above shows a link between these three concepts. This implies that CSR has an impact on marketing performance if it is accepted as a marketing strategy. Similarly, some sport research argues that CSR can be used as a strategic marketing tool (Chadwick & Arthur, 2008:1-13; Hamil *et al.*, 2010: 475-504).

Roy and Graeff (2003) investigated how the engagement of sport organisations in CSR affected consumer perceptions of the organisation. They concluded that engaging in CSR could enhance the image of the sport organisation and could serve to differentiate the organisation from other sport organisations. These arguments are echoed by Hanaysha (2018:2-24) who argued that CSR engagement could also have implications on the retention of customers for the organisations. This premise is also shown in the study undertaken at Barcelona Football Club by Hamil *et al.* (2010:475-504). A case study was used, and its findings showed that FB Barcelona is a good example of CSR. They negotiated a unique sponsorship deal in which they did not receive any money from the agreement but gave UNICEF 0.7% of their operating revenue. This marketing strategy propelled FC Barcelona's popularity in the countries outside

Europe. Another example is Ajax Cape Town FC, which differentiated itself and received benefits through its CSR activities (Moyo *et al.*, 2015:610-618; Davies & Moyo, 2017).

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 and the ideas of Friedman (1970) that a business's only obligation was towards its stakeholders and that they play their part in society by making a profit. Friedman (1970) suggested that if a company engaged in CSR activities, then it was in fact imposing unfair taxes on their stakeholders by determining how their profit will be used. These ideas were argued by business people and academics alike. The discourse around 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; Baena, 2018:61-79; Jamali & Karam, 2018:32-61; Schreck & Raithel, 2018:750). While the outcomes of CSR have been shown to have marketing implications, there have been no studies designed to identify means to measure this impact. This study is designed to propose a set of criteria that can be used to design a tool to measure the impact of CSR on marketing performance.

3.10. Defining corporate social responsibility

There are innumerable definitions of CSR that have been proposed over the years by academics. However, once condensed they all come down to a few important factors that bring out the basic idea of CSR. Firstly, Dahlsrud (2006) did a factor analysis on CSR approaches and concluded that CSR included voluntarily addressing specific functions, ethics and regulatory frameworks that are pertinent to the development of business sustainability and behaviour that society expects the business to demonstrate. Secondly, In order for businesses to rationalise CSR, it must include capacity to reduce cost and risk; build a reputation in the market; create a competitive advantage; act in a socially responsible manner; and build synergy across stakeholder groups through the creation of social capital (Kurucz *et al.*, 2008; Jamali & Karam, 2018:32-61).

Wood (2010) proposed that not only can companies improve the economic performance by doing business in a manner that considers their impact on the broader community, but there is a possibility of reducing the threat of increased external regulation through self-regulation. It is therefore apparent that there is comprehensive agreement among academics and business practitioners that social and environmental responsibility is now a core business issue, regardless of how it is defined. This study accepts the definition of CSR proposed by Smith and

Westerbeek (2004:112-113), namely that CSR is a company's response to its social, political and economic responsibilities as defined through law and public policy. This definition is accepted for this study as it covers the main points of ideology relating to CSR proposed by Carroll (1979:497-505).

Carroll (1979:499) proposed that to fully define CSR, there are four categories that need to be addressed by an organisation in order for it to be considered socially responsible: economic, legal, ethical, and discretionary categories. Arguments made prior to this only considered one or two of these categories and neglected the rest, for example the argument made by Friedman in 1970 only focused on the economic category and neglected the legal, ethical and discretionary categories. Therefore while the other arguments raised valid points, they failed to consider the full picture and only defined CSR on the basis of one or the other of its characteristics. Later studies and definitions proposed tend to be based on the holistic view of CSR proposed by Carroll (1979). Carroll (1991) went on to express the four characteristics of CSR in the form of a pyramid as shown in Figure 3.5 below; it begins with the basic building block of economic performance and rises to the apex of the pyramid which reflects that a business is expected to be a good corporate citizen.

Philanthropic responsibilities: Be a good corporate citizen.

Ethical responsibilities: Be ethical

Legal Responsibilities: Obey the Law

Economic responsibilities: Make a profit
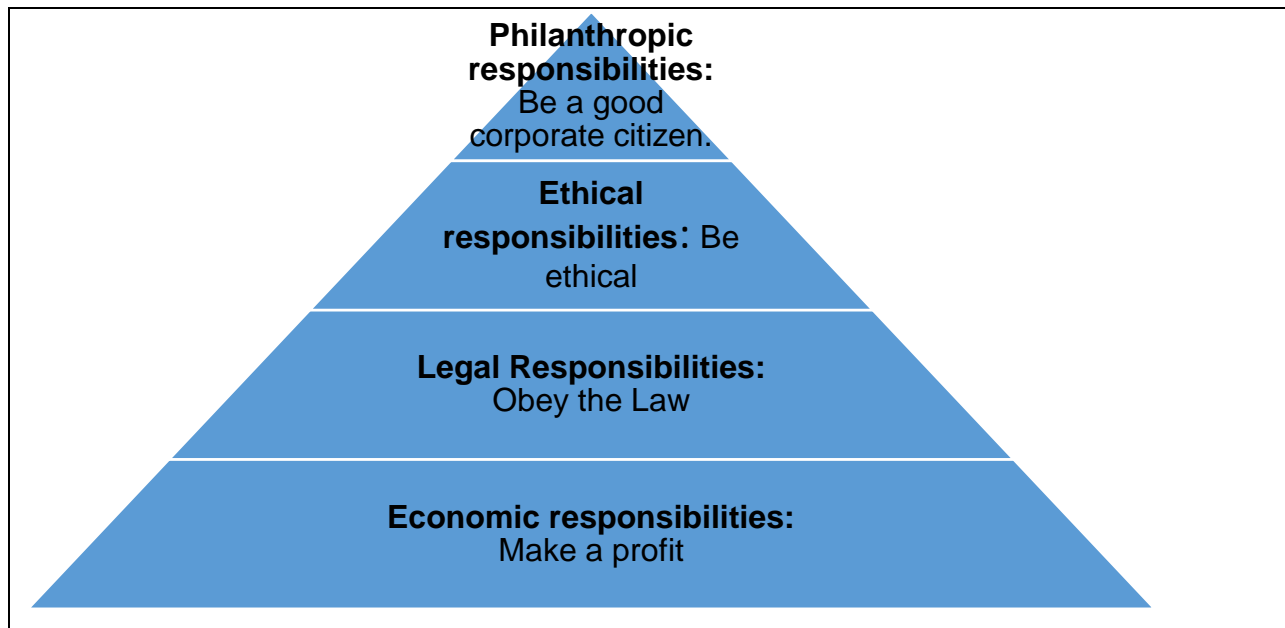
Figure 3.5: The pyramid of corporate social responsibility
Source: Carroll (1991:42)

Burke and Logson (1996:496-500) argued that the development of CSR had reached a point where CSR had become strategic. They proposed that an organisation could plan their CSR

strategically based on their organisational goals in order to improve their organisational performance. While the benefits of CSR have been clearly theorised and documented, there is still a lack of information and research on how CSR engagement can affect the marketing performance of a business and in this case a professional sport organisation. It is this gap that the current study attempts to address.

As discussed above, the strategies that companies can use to achieve CSR are social marketing and CRM. These are compatible with CSR as their very nature and ideology are concerned with being involved in the community and addressing social concerns while bringing marketing related benefits for the organisation. While these benefits may be unintentional as in the case of social marketing, there are overall significant benefits from CSR activities that impact the marketing performance of the organisation. This study asserts that there are no tools designed to measure this impact and therefore proposes a set of criteria that can be used to measure the impact of CSR on marketing performance.

3.11. Corporate social responsibility versus corporate social investment

CSR and Corporate Social Investment (CSI) have long being used as synonyms in both research and practice. CSR as the focus of this study has been defined and discussed at length. This study could not however ignore the existence of CSI and attempts to explain its position in this section. Ndhlovu (2011:74) proposed that CSI emerged as a construct of CSR. He proposed that CSI was initially indistinguishable from CSR as activities of both phenomena were identical. However CSI activities have become more focused on addressing issues like development (Friedman *et al.*, 2008; Valente, 2010:49-69).

In a South African context, CSI has been viewed by businesses as an opportunity for them to engage in addressing some of society's pressing issues like poverty, workplace diversity, economic empowerment and so on (Babarinde, 2009:364). Ndhlovu (2011:82) concludes that CSI is a company's investment in society through initiatives that are geared to address prevalent social issues with no expectation of financial returns for the company. The outcome they expect is to bring benefits to the community. This study acknowledges that the two concepts are similar but they are not synonymous because the approach used to engage in CSR is more strategic and the organisation benefits from engaging in such activities as discussed previously. It was also argued that these benefits have marketing implications. On the other hand, the approach taken in CSI appears to be less strategical in that it may be considered altruistic with no benefits for the organisation.

3.12. The CSR environment and factors that influence CSR

As discussed, CSR engagement has become more strategic rather than altruistic with the ultimate goal of doing good in society (Burke & Logson, 1996:496-500; Schaltegger & Burritt, 2018:241-259). Babiak and Wolfe (2009:717-742) found that the main reasons for CSR in professional sport organisations were external factors that they identified as strategic responses to institutional pressures, including key constituents (customers, laws), interconnectedness, league pressures on the organisations, and internal resources including athletes, coaches and facilities. Babiak and Wolfe (2009:717-742), Kim *et al.* (2018:1804-1817) and Munro *et al.* (2018:1251-1272) further argued that CSR has been institutionalised by professional sport, and that pressures from customers, team employees, corporate partners and other stakeholders have increased professional sport's engagement in CSR activities. Furthermore, it is argued that the determinants of CSR in professional sport organisations are same as in industries. Similarly, Blair (1997:51-55) argued that sport organisations are no different from other organisations in their attempt to make a profit and a positive impact on the economies of the cities that they operate in and are therefore not exempt from legal obligations that they must adhere to in order to balance their profit-making obligations.

Factors that have been identified in CSR literature as influencing CSR are customers (Vogel 2005), activist groups (Den Hond & De Bakker, 2007), legislation (Carroll, 1991:39-48), internal factors such as the influence of employees in creating a CSR culture in the organisation (Kim *et al.*, 2018:1804-1817), and linking CSR initiatives with organisational objectives in response to external factors such as economic variables and innovation (Porter & Kramer, 2006). Lantos (2001) in his discussion of the three approaches of CSR, namely, ethical, altruistic and strategic CSR, concluded that ethical CSR practice is compulsory for all businesses and that strategic CSR is the approach that all businesses must take in order to successfully practise their social responsibility and achieve their organisational objectives. Engert *et al.* (2016:2833-2850) identify with the ideology proposed by Lantos (2001) and argue that a strategic approach to CSR is necessary for CSR to be sustainable. They however identify that there is a need for further empirical research into the drivers of CSR.

3.13. CSR as a marketing tool

Lantos (2001) proposed that because the marketing department is responsible for communicating an organisation's image to the consumers, it must be the most cognisant of the organisation's social responsibility. Hanaysha (2018:2-24) further argue that CSR is a marketing

strategy that increases customer retention. It has been argued that both CRM and social marketing are strategies that professional sport organisations can use to achieve CSR. This link is conceptualised in a simple model (see Figure 3.6 below) proposed by Pharr and Lough (2012:101). They proposed that while CRM has eclipsed the use of social marketing in sport, many of the major professional sport leagues engage in social marketing strategies. In their conceptualisation, they also identify the marketing benefits that the organisation gains from engaging in CSR activities.
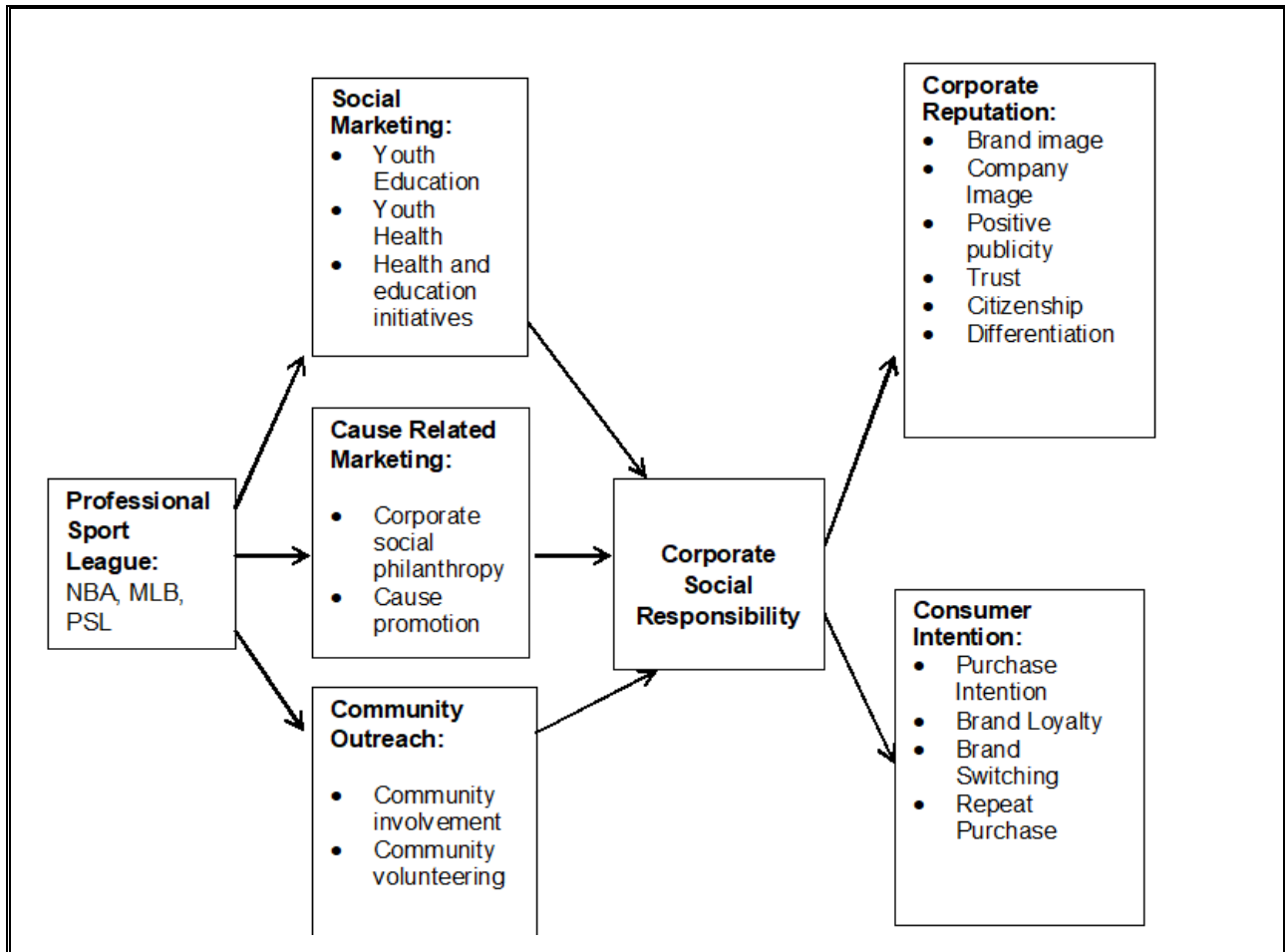
Figure 3.6: Conceptual model on the connection of CRM, social marketing and community outreach
Source: Pharr and Lough (2012:101)

3.14. CSR in professional sport organisations

Duffy (2016) suggested that socially responsible businesses remain relevant as the consumer landscape is changing to support businesses that appear to have a purpose. He suggested that the sport business appears to have lost purpose as it does not yet fully embrace a purpose-

driven philosophy to be a socially responsible business. In order for the sport industry to keep up in the business world, it is imperative then that they improve on their understanding and implementation of CSR activities. Babiak and Wolfe (2006:214) further suggested that sport organisations cannot ignore CSR as it is increasingly becoming the norm in the business world. Robertson *et al.* (2019:215-232) further this argument by suggesting that it is not only professional sport organisations that have an obligation to engage in CSR activities, but local community clubs are also under pressure from their stakeholders to adopt a more social approach in their management.

The sport industry has shown an interest in CSR to the extent that organisations and mega-events run extensive CSR programmes. Breitbarth and Harris's (2008:181-187) model is used to illustrate the role of CSR in the football business. They conclude that if these approaches are engaged, they can generate significant benefits for the sport organisation and the organisations that govern it. Bradish and Cronin (2009:691-697) and Fifka and Jaeger (2018:1-18) make the point that CSR should be regarded as one of the most important elements of contemporary sport management theory and practice. They propose that the nature of CSR makes it the best tool to manage internal and external concern and no other management tool can match its effectiveness in this regard. They surmise CSR to be a business practice that provides goodwill to the community as well as addressing social issues and at the same time maintaining sound business strategies.

There are not many examples of studies that focus on CSR in sport in a South African context; however Moyo *et al.* (2015) investigated the impact that CSR activities have had on the organisational performance of professional sport organisations in South Africa. They used Ajax Cape Town FC, a professional soccer team in Cape Town, South Africa, as a case study. They found that the team received certain benefits that had an impact on their organisational performance, but these benefits appeared to have marketing implications. Despite a lack of research into CSR in sport in South Africa, professional sport organisations in South Africa have engaged in CSR activities shown in table 2.5.

Hamil *et al.* (2010:475-504) showed that there is a strong link with FC Barcelona's CSR programmes and the its marketing performance. The authors posit that in the 2002 and 2003 period, when other professional soccer clubs in Europe were signing profitable sponsorship deals for their uniforms, FC Barcelona differentiated itself by having the name UNICEF on their shirts. The details of this deal make it a good example of cause-related marketing. They did not receive any money from this contract but gave UNICEF 0.7% of their operating revenue. This

marketing approach propelled FC Barcelona's reputation in countries outside Europe. Thus, between the periods of 2002-2003 and 2006-2007, FC Barcelona experienced a transformation in their financial performance with an increase in their revenue because of their increased popularity and larger fan base.

Hamil *et al.* (2010:475-504) acknowledged that there are other factors that contributed to this change in performance, like good management and a good application of sound financial regulation. FC Barcelona's CSR activities became global and they created a foundation which did most of the CSR. Chadwick and Arthur (2008:1-13) identified FC Barcelona's relation with UNICEF as a shrewd marketing move which is socially, ethically and morally principled; as a model for CSR, it is exemplary.

3.14.3. Factors that influence CSR in professional sport

Contemporary businesses are concerned with a socially focused approach to management. This has led to an increase in businesses incorporating CSR initiatives into their strategies (Margolis *et al.*, 2007). Martín-Gaitero and Escrig-Tena (2018:1158-1176) concluded that if organizations incorporated CSR in their management strategies, they could develop their CSR more effectively. Kolyperas *et al.* (2015) argued that there is a lack of insight in CSR in the business of sport. While there is some research that has been conducted in the frameworks and measurement of CSR in sport (Breitbarth & Harris, 2008; Breitbarth *et al.*, 2011; Kolyperas & Sparks, 2011; Anagnostopoulos & Shilbury, 2013; Breitbarth *et al.*, 2015) there is little research on the influencers and motivators of CSR in sport business.

Lindgreen *et al.* (2009), argue that CSR is influenced by the internal and external environment of an organisation, for example what society expects of the organisation. This is supported by Martin's (2002) model of CSR objectives. Martin's (2002) proposed that organisations engaged in CSR in response to societal pressures. Francois *et al.* (2019:15-37) adds to this perception by identifying that engaging in CSR can be either implicit or explicit. This model is discussed in detail later on in the chapter. Meanwhile, Jones *et al.* (2007), Maon *et al.* (2010), Kolyperas *et al.* (2015:7), Fortis *et al.* (2018:277-300) and Niesten and Stefan (2019:231-255) reveal that factors such as the financial situation of the organisation, the organisation's obligation to its stakeholders, the organisation's business strategy, the political and economic environment, as well as the social issues that are prevalent in the organisation's immediate community all influence CSR.

3.14.4. Examples of CSR in professional sport: An overview of recent studies

Table 3.4 below shows a narrative review of recent studies that have been conducted to investigate CSR in professional sport. A number of databases were consulted to identify existing literature on CSR and sport. The review looked identified studies published in the last five years and identified the titles, focus of the study as well as the methodology used. It is interesting to note that while most of the research was conducted in Europe, research in CSR in sport is emerging in developing countries as well like South Africa. As mentioned above, most of the research uses qualitative case studies to collect empirical data. It is also notable that very few of these identified studies link CSR to sport marketing, thus indicating a gap in theory as there is a need to investigate this link between CSR and sport marketing.

Table 3.4: An overview of recent studies on CSR in professional sport

Author	Title	Focus	Methodology
Breitbarth *et al.* (2015:254-273)	CSR and governance in sport: "Oh, the things you can find, if you don't stay behind!"	To provide implications for governance and CSR in sport	Content analysis (qualitative)
Moyo *et al.* (2015:610-618)	CSR and organisational performance of a professional football club in South Africa	The relationship between CSR and organisational performance at Ajax Cape Town FC.	Mixed methods (Qualitative and Quantitative)
Kolyperas *et al.* (2015:177-195)	Developing CSR in professional football clubs: drivers and phases	To consider CSR development focusing on Scottish professional football.	Case study (qualitative)
Kolyperas *et al.* (2016:702-719	Applying a communicating vessels framework to CSR value co-creation: empirical evidence from professional team sport organizations.	This paper identifies CSR value co-creation in Professional Team Sport Organizations (PTSOs)	Interviews (qualitative)
Chang *et al.* (2017:31-41)	The effects of perceived team performance and social responsibility on pride and word-of-mouth recommendation	To fill the conceptual void between team performance and social responsibility, the researchers investigated the relationships among pride, team performance/corporate social responsibility (CSR), and word of mouth (WOM) recommendation.	Quantitative
Cobourn and Frawley (2017:113-126)	CSR in professional sport: an examination of community models	The purpose of this paper is to explore how CSR is implemented in	Case study (qualitative)

		professional sport, specifically to compare and contrast different organisational structures used in the implementation of CSR.	
Djaballah *et al.* (2017:211-225)	Sponsors' CSR strategies in sport: A sense making approach of corporations established in France	This paper explores the perceptions and strategies of corporate sponsors established in France and involved in sport-related corporate social responsibility (S-CSR).	Qualitative
Jarvis *et al.* (2017:833-853)	Customer engagement in CSR: a utility theory model with moderating variables	The purpose of this paper is to apply utility theory to develop and test a new theoretical model based on CSR initiative preference to understand the relationship between CE and customer loyalty to the organisation in a CSR platform.	Quantitative
Joo *et al.* (2017:38-57)	Institutional isomorphism and social responsibility in professional sports	The purpose of this paper is to explore the corporate social responsibility (CSR) practices of three major professional sport leagues in South Korea to investigate the general beliefs, values, and norms influencing the institutional isomorphism of CSR engagement.	Qualitative
Lyra *et al.*(2017:728-742)	Corporate social responsibility: comparing different models	The purpose of this paper is to present theoretical investigation into two corporate social responsibility (CSR) models proposed by Schwartz and Carroll (2003, 2008).	Data analysis (quantitative)
Marin and Lindgreen (2017:1-3)	Marketing and corporate social responsibility and agenda for future research.	This paper links the CSR concept to marketing according to a newly developed classification of the different theoretical perspectives that have been proposed in prior research to highlight the interrelations between	Special issue

		the constructs.	
Tellez (2017:4-25)	Marketing and Corporate Social Responsibility (CSR). Moving between broadening the concept of marketing and social factors as a marketing strategy	This article seeks to relate the CSR concept to marketing by presenting a classification of different theoretical perspectives according to which these two constructs are interrelated.	Theoretical paper
Nichols and Gardner (2017:168-175)	Corporate reputation and cause related marketing in professional sports: The case of Devon Still and the Cincinnati Bengals	To highlight the strategic and tactical dilemmas associated with CRM and corporate giving in sports marketing.	Case study (qualitative)
Baena (2018:61-79)	The importance of CSR practices carried out by sport teams and its influence on brand love: the Real Madrid Foundation	This paper aims to provide a better understanding of the effect that the corporate social responsibility (CSR) practices might have on brand love. It also analyses the importance of making supporters be aware and involved in such initiatives.	Quantitative
Eveland et al. (2018)	Developing a consumer relationship model of corporate social performance	This paper aims to address the complex nature of social performance (CSP/CSR) in building a trust-based consumer relationship.	Quantitative
Habitzreuter and Koenigstofer (2018:1-11)	The impact of environmental CSR linked sport sponsorship on attitude toward the sponsor depending on regular fit	This study investigates whether environmental CSR-linked mega sport event sponsorships influence attitude toward the sponsor, depending on regulatory fit. The authors postulate positive/negative) effects when there is a match/mismatch) between individuals' goal orientation and the means used to approach the goal in the sponsorship context, mediated by sponsorship motives (perceived philanthropy-driven vs. profit-driven).	Experimental (quantitative)
Hanaysha (2018:2-24)	Customer retention and	The purpose of this	Quantitative

	the mediating role of perceived value in retail industry	paper is twofold: to examine the effect of corporate social responsibility, social media marketing, sales promotion, and store environment on the perceived value and customer retention in the retail industry; and to provide a significant contribution to the existing literature by examining the mediating effect of the perceived value between the stated factors and customer retention.	
Kim *et al.* (2018:1804-1817)	Internal contributions to initiating corporate social responsibility in sport organisations	The purpose of this paper is to highlight the role that employees play in helping embed corporate social responsibility (CSR)-advocated culture into their organizations through a voice behaviour.	Quantitative
Munro *et al.* (2018:1251-1272)	CSR engagement and values in a pre-emerging and emerging country context	The purpose of this paper is to assist managers to adapt to these markets, and adopt corporate social responsibility strategy with social initiatives, relevant to stakeholders, including their employees and the communities they reside in.	Survey (quantitative)
Schyvinck and Willem (2018:347-362)	A typology of cause related marketing approaches in European professional basketball	To provide a typology of CRM approaches adopted by professional basketball teams in Europe; and to demonstrate if and how they approach social responsibility from a marketing perspective.	Qualitative
Svensson *et al.* (2018:295-313)	A quantitative assessment of organisational capacity and organisational life stages in sport for development and	The ability of sport for development and peace organisations to achieve desired outcomes.	Quantitative methods

	peace.		
Walzel *et al.* (2018:511-530)	CSR in professional sport organisations: An integrative review.	The purpose of this article is to describe and critically review the literature on PTSOs' CSR to develop a comprehensive understanding of current and future research directions in the field.	Content analysis (qualitative)
Breitbarth *et al.* (2019:1-14)	"European-ness" in social responsibility and sport management research: anchors and avenues	This report investigates and aims to inspire the discussion around what constitutes a European approach in social responsibility and sport management research, focusing on how the special historical and persisting features of the European (sport) context impacts on knowledge creation and diffusion	Content analysis (qualitative)
Chang *et al.* (2019:20-33)	The impact of self-continuity on fan's pride and word-of-mouth recommendations: The moderating effects of team performance and social responsibility associations.	The aim of this study was to examine the effect of self-continuity messages.	Survey (quantitative)
Francois *et al.* (2019:15-37)	A multilevel analysis of implicit and explicit CSR in French and UK professional sport	This paper examines the ways in which French and UK professional sports clubs implement and communicate their CSR policies. In addition to identifying similarities and differences between CSR practices in the two countries, the analysis extends and adapts the implicit-explicit CSR framework to the field of sport.	Mixed methods
Hills *et al.* (2019:126-141)	Sport as a vehicle for health promotion: A shared value example of corporate social responsibility	To determine the potential to achieve social value (e.g. physical health and mental wellness) and business value (e.g. team, league, and sport affinity, and patronage).	Mixed-method, quasi-experimental
Pedersen and Rosati	Organisational tensions	The objective of this	Survey (quantitative)

(2019:38-57)	and the relationship to CSR in the football sector	paper is to examine how Danish football clubs perceive organisational tensions, and to explore the relationship between the level of tensions and the level of CSR activity.	
Rowe *et al.* (2019:363-378)	Community-oriented practice: Examining corporate social responsibility and development activities in professional sport.	To identify and provide an understanding of the nature and focus of CSR activities undertaken by professional sport teams.	Exploratory case study (qualitative)
Yim *et al.*(2019)	The role of marketing capability in linking CSR to corporate financial performance: When CSR gives positive signals to stakeholders	The authors use signalling theory in proposing a conceptual framework that simultaneously incorporates both the mediating effects of corporate reputation (CR) and the moderating effects of marketing capability (MC) into the corporate social responsibility (CSR)–corporate financial performance (CFP) link and theorizes a single moderated mediation model.	Quantitative
Zeimers *et al.* (2019:80-101)	Organisational learning for corporate social responsibility in sport organisations	This study explored the dynamic interaction between different levels of the learning process through which sport organisations implement CSR	Case study (qualitative)

3.15. Implementation and control

The final step in the sport marketing process is to implement the marketing strategy selected and then to monitor and evaluate the strategy. This means that there must be evaluation measures and systems in place to monitor the performance of the implemented marketing strategies. In order to successfully implement a marketing strategy, there are five tools that the sport marketer must be able to utilise, namely good leadership and commitment; good communication in the team; good delegation based on the expertise of the team members; good team work, ability to reward good work; and an understanding of control measures and systems (Smith & Stewart, 2015:287).

Once implementation occurs, the success of the strategies implemented must be evaluated on the basis of the marketing objectives of the organisation. If CSR is a marketing strategy, then an assessment of CSR performance will contribute to the marketing outcomes of the professional sport organisation. The next chapter will focus on evaluation systems and processes for marketing performance as well as those for CSR in order to determine how CSR as a marketing strategy affects marketing performance.

3.16. Summary

This chapter focused on sport marketing. The concept was identified to be the application of marketing principles and tools in the marketing of sport. Two sport marketing domains were identified, marketing of sport and marketing through sport. Marketing of sport was identified as the domain relating to this study and was therefore discussed in more detail. Sport marketing strategies were then identified and the phenomenon of CSR was introduced. A link between social marketing, CRM and CSR was identified, with CRM and social marketing being argued to be strategies that can be used to achieve CSR. CSR was then concluded to be a marketing strategy thus implying that CSR has an impact on marketing performance. The application of CSR as a marketing strategy in sport marketing was discussed but the literature identified did not address the relationship between CSR and marketing performance. The next chapter will discuss this relationship further.

CHAPTER 4: MEASURING MARKETING PERFORMANCE AND THE INFLUENCE OF CSR

4.1. Introduction

This chapter examines extensive sources of literature to identify how marketing performance is assessed. Qualitative and quantitative marketing performance measures are discussed and the importance of measuring marketing performance is identified. This chapter then furthers the argument that CSR is a marketing strategy and through an extended review of literature, CSR performance measures are discussed. Models that have been designed to measure CSR performance are identified and analysed. Furthermore, different opinions and theories are deliberated and critically analysed towards developing a conceptual framework that will comprehensively conceptualise the relationship between CSR and the marketing performance of a professional sport organisation.

4.2. Marketing performance

Morgan *et al.* (2002:363-375) 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 (2010:25-40) 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.

Gao (2010:25-40) argued that the marketing industry is under pressure to develop comprehensive means to measure marketing performance and identified three key terms that are important when considering marketing performance:

- Marketing effectiveness – the extent to which business goals are achieved through marketing activities;
- Marketing efficiency – the marketing output based on the marketing input;
- Marketing productivity – "the ratio of sales or net profit (effect produced) to marketing costs (energy expended) for a specific segment of the business" (Sevin, 1965:9).

These key terms are also identified by Morgan *et al.* (2002:363-375), who also identified "adaptiveness", whereas Gao (2010:25-40) identified "productivity". The elements of adaptiveness focus on the organisation's resources and capability. Morgan *et al.* (2002:363-

375) further argued that if an organisation fails to identify and adapt to trends in the market, then the productivity of that organisation is impaired. It speaks to the success or failure of the organisation to communicate with the market and identify changes that may affect their market value. Based on this reasoning then, this study proposes that adaptiveness is a fourth key element that must be considered when looking at marketing performance.

Rust *et al.* (2004:76-89) suggested that to best assess marketing performance which in their paper they refer to as 'marketing productivity', the following factors need to be taken into consideration:

- Customer impact – the marketer needs to assess the impact of marketing efforts on the customers;
- Marketing assets – assessment of brand equity and customer equity;
- Market impact – improvements in marketing assets due to customer reactions;
- Financial impact – financial benefits from a marketing activity;
- Impact on the value of the company – changes on the company's market share.

On closer reflection, it is apparent that the factors proposed by Gao (2010) can be seen as an extension on the factors proposed by Rust *et al.* (2004:76-89).These factors are further identified by Kim *et al.* (2018:1804-1817) and Munro *et al.* (2018:1251-1272). This then means that there are nine factors identified by this study that must be taken into consideration when looking at marketing performance. Marketing performance is concerned with marketplace awareness and customer reactions, and has been seen to have an impact on the organisational performance of the company. Grønholdt, and Martensen (2006:234-252) identify the marketing value chain designed and proposed by Srivastava and Reibstein (2004) as a valid approach to assessing marketing value. The marketing value chain contains the following elements:
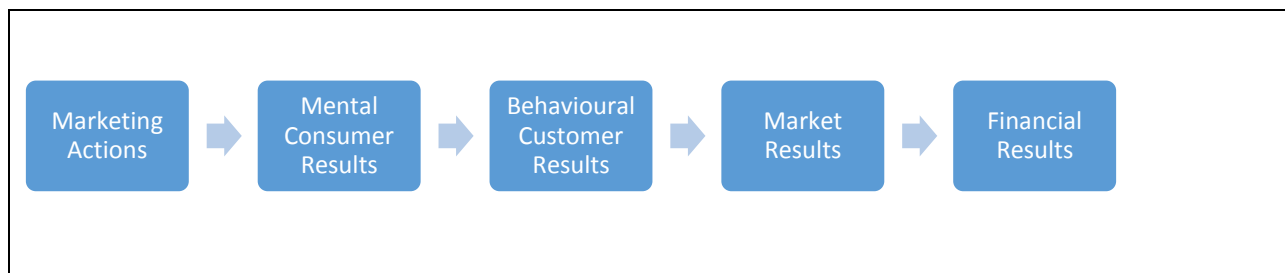
Figure 4.1: The marketing value chain
Source: Grønholdt and Martensen (2006:245)

The marketing value chain elements are in agreement with the factors discussed above. Table 4.1 is used to summarise the link between the marketing value chain and the factors that determine marketing performance.

Table 4.1: The link between marketing performance factors and the value chain

Value chain element	Marketing factors that complement the element
Marketing actions	Adaptiveness. Marketing assets.
Mental consumer results	Customer impact.
Behavioural consumer results	Marketing efficiency. Market impact.
Market results	Market productivity. Impact on the value of the company.
Financial results	Marketing effectiveness. Financial impact.

Source: Adapted from Morgan *et al.* (2002:363-375); Grønholdt and Martensen (2006:245); Gao (2010:25-40)

Jooste *et al.* (2009:367) argued that marketers are accountable for investments and returns that are related to marketing programmes. It is therefore their duty to demonstrate to management that their activities do make a contribution to the success of the organisation and are often required to provide quantifiable monetary assessments. While tangible assets have been used by accountants to determine the market value of a business, intangible assets have been shown over the years to have a significant impact on the market value of an organisation. Some of the intangible assets come from marketing like brand and customer equity while the rest comes from human capital (e.g. employee expertise). The question then to marketers is how to quantify equity.

Brand equity is defined as a set of assets and liabilities that are found in a brand that add value to or subtract value from the organisation or the owner of the brand. Customer equity is identified as the total of the customer's lifetime value to the organisation. These two ideas are not mutually exclusive and tend to overlap. The financial value of the two is estimated by using the net present value as current expenditures. They should be managed as long term assets (Jooste *et al.*, 2009:365-396). There remains a gap in knowledge however on reconciling the relationship between brand equity and customer equity. The arguments presented show that there are processes that are set up to assess marketing performance and that it is an important part of the marketing process for an organisation.

4.2.1. Measuring brand equity

The qualities that have been identified as qualities of brand equity include brand awareness, brand image, brand associations, brand loyalty, perceived quality and brand meaning. Brand equity can be measured by assessing the sources of brand equity, i.e. striving to measure consumers' feelings, perceptions, images, beliefs and attitudes towards the brand. Alternatively, brand equity can be measured by assessing the outcomes of brand equity like brand loyalty, price premiums and greater inelasticity (Jooste *et al.*, 2009:444-462; Molinillo *et al.*, 2019:93-110). Although measuring brand performance is complicated at best, marketers have identified both qualitative and quantitative metrics of brand performance. Davies (2000:221-226) proposed four qualitative and four quantitative metrics to measure brand performance.

The qualitative metrics identified were:

- Brand awareness;
- Brand positioning understanding;
- Brand image recognition;
- Brand contract fulfilment.

The quantitative metrics identified were:

- Brand-driven customer acquisitions;
- Brand-driven customer retention and loyalty;
- Brand-driven penetration or frequency;
- Financial brand value.

It is necessary to be able to differentiate brand equity from brand valuation. Brand equity is an intangible asset whereas brand valuation is the value of the asset (Ambler *et al.*, 2004:479). These elements are important for this study as marketing performance is one of the phenomena under investigation.

4.2.2. Metrics in marketing performance

Primarily, financial metrics are the most common marketing metrics that are used for reporting. The data used is the same data used to draw up financial statements. The metrics considered include sales, profitability and marketing budget metrics. Outside of financial metrics reporting, marketers also use market share metrics to show how the organisation is doing against its competitors (Jooste *et al.,* 2009:444-462).

Meanwhile, O' Sullivan and Abela (2007) argued that there is a need to consider non-financial metrics in measuring marketing performance. They identify a concept known as dashboards. Dashboards are a concept built from balanced scorecards (Kaplan & Norton, 1992). They argued that dashboards are an emerging concept in marketing performance measures and that marketers need to pay more attention to them. On this point, a couple of elements of dashboards have been identified: they are a refined method of reporting marketing performance (Ambler, 2003), and they enable the analysis and monitoring of specific marketing initiatives (Wind, 2005). These elements can arguably include CSR as a marketing strategy. However, dashboards have to date received limited attention and more research must be conducted to fully understand how to successfully use them in marketing performance measurement.

On the other hand, other authors, Ambler *et al.*(2004) argued that metrics of marketing performance can only be determined according to the goals set up for the marketing initiative in question. They refer to 'control theory,' a theory coined in 1988. In 1988, Jaworski *et al.* proposed that in order for marketing initiatives to be successful, they need to be properly monitored and so the idea of marketing control was born.

Control theory assumes that, in planning the marketing strategy, certain achievement goals are identified; it is against these goals that actual performance will be measured (Fraser & Hite, 1988:97). If CSR is assumed to be a marketing strategy, then CSR objectives become important and should arguably be linked to marketing objectives. Kotler (2003) proposed four marketing controls: annual plans, efficiency, strategic and profitability. These controls can assist the company to monitor the return on their marketing expenditure in a systematically controlled manner.

4.3.   Measuring CSR

CSR has become increasingly important in the business world and the amounts of money that businesses invest in CSR programmes have made it necessary for organisations to be able to assess or measure the effects of CSR. As discussed before, CSR affects how the company is viewed by the community around it and has an impact on the overall performance of the organisation. Additionally, Liu *et al.* (2019:353-370) argued that consumer perspectives are important as they influence CSR activities.

Cho *et al.* (2012:54) suggested that there is increased demand for businesses to show the public what happens beyond the financial reports they make public. CSR reporting has since

become a new form of non-financial reporting that multinational companies are increasingly utilising. These non-financial reports are often evaluated by rating agencies which use analyses like the Morgan Stanley Capital International (MSCI) and Environmental, Social and Governance (ESG) to provide in-depth analyses of the environmental, social and governance-related business practices of companies worldwide. Similarly, Bahurmoz (2019) proposed the use of the Analytic Hierarchy Process (AHP) to assess CSR. This model provided an index to assess CSR. It was proposed that government institutions can use this to rank companies, based on their CSR practices. This index was however designed for companies in a Saudi Arabian environment and adjustments may be required to adapt the model to different environments.

Martin (2002:62-75) undertook to explain the intrinsic worth of CSR for businesses and designed a virtue matrix which can be used to evaluate the return on CSR for companies. The matrix asks some important questions that organisations need to be aware of when assessing or designing their CSR strategies. The virtue matrix can be defined as "an analytical tool that helps executives to think about the pressing issue of corporate responsibility" (Martin, 2002:69). Organisations can therefore use the virtue matrix to understand the factors and processes that are generators of socially responsible behaviour. Meanwhile, Latif *et al.* (2019) proposed that CSR performance can be measured from a customer perspective. The authors proposed a scale that identified five dimensions that 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.

Breitbarth *et al.* (2011:721-737) proposed a rating index system along with a CSR performance scorecard to measure CSR performance. The system uses two separate rankings for internal and external benchmarking. This model allows for regular CSR performance measurements. This model provides a sport-specific way to measure CSR performance and might be adaptable for other professional sports (Breitbarth *et al.*, 2011:721-737). It was based on football clubs in Europe and therefore considers the European environment and society. The authors propose that European clubs while professional have a social background and have always engaged with society without being aware of or strategizing the benefits of this constant engagement. They note that CSR has become a major marketing element in European football as proposed by Rouvrais-Charron and Durand (2009).

Other relevant models include the CSR performance scorecard (Kremer & Walzel, 2011), the corporate social performance model (Wartick & Cochran, 1985:758-769) and the three-dimensional conceptual model of corporate social performance (Carroll, 1979). These three models all measure the outcome or the performance of the CSR programme itself. They are significant contributions to research on CSR but they do not show a relationship between CSR and the marketing performance of the professional sport organisation. There are a number of models that have been designed to assess CSR performance, but none were found that were designed to measure the impact of CSR on marketing performance. Further, there were no models designed for an African environment. This study suggests that some of these models may be adapted to fit professional sport organisations in South Africa like the rating index (Breitbarth *et al.*, 2011:721-737), but this model would require the setting up of a standard rating system by the governing bodies. The virtue matrix is also an example of a model that can be adapted for use by professional sport organisations in South Africa.

4.3.1. The virtue matrix

Martin (2002:62-75) attempted to explain the intrinsic worth of CSR for businesses and has designed a virtue matrix to assist professional organisation to understand the value of CSR for companies. The matrix allows practitioners to answer some important questions that organisations need to be conscious of when assessing or drawing up their CSR strategies. The matrix addresses the following important questions:

- What motivates the demand for responsible corporate behaviour?
- Why does globalization affect CSR?
- What barriers affect increasing responsible corporate behaviour?
- What other forces add to the flow of CSR?

The virtue matrix can be identified as "an analytical tool that helps executives think about the pressing issue of corporate responsibility" (Martin, 2002:69). Organisations can therefore utilise the virtue matrix to draw out the factors and processes that are influencers of socially responsible behaviour for organisations.

The reasons for engaging in any CSR activity for any business are identified as either intrinsic or instrumental. Martin (2002:70-71) proposed that instrumental CSR is when an organisation engages in CSR to improve their shareholder value while intrinsic CSR is done with no expectation of returns regardless of whether it serves their shareholders' interests or not. Figure 4.2 illustrates the virtue matrix as designed by Martin (2002:70-71).

FRONTIER
(Intrinsic)

Strategic

Structural

Choice

Compliance

CIVIL FOUNDATION
(Instrumental)
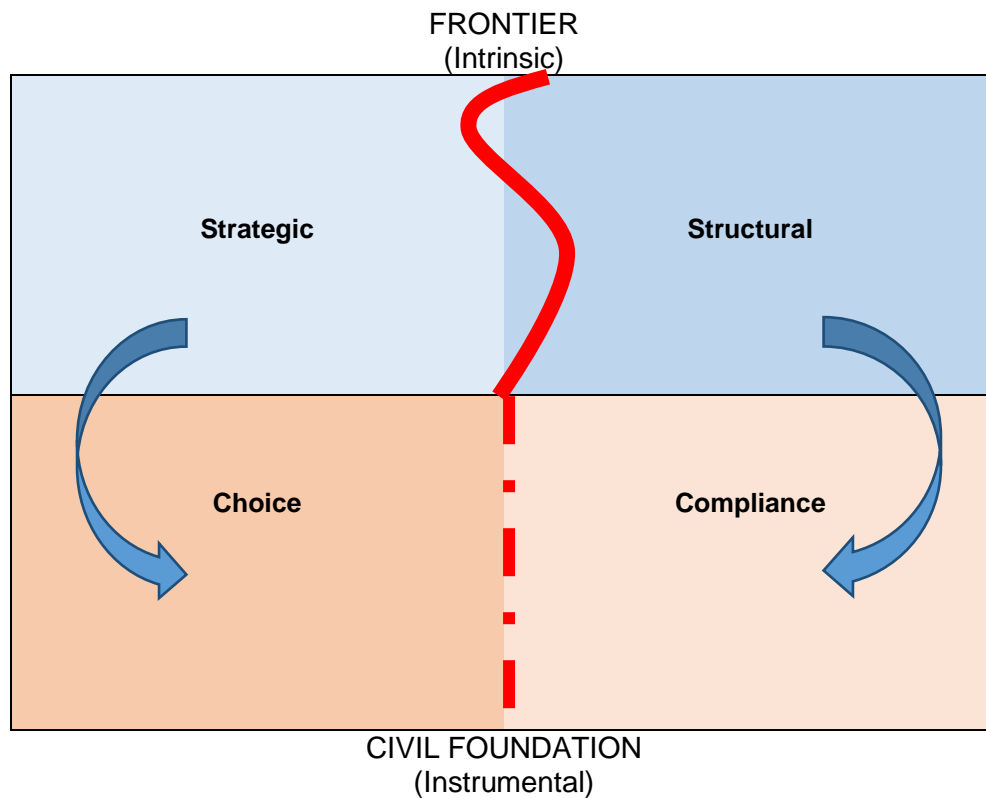
Figure 4.2: The virtue matrix
Source: Martin (2002:73)

The bottom two quadrants of the matrix show the civil foundation. Norms, customs and regulations are encompassed in these quadrants. Organisations that engage in CSR at this point do so voluntarily or to comply with the law and sometimes to follow customs. In South Africa, for example, professional sports such as cricket and rugby must submit to a quota system, which was designed and introduced to try to eliminate inequality in sports for previously disadvantaged people in South Africa. Sport organisations comply with the quota system not only to address inequalities but to comply with the law. Höglund and Sundberg (2008:805-807) suggest that this level of participation in CSR does not go beyond the bare expectations that the community has for the organisation. The activities are instrumental to enhancing and/or maintaining shareholder value.

Frontier behaviour is shown in the upper quadrants. This is where organisations engage in CSR activities because their motivation is intrinsic; and they are not driven by a need to maintain or increase their shareholder value but rather to be good corporate citizens (Martin, 2002:73). A good example would be Ajax Cape Town FC's initiative to reduce crime; Ajax Cape Town FC has identified a need in the community and has created an initiative to fill that gap (Ajax Cape Town, 2013).

Therefore if a CSR initiative coincidentally benefits the shareholders then it is strategic and as the arrow in the virtue matrix suggests, its success can lead to other businesses imitating the concept by choice. If the CSR initiative remains completely intrinsic, with no contribution to shareholder value, then it is classified as structural. However these tend to become regulatory activities mandated by law with which other organisations are obligated to comply.

The line between the bottom quadrants is not solid because one can flow into the other, making it a dynamic movement. An organisation might make a choice to engage in CSR that later becomes a regulation. They must continue to comply with a regulation that later becomes a choice for them. The top two quadrants have a divider that is not fixed. The more an initiative becomes strategic, the less structural it becomes, and *vice-versa* (Martin, 2002:73). A few more models designed to measure or assess CSR are discussed below.

4.3.2. The rating index system

Breitbarth *et al.* (2011:721-737) proposed a rating index system along with a CSR performance scorecard to measure CSR performance. The system uses two separate rankings for internal and external benchmarking. This model allows for regular CSR performance measurements and provides a sport-specific way to measure CSR performance which might be adaptable for other professional sports (Breitbarth *et al.*, 2011:721-737).
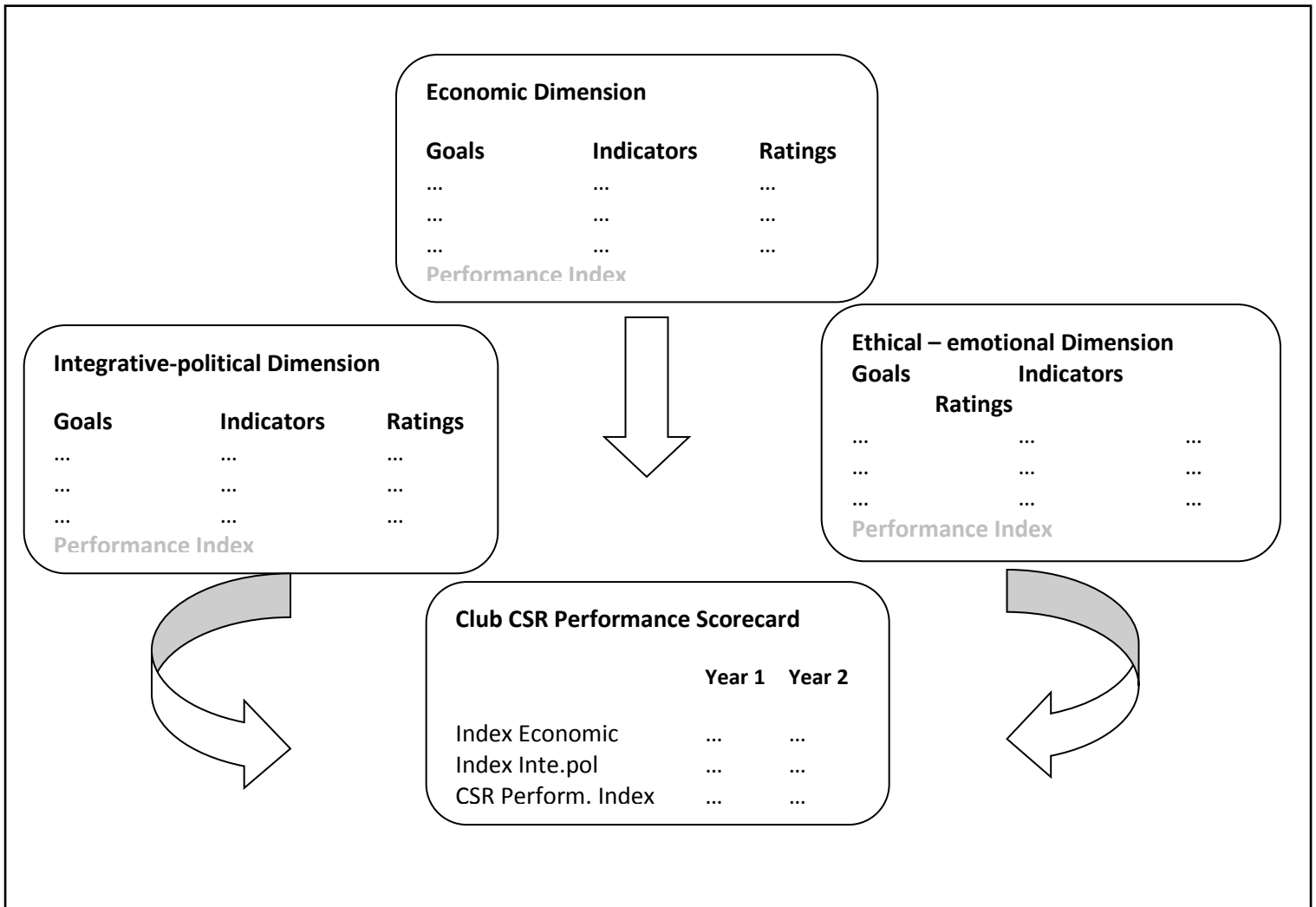
Figure 4.3: Basic Conceptual Model of a CSR Performance Scorecard for Professional (European) Football Clubs
Source: Breitbarth *et al.* (2011:733)

Breitbarth and Harris (2008:186-187) identified four case studies and analysed secondary data from these case studies. In conclusion they proposed a conceptual model to show the value created through CSR in professional football. Four distinct areas where football can create value for external stakeholders are identified in the model:

- Football used in the creation of human value (e.g. by supporting organisations like the EU in the efforts to improve quality of life);
- Football used as a business agent for creating financial value for other industries (e.g. broadcasting, sports clothing industry, sponsors);

- Football engaged as a social agent for fostering cultural value (e.g. social and personal identification);

- Football used as an agent to create reassurance value (through engaging in social marketing campaigns and support for football infrastructure).

This model only measures the value of CSR in professional football. It does not measure or take into account the link of CSR to marketing performance. It is however a starting point to understanding the value of CSR in professional football. The model 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. While no articles or reports were found that show this model being used by a professional football organisation or any sport organisation, the concept is theoretically sound.

4.4.   A comparison of models designed to measure CSR

Table 4.2 below shows a comparative summary of the models designed to measure CSR.

Table 4.2: A comparative summary of the models designed to measure CSR

Model	Basic Description	Measures				
		Financial	Marketing	Quantitative	Qualitative	Based on CSR objectives
The CSR performance scorecard (Kremer & Walzel, 2011)	Measures CSR output	Yes	No	No	Yes	Yes
The corporate social performance model (Wartick & Cochran, 1985:758-769)	Measures the success of CSR activities	No	No	No	Yes	Yes
The three dimensional conceptual model of corporate social performance (Carroll, 1979).	Identifies the level that the corporation is involved in the society	No	No	No	Yes	Yes
The Virtue Matrix (Martin, 2002)	Identifies objectives of engaging in CSR and the level to which the organisation is involved in society	No	No	No	Yes	Yes
The Rating Index Model (Breitbarth *et al.* 2011:721-737)	Rates the value of CSR activities	Yes	No	Yes	No	No
Hierarchy Process (AHP) (Bahurmoz, 2019)	Using an index to measure CSR performance	No	No	Yes	No	No
A scale to measure	Evaluating customer	No	No	Yes	No	No

customer perceptions of CSR dimensions. (Latif *et al.,* 2019)	perceptions of CSR actions.					
A scale to measure perceived CSR performance by fans (Liu *et al.,* 2019:353-370)	Analyses fans' perceptions of the CSR of football clubs.	No	No	Yes	No	No

As one can deduct from table 4.2, the models that have been proposed to measure CSR do not measure the impact that it has on the marketing performance of a professional sport organisation. Previous discussions have determined that there is a link between CSR and marketing performance; however there are no models that have been designed to measure the impact that CSR has on marketing performance.

4.5. Metrics used to measure CSR

While Benn and Bolton (2011: 40) argued that it is difficult to quantify social measures that are 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.

These attempts to quantify CSR have been identified in the models discussed above and will be used in identifying parameters for assessing CSR in professional sport organisations. This will lead to identifying how these parameters relate to marketing performance measures. It is important to conceptualise the relationship between the two aforementioned concepts.

4.6. Impact of CSR on marketing performance

Researchers agree that there is a need to assess CSR performance as it has a bearing on the performance of the organisation (Benn & Bolton, 2011:9). Vogel (2005) and Lee (2008) came to a similar conclusion that since the 1990s, the discussion on CSR had shifted towards showing the link between CSR activities and measurable benefits for the organisation. Kurucz *et al.* (2008) discussed 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 *et al.* (2015), as well as Wood (2010). Wood (2010) however, adds an increase in employee motivation.

Walters and Chadwick (2009:946-967) and Eveland *et al.* (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 (2009:946-967):

- The removal of community and commercial tensions;
- Reputation management;
- Brand building;
- Local authority partnership;
- Commercial partnership; and
- Player identification.

Burke and Logson (1996:496-500) 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 *et al.* (2017) further argued that sponsors of professional sport organisations could strategically involve themselves in the organisations' CSR activities.

Servaes and Tamayo (2013:1045-1061), Lins *et al.* (2017:1785-1824), and Kim *et al.* (2018:1097-1118) hypothesized that engaging in CSR activities facilitates positive perceptions towards an organisation. This is argued to have an impact on the performance of the organisation on the stock market. The impact can be positive if the consumers are aware of the company's activities. On the other hand, Orlitzky (2013:238-254) argued that the increase of

CSR in businesses causes much noise on the stock market which in turn makes the market volatile and unstable. Additionally, Liu *et al.* (2019:353-370) proposed that sport organisations can successfully use their CSR initiatives to leverage their marketing expenses.

Orlitzky (2013:238-254) proposed that the arguments put forth by Friedman (1970:51-55) have been forgotten as businesses have increasingly embraced a socially aware approach to their business practices. These arguments are important in the context of this study as some professional sport businesses are affected by the same phenomena that affect other listed businesses in the stock market. As discussed above, some professional sport organisations are listed on various stock exchanges. However, professional sport organisations in South Africa have yet to enter this level of professionalism, as there are no professional sport organisations listed in the Johannesburg Stock Exchange.

The two groups, strategic CSR and responsive CSR suggested by Inoue, *et al.* (2011:531-549) seem to be fairly accurate as their definitions explain the strategic CSR theories proposed by Walters & Chadwick (2009:946-967), Burke and Logson (1996: 495-502), Spaaij and Westerbeek (2010:1356-1373) and Djaballah *et al.* (2017). In light of the above discussion, it would appear that CSR activities, while still perceived as humanitarian in nature, have become more business-focused and are increasingly used to elevate the business situation of organisations as well as giving them leverage in the market.

4.7. Towards a conceptual framework

The purpose of this study is to conceptualise the relationship between CSR and marketing performance of professional sport organisations in South Africa. After analysis of the literature a conceptual framework of this relationship is proposed below.

Chahal and Sharma (2006:205-216) proposed a conceptual framework for CSR that highlights its implications for the organisation. They identified five measures in their proposed conceptual framework that conceptualises the relationship between CSR and marketing performance. These are 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 impact that CSR has on marketing performance, and Chahal and Sharma's (2006:205-216) framework does not answer that question. The conceptual framework proposed

by Chahal and Sharma (2006:205-216) is shown in Figure 4.4 below and will be used to design the conceptual framework for this study.
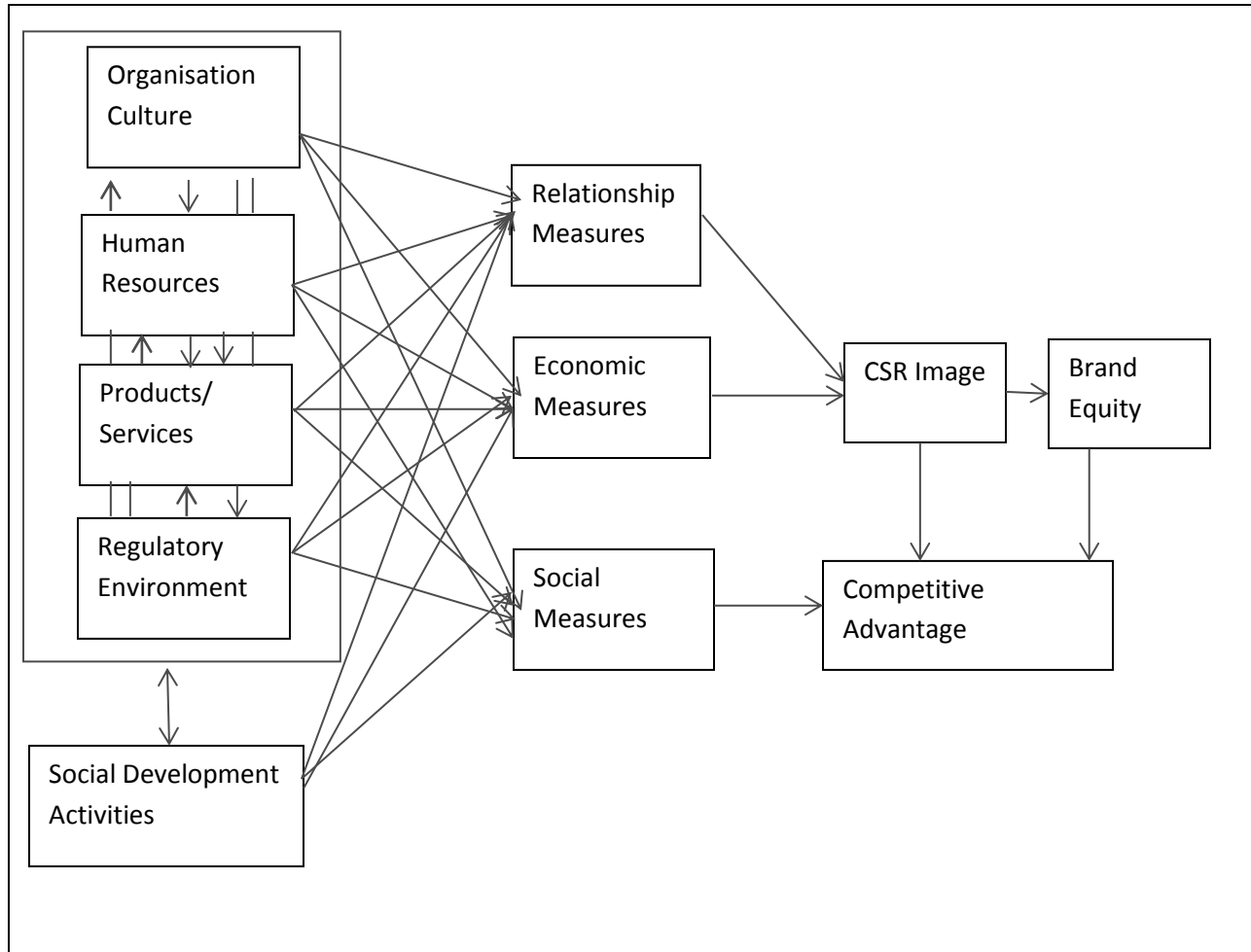
Figure 4.4: Conceptual framework of corporate social responsibility
Source: Chahal and Sharma (2006:209)

Chahal and Sharma (2006:205-216) however raise a question: can CSR be considered as a marketing tool? As the discussion above has already shown, the argument that CRM and social marketing are tools used to achieve CSR is accepted, it then stands to reason that CSR can be assumed to be a marketing action and since it is the phenomenon that this study will focus on, then the marketing value chain for the purposes of this study can be expressed in Figure 4.5 below:

Figure 4.5: The CSR - marketing value chain
Source: Adapted from Grønholdt and Martensen (2006:245)

The marketing value chain looked at in this way shows that there is a relationship between CSR and marketing performance. However, this study will not include financial performance which the model shows to be impacted by marketing performance. Thus with further modification, the financial performance block will fall away as it falls outside the scope of this study. Yim *et al.* (2019) also presented a conceptual framework that showed a relationship between CSR and corporate financial performance. They argued that the marketing capability of a corporation affects CSR, which impacts on its reputation and in turn affects its financial performance. This confirms that CSR has a direct impact on an organisation's reputation which can be argued to be the organisation's brand image, thus strengthening the argument that CSR is a marketing strategy.

Breitbarth *et al.* (2011: 273) 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);
- 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 and 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. These can also be identified as implicit and explicit CSR (Francois *et al.*, 2019:15-37). He further explains that intrinsic involvement is when a company engages in CSR activities with the objective of serving the interests of the community, i.e. simply doing good, while instrumental involvement is when

the activities it engages in not only serve the community but present benefits to the shareholders of the company. This suggests that organisations engage in CSR activities with specific objectives. It also suggests that cause-related marketing is a form of CSR.

A modified marketing performance value chain can therefore be derived from this discussion and is shown in Figure 4.6.
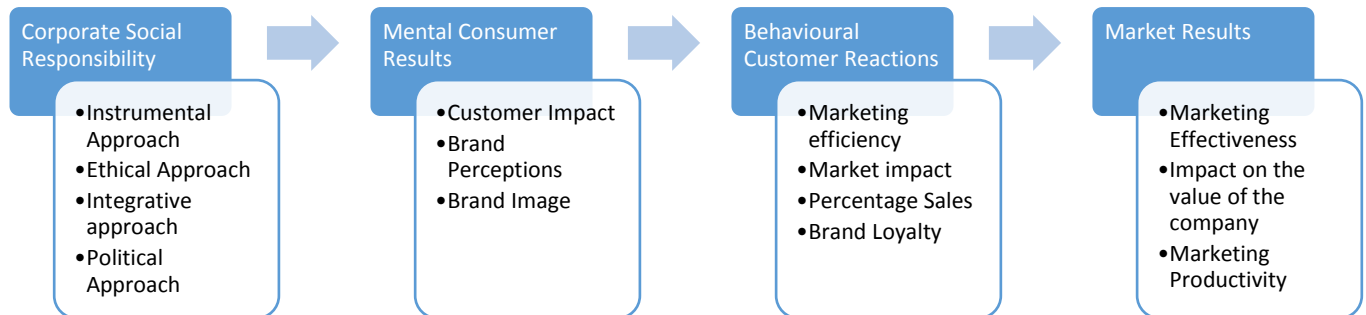
Figure 4.6: The extended CSR – marketing value chain
Source: Adapted from Davies (2000:221-226); Grønholdt and Martensen (2006:245); Breitbarth *et al.* (2011: 273)

The modified marketing value chain shows the elements to consider in each step. A combination of the marketing value chain and the conceptual framework proposed by Chahal and Sharma (2006) is used to design the conceptual framework that this study proposes will represent the relationship between CSR and marketing performance, with CSR being considered a sport marketing strategy. The proposed conceptual framework for this study is shown in Figure 4.7 below.
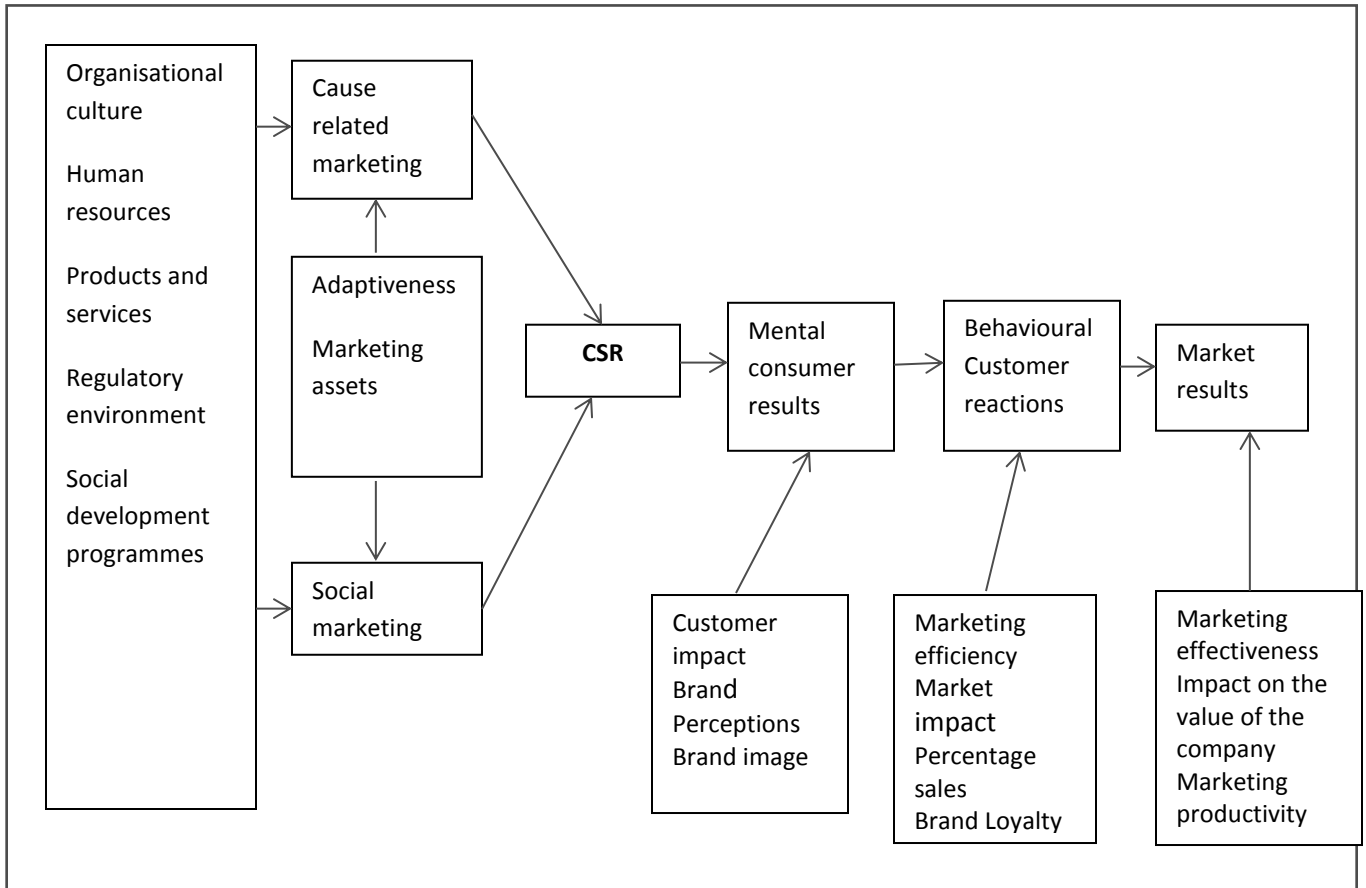
Figure 4.7: The conceptual framework of CSR and marketing performance

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. From the literature, it was deduced that CRM and social marketing are tools that organisations use to achieve CSR. Arguments presented by Yim *et al.* (2019) effectively mean that CSR is a marketing tool; hence its incorporation into the marketing value chain in this instance, as it is the marketing action that the study is concerned with. The conceptual framework then highlights the important elements to consider with each of the steps in the marketing value chain to assess marketing performance.

Where Chahal and Sharma (2006) stopped with a few indicators of marketing performance, this conceptual framework proposes an all-encompassing approach towards marketing performance

indicators. This conceptual framework uses units of measure proposed by Rust *et al.* (2004: 76-89) and Ambler *et al.* (2004) to measure the marketing performance of a professional sport organisation.

4.8.   Summary

This chapter analysed literature on sport marketing and CSR to articulate further the discussion of sport marketing and CSR. Marketing performance was identified as an important part of business, and it was shown that there are systems and tools that have been set up to assist marketers to measure and report on marketing performance. Marketing performance metrics were also identified and it was determined that to assess marketing accurately, the measures must be based on measurable marketing objectives. This chapter also delved into CSR performance as CSR has been argued to be a sport marketing strategy. Several models designed to measure CSR performance were discussed; it was emphasised that none of these models was designed to measure the impact of CSR on marketing performance. It was also noted that the models designed were developed in a European context and none of them was designed for an African environment. Further discussion led to a conceptual framework for the relationship between CSR and marketing performance. This conceptual framework is based on the assumption that CSR is a marketing strategy.

CHAPTER 5: Research Methods

5.1. Introduction

This chapter discusses the research philosophy, research strategy, research approach, research design and research discourse. Relevant theory is used to justify the research methods used in this study. The steps taken in collecting data are outlined and provide a rationalisation for the research methods used. The data collection instrument used is analysed, showing how it is linked to the objectives of this study. The sampling strategy used is also considered, with explanation of why and how the sample used was selected. The chapter then explains the process used to analyse the data collected, with an explanation for each step involved.

5.2. The theory of research philosophy

Three perspectives of research approach are identified by Edwards and Skinner (2009:20). These perspectives are the ontological, epistemological and methodological perspectives. Ontology is a perspective that looks at a reality and poses questions about the nature of the reality and what is known about it (Maxwell, 2013:42). Epistemology questions the relationship between the researcher and the reality or the phenomenon under investigation (Gratton & Jones, 2010:22). This perspective implies that the object or phenomenon and/or the researcher can influence each other, hence creating a need for validation of results of the research. The methodological perspective then investigates means used to measure the perceived reality. It introduces positivism and interpretivism which are identified as the two broad approaches to knowledge (Edwards & Skinner, 2009:22-31).

5.2.1. Positivism

Positivism is identified as a scientific approach to research which focuses on an empirical analysis to test a given hypothesis. The research is conducted in a controlled environment and focuses on providing objective outcomes (Perry *et al.*, 1999:16). The research process is inflexible and relies on assumptions that the researcher is completely objective throughout the entire study and is not influenced or does not influence the object or phenomenon under investigation. The data collected in this research paradigm is often based on a hypothesis or a theory and is then analysed to provide empirical support for the theory or hypothesis. A positivist approach therefore relies heavily on the validity, reliability and generalisability of the data (Skinner *et al.*, 2015:35).

Linked to a positivist approach is a post-positivist approach. The difference between the two approaches is explained by Bailey (2007:51-53) and Denscombe (2013:324) who argue that a post-positivist approach allows for both quantitative and qualitative methodologies. If however, a qualitative approach is followed, the data that is captured can only be descriptive.

5.2.2. Interpretivism

Interpretivism on the other hand uses inductive approaches to explain social life (Edwards & Skinner, 2009:25). The interpretivist framework proposes that the researcher and the phenomenon being investigated influence each other and proposes that all observation is liable to error and that theories are prone to change. Interpretivism incorporates the judgements, beliefs, perceptions, reasons and attitudes of the subjects. It relies heavily on a qualitative approach and the outcomes of research conducted using this approach are normally scrutinised by other researchers (Henning *et al.*, 2004:16-25).

5.2.3. Adopted research philosophy

Taking the above discussion into account, the concepts of CSR and marketing performance investigated in this study are largely influenced by human perception, and some of their founding elements as discussed in detail in the literature are constructed in the minds of humans. The reality investigated and the researcher cannot be separated, thus the interpretivist approach is used in this study to investigate and to identify how professional sport organisations perceived CSR and its impact on marketing performance.

This research acknowledges that there was inevitable subjectivity when responses were analysed and interpreted using codes and categories due to the nature of the concepts under investigation. This study was then identified as an applied (conceptualising the relationship between CSR and marketing performance) and empirical (through measures of reality) study. This study, therefore, used qualitative methods to identify and conceptualise the relationship between CSR and marketing performance of a professional sport organisation in order to propose a set of criteria that future research can use to develop a tool to measure the impact of CSR on marketing performance.

The research design used in this study is summarised in Figure 5.1 below which is adapted from the framework proposed by Haydam *et al.* (2011:231).

Figure 5.1: Selected research approach
Source: Adapted from Haydam *et al*. (2011:231); Steenkamp (2016:92)

5.3. Research process

Zikmund and Babin (2010:57) and Gratton and Jones (2010:16) identified the research process as a series of steps. Gratton and Jones (2010:16) also suggested that when doing research, it is unlikely that these steps will be followed in this chronological order and the researcher is likely to go back and forth between the stages.

1.   Defining the research objectives;
2.   Reviewing of literature;
3.   Planning research design;

4.   Planning a sample;

5.   Collecting the data;

6.   Analysing the data; and

7.   Formulating the conclusions and preparing the report.

This study also followed these stages and they are each discussed in detail in different chapters. Figure 5.2 below provides a summary of the research process as applied to this study and the relevant chapters.
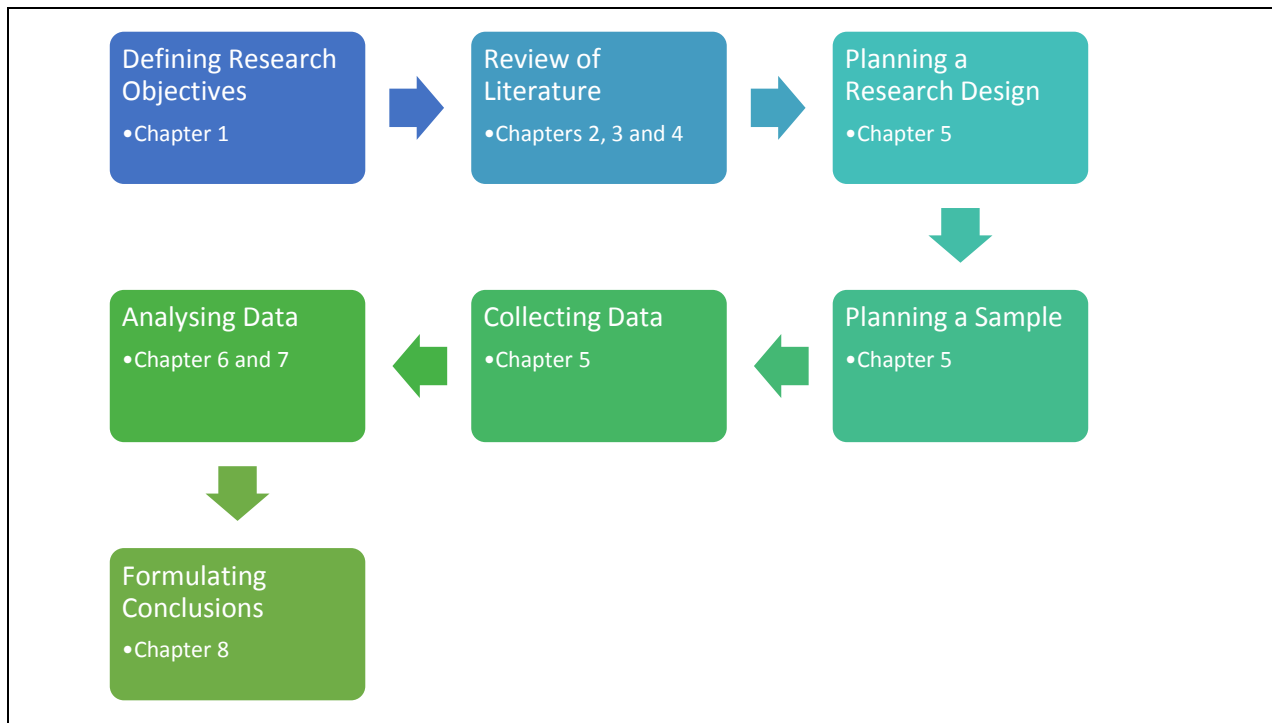
Figure 5.2: This study's research process

5.4. Research approach

As previously mentioned a qualitative research approach falls under interpretivism as it explains the data collected rather than disproves a hypothesis (Edwards & Skinner, 2009:27). The qualitative research approach aims to capture meanings and qualities that are not quantifiable (Lynch, 2010:70). Veal (2006:195) and Gratton and Jones (2010:32) identify some characteristics of qualitative research: the approach corresponds with the nature of the phenomenon being studied, 'a qualitative experience'. As explained above the nature of the phenomena investigated in this study (CSR and marketing performance) dictated the research approach used.

Other characteristics of qualitative research are as follows: the research is not impersonal like quantitative methods because there are people involved in this study; the data collection is not conducted in a controlled environment; and the researcher acts as the data collection instrument. The study is therefore not impersonal. The results can be understood by people who are not statistically trained because the data collected is not represented by numbers and graphs but rather words and sentences that were coded and grouped to make sense to people who do not understand graphs and numbers (Veal, 2006:195; Gratton & Jones, 2010:32). The approach is also better able to account for change over time and the location of the research is often natural, that is, the environment is not one that is simulated by the researcher (Veal, 2006:195; Gratton & Jones, 2010:32). In the case of this study, the interviews were conducted in the interviewees' offices which are natural places for the interviewees, as opposed to a controlled environment. The researcher had no control over the environment where the interviews took place.

Another important characteristic of qualitative research is that it uses smaller samples or cases and the data collected is often subjective (Edwards & Skinner, 2009:27). For example in this study, six cases were used in the investigation and the individuals interviewed were encouraged to share their personal experiences, perceptions and opinions in their responses during the interview. The social reality is also assumed to be represented through the filter of subjective experience.

The characteristics of a qualitative research approach suited the purpose of this study which was to conceptualise the relationship between CSR and marketing performance in a professional sport organisation. Through capturing meanings and relationships that are not quantifiable, qualitative research was selected as the best approach to collect data that can be descriptively analysed to achieve this objective.

The study however acknowledges that a purely qualitative approach is not without disadvantages. 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 & Skinner, 2009:27; Lynch, 2010:70). As stated above, the study aimed to bring about an understanding of the relationship between CSR and marketing performance and while quantitative research would have produced precise evidence of the type of relationship, it would not have explained the underlying factors. The objective of conceptualising this relationship to propose a set of criteria to measure the impact of CSR on marketing

performance would therefore have been defeated. The limitation that a purely qualitative approach imparts to this study is that the set of criteria proposed will not be tested; however future research can use quantitative methods to test the model proposed by this study.

5.5. Research discourse (inductive)

An inductive approach is often associated with qualitative research but can also be used in quantitative research. When using an inductive research discourse, the researcher uses data collected to explain a particular phenomenon (Gratton & Jones, 2010:36). This theory can then be tested through further research if necessary. This is different from deductive research where the data collected is used to prove or disprove a hypothesis. In its purest form, inductive reasoning is seen as a bottom-up approach to research. This means that the researcher derives knowledge from empirical evidence with no regard for existing general theory (Samuels, 2000:214). However it has been argued that this approach can cause important constructs and relationships to be missed by the researcher as they can easily get caught up in describing the phenomenon rather than explaining it (Glaser, 2001).

Shepherd and Sutcliffe (2011:366) proposed a model for inductive top-down theorising that this study has adopted. The model highlights the incorporation of prior knowledge in the development of the new theory from data collected.
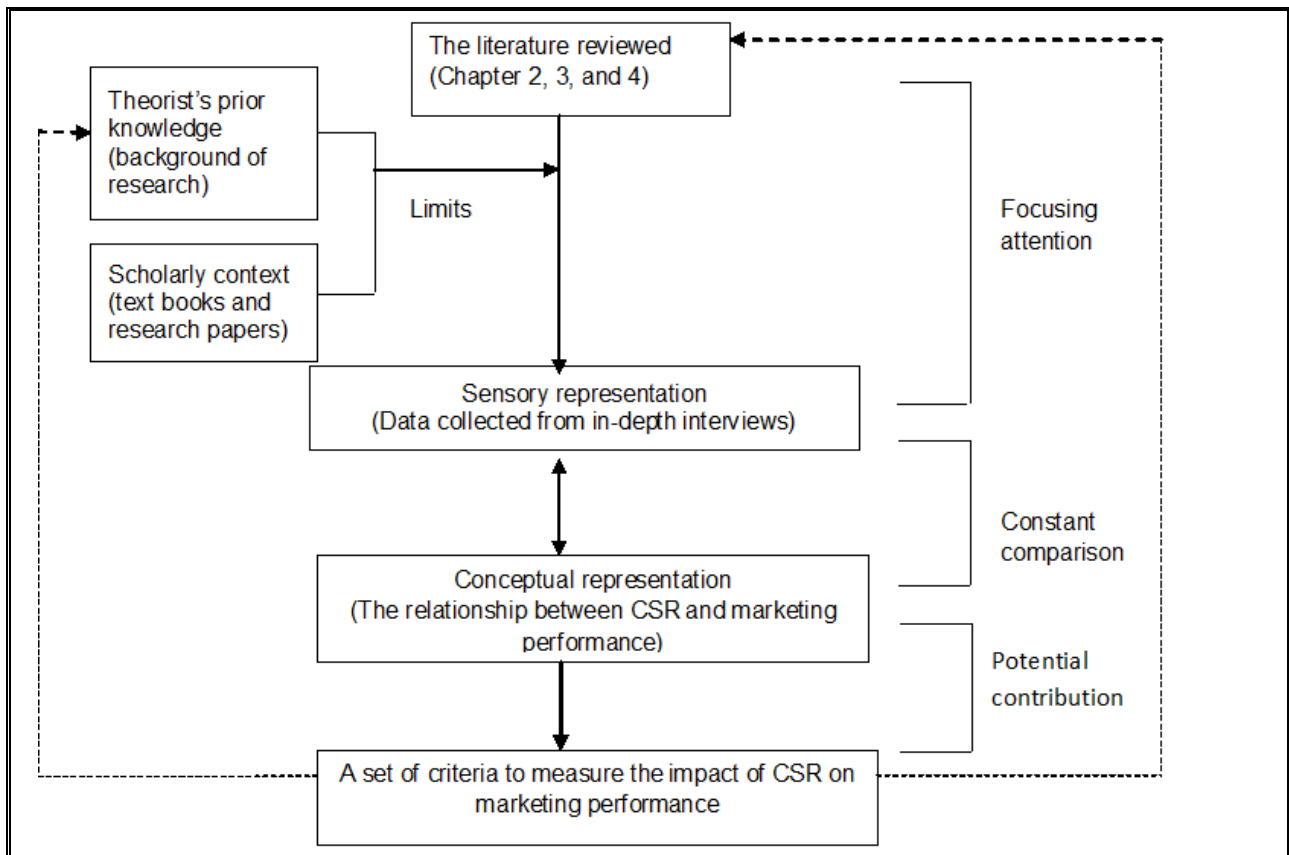
Figure 5.3: Model of inductive top-down theorizing
Source: Adapted from Shepherd and Sutcliffe (2011:366)

This study acknowledges the limitations that stem from prior knowledge and scholarly knowledge, which could have come from the researcher's experience and academic background in sport marketing and CSR which influenced his interest in this area of investigation. Interaction with some research articles that form the background of this study also influenced its direction. An extensive review of existing literature was conducted above to minimise the influence of prior knowledge and to allow the study to take an objective approach considering multiple theories and ideas already existing in the field. Data was then collected by means of interviews (the process is discussed later in this chapter) and the data was then analysed. A set of criteria that can be used to design a tool to measure the impact of CSR on marketing performance was then proposed on the basis of conceptualisation of the relationship between CSR and marketing performance, derived from both reviewed literature and the findings of this study.

5.6. Research strategy (exploratory research)

There are three research strategies that a researcher can use, and these have been identified as exploratory, interpretive and descriptive research. Interpretive research discusses the relationships between two phenomena. It is normally associated with testing a hypothesis while descriptive research focuses on the characteristics of a specific phenomenon with the objective of providing an accurate description of the phenomenon (Babbie, 2005:88-91; Babbie, 2007:87-90; Neuman, 2006:33-36). Du Toit (2010:50-51) defines exploratory research as a research strategy that focuses on phenomena that are not well understood and undertakes the task of laying the groundwork for further studies that can be descriptive or explanatory. Exploratory research is associated with a qualitative research approach. This is because research that focuses on topics that are not well known or well explored is likely to have a research problem and no hypothesis (Du Toit, 2010:50-51).

When selecting a research strategy, Bryman and Teevan (2005:24) propose three considerations. The first thing that a researcher needs to consider is whether the research that they are conducting is interested in "expressing causal connections between variables", or if the research is "focused on temporal appreciation of a social phenomenon". Finally, the researcher needs to consider if the research they are conducting aims to "understand behaviour in its specific social context as opposed to generalising to other groups of individuals".

Based on these considerations, this study aims to understand a phenomenon as it relates to a specific context which is the impact of CSR on the marketing performance of a professional sport organisation. This study therefore considered the exploratory strategy as the most appropriate as it engages in an inductive discourse using data collected through a qualitative approach to answer the research questions.

5.7. Research design (cross-sectional design)

This study used an exploratory strategy and took a qualitative approach to collecting empirical data. Under the qualitative research approach, there are seven designs that are identified by Gratton and Jones (2010:100-109): experimental, cross-sectional, time series, longitudinal, case study, grounded theory, and ethnography. Steenkamp (2016:92) also identify observations and surveys. This study employed a cross-sectional design which entails collecting information about a phenomenon from groups of people who represent a larger population by asking questions. According to Smith (2010:105) cross-sectional research design is sometimes

referred to as a survey which is used to assess thoughts, opinions and feelings (see also Fowler, 2009:217). Smith (2010:105) furthers this perspective with the definition proposed for the survey research design: "Survey is defined as a systematic gathering of information from a sample of individuals for the purposes of describing the attributes of the larger population of which the individuals are members".

A population of the sport industry was identified and the professional sport organisations in each sport code were identified in the literature review. From this population, a cross-sectional sample was selected for this study using the process detailed below. A cross-sectional design was the most applicable because, to fulfil the objectives of the study, the data collected would be detailed and collected from different sources. The study identified a target population which was the entire sport industry in South Africa. A cross-section of this identified population formed the sample group from which data was collected.

5.8. Sample selection

The purpose of this study was to investigate the relationship between CSR and marketing performance in professional sport organisations in South Africa. To achieve the objectives of this study, data had to be collected. The researcher however could not use all the professional sport organisations to collect data but had to identify a sample group. The study used non-probability sampling, which according to Gratton and Jones (2010:112-113) could be done in a number of ways. They explain snowball sampling, theoretical sampling, typical cases, extreme cases, opportunistic, convenience and key informant technique.

The key informant technique, whereby the participants are chosen on the basis of specific knowledge that they possess, was the selection method used in this study. It was selected over the others because the interviewees identified individuals with key information on the phenomena under investigation. The process of selecting these individuals is detailed below, starting with the identification of the cases used in this study.

5.8.1. Population

The overall population was professional sport organisations in South Africa. These are organisations involved in top level professional national and international tournaments for their respective sport codes. They may have departments that deal with amateur sport (e.g. Ajax Cape Town FC development team; Western Province Rugby amateur rugby development

team). It is understood that such departments are necessary for the development and sustainability of these types of organisations.

In South Africa, the three major sport codes are soccer, cricket and rugby, as noted in the White Paper on Sport and Recreation for South Africa (Department of Sport and Recreation, South Africa, 2012). These sport codes are the most recognised and the most commercialised in the country making them perfect for this study because they are at a level where there is a clear differentiation between the amateur levels and the professional sport on which this study focuses. They are also the most visible sports and they reach a wider audience unlike the smaller sport codes.

They also have a significant impact and influence in the communities through their CSR activities (see chapters two to four for more detailed discussion). According to the South African Premier Soccer League (PSL) (2019), there are sixteen top soccer organisations in the country and according to SuperSport (2019) there are six high-ranking cricket organisations in the country and nine professional rugby clubs. For this study therefore, it was decided to focus on these three main most prominent professional sport codes in South Africa (namely, soccer, cricket and rugby).

5.8.2. Sample selection criteria

From these codes (cricket, rugby and soccer) the researcher used the following criteria to select the potential organisations that would be appropriate for this study. The sample element inclusions used to select these companies are that:

- The organisation must be a sport producing company, i.e. the primary product must be sport, e.g. a professional football club;
- The organisation must be a professional registered company;
- The organisation must engage in some form of CSR; and
- The organisation must participate in at least one of the major tournaments in the sport code e.g. South African Premier Soccer League.

5.8.3. Sample selected

Using this criteria, the sample selected consisted of two professional rugby organisations (namely the Sharks based in Durban and the Stormers based in Cape Town), two professional cricket organisations, (namely the Cape Cobras in Cape Town and the Highveld Lions in

Johannesburg), and two professional soccer organisations, (namely Ajax Cape Town FC who are based in Cape Town and SuperSport United FC in Johannesburg).

A cross-sectional representative was selected for this study because not all the professional sport organisations in the three selected codes fit the criteria required for this study. It was therefore necessary to select organisations that had the most identifiable CSR initiatives. The researcher also identified organisations that he could access and that had a reputation of being socially active and also portrayed professionalism. These organisations could serve as a sample for the other organisations in their codes at the same level of professionalism. Individuals who work in management and were involved in these organisations' CSR activities were identified and interviewed. Table 5.1 below shows the profile of the participants.

Table 5.1: Participant Profile

	Professional Sport Organisation	Participants			
Soccer	Ajax Cape Town FC	Marketing Director	CSR/ Community Scheme Director	Media Director	Sales Director
	Super Sport United FC	Marketing Director			
Rugby	DHL Stormers Rugby Club	Marketing Director	CSR director		
	Sharks Rugby Club	Marketing Director			
Cricket	Cape Cobras Cricket Club	Marketing Director			
	Highveld Lions Cricket Club	Marketing Director			

The interviewees were selected because of their involvement in the organisation's CSR activities as well as their involvement in the marketing processes of the organisation. There were some differences in the structure of the organisations selected. For example, in some organisations, CSR was identified as a part of marketing and therefore fell under the marketing department. In these instances the marketing director was the individual responsible for everything related to both the marketing and CSR in the organisation. In other organisations, the marketing department was differentiated from the CSR department and in these instances; the

marketing director and the CSR director were interviewed separately. One organisation had sub-divisions within its marketing department as well as a differentiated CSR department. These inequalities in numbers however did not skew the findings towards the organisations with more interviews as the information obtained was based on their duties in the different organisations. In a bid to collect as much information as possible from these organisations, the researcher identified all these different positions within the organisations. Figure 5.4 below shows a summary of the process that was followed to select the sample used in this study.

South African Sport Industry

50 professional sports in South Africa

Three major sport codes identified

Soccer

Rugby

Cricket

Selected Sample

Set of criteria used to select sample group
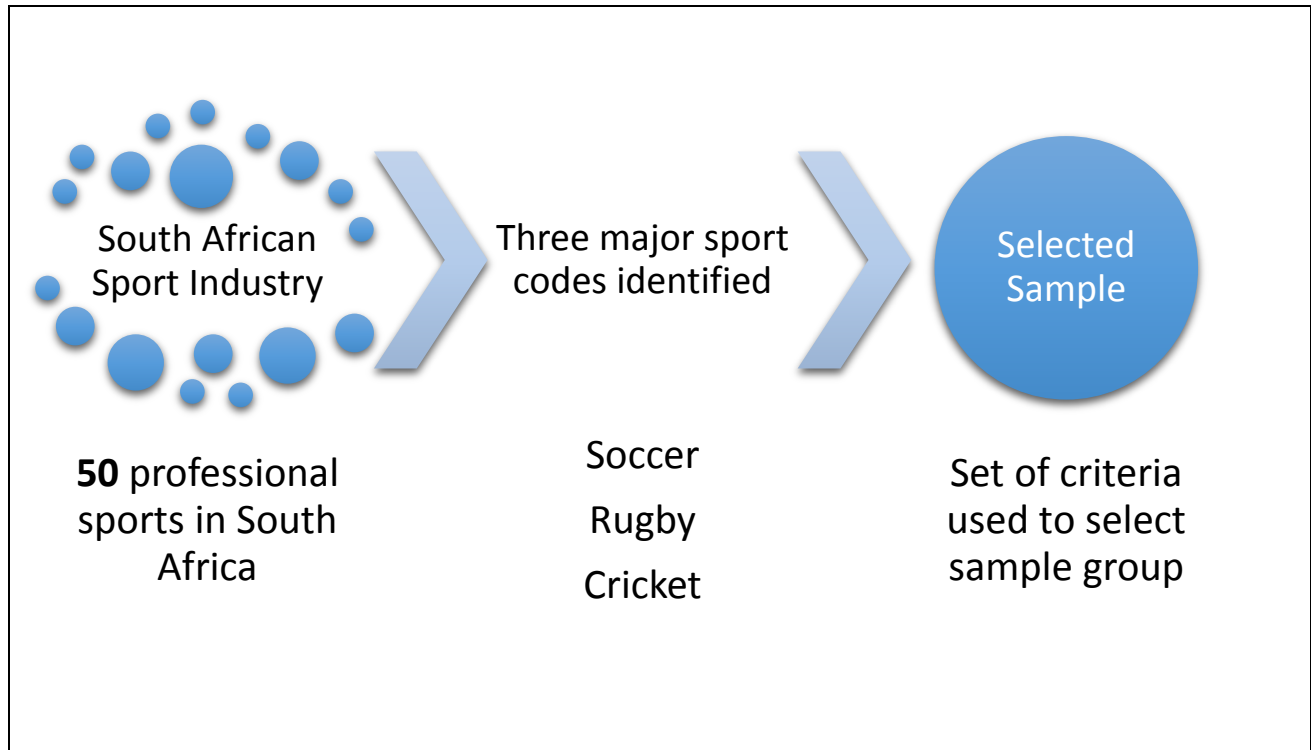
Figure 5.4: Summary of sample selection process

Figure 5.4 summarises the sample selection process used in this study and the sample selected is briefly discussed below to highlight how they fit the sample selection criteria. These professional sport organisations are discussed in more detail in the literature review chapters.

5.8.3.1. Ajax Cape Town FC

Ajax Cape Town FC is a Cape Town based professional soccer club that was formed in October 1998 when Seven Stars football club and Cape Town Spurs football club merged. This came about when Ajax Amsterdam indicated an interest in establishing a soccer club in South Africa. Their objective was to have a club where they could source and develop players for their team.

Ajax Cape Town FC has since become a household name in Cape Town soccer. Their offices are based in Parow, Cape Town, where they established an academy. The club's headquarters are known as Ikamva (which means "The Future"), which has facilities for training, playing and supporting the overall management and operational requirements of the club (Ajax Cape Town FC, 2019). The club has a number of prominent CSR activities. They are also a team that is in the PSL and its primary product is football, which means that Ajax Cape Town FC fits the criteria of the sample for this study.

5.8.3.2. SuperSport United FC

To create strong brand awareness, MNET identified a struggling team that they could develop into one of the better soccer teams in the country, and purchased Pretoria City FC in 1994. They later changed the name of the club to SuperSport United in order to maximise on brand awareness, thus applying sound commercial principles. This happened after the team was promoted to the first football division (SuperSport United FC, 2019. SuperSport United FC has since become a PSL team. SuperSport United FC boasts a sustainable youth structure that allows them to produce a plethora of young talented players. The club has proved to be very consistent in the industry, despite the fact that it is one of the newer football clubs (SuperSport United FC, 2019). SuperSport United FC was identified as fitting the criteria required for this study.

5.8.3.3. Central Gauteng Highveld Lions Cricket Franchise

The offices of the Central Gauteng Highveld Lions are situated in Johannesburg, Gauteng. They are responsible for the administration of cricket in the general Gauteng area. The Highveld Lions believe in hard work as a unit and have experienced success in the cricket field in South Africa. They have produced four national (Proteas) team players and continue to produce more talented players through their amateur affiliates (Lions Cricket, 2019). The Highveld Lions are a professional team that has shown dedication to developing the amateur side of cricket in South Africa and this makes them appropriate for this study.

5.8.3.4. The Cape Cobras Cricket Franchise

Cape Cobras Cricket was formed in 2004 after the amalgamation of Western Province and Boland's fist class teams. Due to two teams merging, the Cape Cobras have two home grounds, one being the second best stadium in the world (as voted by the ICC), Sahara Park Newlands, and the other stadium being Boland Bank Park in Paarl (WPCA, 2019). WPCA (2019) describe

themselves as a compassionate brand that is inspired by cricket. They believe that without the fans, they would not have a brand and they therefore believe in giving back to the community, making them suitable for this study. Their main aim is to grow the sport in Cape Town and to make sure that they produce the next Proteas players (WPCA, 2019).

5.8.3.5. The Sharks Rugby Franchise

The Sharks was adopted by KwaZulu-Natal Rugby Union as a brand name for the provincial rugby team in 1995. In 2009 the brand achieved 'superbrand' status for the second time (Sharks Rugby, 2019). Their official home is Jonsson Kings Park in Durban. The Sharks believe in making a difference and have launched some programmes like the Sharks Anti-Bullying campaign of 2012. They use the power of their strong brand to influence behaviour (Sharks Rugby, 2019).The Sharks have also experienced some significant on-field success and have accounted for two national (Springbok) team captains. The Sharks strive to create role models in their players for the youth. The professional state of the Sharks and their active involvement in CSR activities meant they meet the criteria for this study.

5.8.3.6. The DHL Stormers Rugby Franchise

The DHL Stormers are a Western Province club that have their offices in Newlands. The Newlands stadium is one of the most historic and iconic in the country. The DHL Stormers boast a strong brand in the rugby field in South Africa (WPRU, 2017). They compete in the Super Rugby tournament which is a professional international rugby tournament which involves teams from five different countries, namely Argentina, Australia, Japan, New Zealand, South Africa. They are a professional rugby club who have a very active involvement in the communities, and so were identified as a professional rugby team that suited this study.

5.9. Data collection strategies

There are five data collection methods identified by Gratton and Jones (2010:140), namely questionnaires, interviews, observation, participant observation and content analysis. Interviews were used for data collection in this study.

5.9.1. In-depth semi structured interviews

There are three types of interviews, i.e. structured, semi-structured and unstructured interviews. Structured interviews use prepared questions: the interviewer only asks the prepared questions and the interviewee only answers those questions. It is a very inflexible interview (Skinner *et* al., 2015:49-59). Meanwhile, semi-structured interviews are, according to Edwards and Skinner

(2009:106-107), normally based on the conjecture that respondents have had a particular experience on which they can elaborate. The interviewer in this situation guides and specifies topics of discussion, while allowing the respondent to explain their experience in detail.

Finally, unstructured interviews have no prepared questions. The interview depends on the social interaction between the interviewer and the interviewee. Amis (2005:104-108) refers to unstructured interviews as informal conversation interviews. In-depth semi-structured interviews were selected because they are structured in such a way that the respondent can elaborate upon their responses. It gives the interviewer the opportunity to probe and adjust questions as the situation requires, while maintaining a structured theme of conversation (Welman *et al.*, 2005:162-163; Skinner *et al.*, 2015:49-59). Advantages include ease of execution and a high response rate compared to questionnaires and other data collection methods that can be used for survey studies. In order to get rich, deep, insightful, data, the researcher used in-depth interviews in this study.

5.9.2. Research instrument

An interview schedule (refer to Appendix A) was designed for data collection based on the research questions. The interview questions were divided into three sections, namely Introduction and Screening; Corporate Social Responsibility; and Impact 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. They were also used to ensure that the organisation did indeed engage in CSR activities and to determine that the interviewee had enough knowledge to make a contribution to the study. The second section was set up 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 in question. The third and final section focused on the impact of CSR on marketing performance. The questions were set to establish the link between CSR and marketing and consequently to identify the impact of CSR on marketing performance as perceived by the professional sport organisations in the sample group.

These sections were deliberately selected based on the objectives of the study and each question was included to address its research questions. And as discussed in the first chapter, each research question addresses a research objective. The link between the interview questions and the research questions is illustrated in Table 5.2 below:

Table 5.2: Link between interview questions and research questions

Section	Interview Questions	Objective of Questions	Link to Research Questions	Research Objectives Addressed
Introduction and screening	Questions 1-4	These questions aimed to make the interviewee comfortable and to establish rapport. They introduced the topic. They established that the organisation is engaged in CSR activities and the interviewee was the right person to speak with.		
CSR	Questions 5-16	These questions were aimed to establish the respondent's perspective on: The definition of CSR. The objectives of CSR. Factors that affect CSR. Current systems and tools used to assess CSR performance. Organisational benefits from CSR.	What current tools are used (if any) to assess CSR performance?	To identify any tools designed or developed to assess the performance of CSR activities of a professional sport organisation.
Impact of CSR on marketing performance	Questions 17-28	These questions established the marketing objectives of the organisation. They explored the idea of a link between CSR and marketing. They asked about the link between CSR and cause related marketing and social marketing. They investigated the factors that affect marketing. They asked about the main elements of marketing performance and they were affected by CSR. They also asked about current systems and tools used to measure marketing performance. They asked if it was important to be able to measure the impact that CSR activities have on marketing performance.	How does a CSR programme impact on the marketing performance of a professional sport organisation? Which aspects of marketing performance are impacted by a CSR programme? What performance elements can be used to assess the impact of CSR on marketing performance?	To determine how CSR activities impact the marketing performance of a professional sport organisation. To identify the aspects of marketing performance that are affected by CSR activities. To conceptualise the relationship between CSR and marketing performance in order to propose a set of criteria that can be used to design a tool to measure the impact of CSR on marketing performance.

As discussed, the study identified six professional sport organisations that have the most prominent CSR initiatives across the three major sport codes in South Africa. These sport organisations are situated in three big cities in South Africa. Each organisation had a unique structure and that influenced the number of people that were interviewed in the organisations. As discussed above key informants were identified for each representative organisation following the key informant selection technique proposed by Gratton and Jones (2010) for probability sampling. For some organisations, there were separate Marketing and CSR departments which meant the interviewer had to interview more than one person in the organisation in order for all the interview questions to be answered. A total of ten interviews were conducted across the six organisations identified. Interviews were conducted until saturation was achieved. All the interviews were conducted in an environment that was comfortable to the interviewee that is their offices and the time was set based on the interviewee's availability.

Each interview lasted approximately 45 to 60 minutes and was recorded with permission from the interviewee. The interviewer probed for more information by asking more questions to gain more detailed information from the interviewee. Table 5.3 below gives a summary of the interview process used in this study.

Table 5.3: Data collection interview times

	Location of interview	Time of interview	Duration of interview
Respondent 1	Ikamva Ajax Cape Town Offices, Parow Cape Town	10:00	1 Hour
Respondent 2	Ikamva Ajax Cape Town Offices, Parow Cape Town	12:00	1 Hour
Respondent 3	Ikamva Ajax Cape Town Offices, Parow Cape Town	13:00	45 Minutes
Respondent 4	Ikamva Ajax Cape Town Offices, Parow Cape Town	12:00	1 Hour
Respondent 5	SuperSport, Johannesburg	10:00	1 Hour
Respondent 6	Newlands Terraces, Newlands, Cape Town	10:00	50 Minutes
Respondent 7	Newlands Terraces, Newlands, Cape Town	14:00	1 Hour
Respondent 8	Jonsson Kings Park, Durban	15:00	45 Minutes
Respondent 9	Bidvest Wanderers Stadium, Sandton,	11:00	1 Hour

	Johannesburg		
Respondent 10	Newlands Cricket Stadium, Newlands, Cape Town	14:00	55 Minutes

The individuals interviewed were selected on recommendation by the organisation and also according to their positions. The first section of the interview (introduction and screening) assisted the researcher to confirm that the right people were being interviewed. All the interviews conducted were recorded with permission from the participant, and transcribed verbatim at a later stage by the researcher. Each of the respondents was allocated pseudonyms and are referred to as Respondents 1-10 (R1-R10) throughout the study. The data collected was stored in a password-protected laptop and backed up on cloud storage. Only the researcher had access to the data to maintain the confidentiality of the interviewees. The notes taken during the interviews were safely filed.

5.10. Qualitative data analysis

There is no single accepted method to analyse qualitative data. Edwards and Skinner (2009:130-132) identified two approaches for qualitative data analysis: hermeneutics and semiotics. Hermeneutics can be used to provide a philosophical grounding for interpretivism. Hermeneutics seek for the meaning of a text or a text analogue, while semiotics is used to analyse content, conversation and discourse in qualitative research. Both these approaches were applied in this study as the data collected was in the form of a conversation which was then transcribed into text. These two approaches were then actively engaged in the data analysis process. Lynch (2010:121-122) suggests a series of stages that a researcher can follow when analysing qualitative data namely: data reduction, data coding, and data display. The following sections explain how these steps were followed.

5.10.1. Data reduction

Data reduction is a process of reducing data obtained, discarding irrelevant data and summarising relevant data. A total of ten face-to-face interviews were completed in this study. At the end of the ten interview sessions, the researcher concluded that additional organisations would not add value to the findings as the six most prominent professional sport organisations across the three major sport codes in South Africa had been selected for data collection. Additionally, during the transcription of the interviews, the researcher observed that in the organisations where multiple respondents were interviewed, the responses were almost

identical thus offering no new information to the study. The ten interviews were all deemed useable and were used in the next stage of the data analysis process. The transcribed interviews were renamed as "Respondent 1" up to "Respondent 10" in order for the researcher to be able to identify them and maintain the anonymity of the interviewees as prescribed in the ethical requirements. The interviewees will continue to be referred to as such throughout the analysis and discussion of the findings.

5.10.2. Data coding

When coding data, the researcher can do it manually or choose one of the many software programmes used for data analysis. For this study, the researcher chose to use a programme for coding because of time constraints as well as to minimise human error and to improve the accuracy of the codes. Coding programmes can also create themes, show word clusters of the most used words, and create comprehensive tables which would otherwise be impractical for the researcher to do manually. There are many software systems that have been developed for coding qualitative data for example Leximancer. ATLAS.ti was used for data analysis in this study. The other programmes identified were rejected because they were incompatible with the requirements to the needs of this study; for example, the programme Leximancer was identified as ideal for coding large amounts of data, and the programme MAXDA was seen as more appropriate for content analysis.

ATLAS.ti allowed the researcher to upload all the transcribed interviews for coding. The researcher was also familiar with this programme having previously used it to analyse research data and having received training on how to use it. Freise (2016:34-45) states that ATLAS.ti can improve the transparency and the validity of the results, thus making the study more reliable.

While the programme provides the option of automatic coding (Freise, 2016:34-45), the researcher chose to create the codes for the data manually. The researcher further deduced the codes from the interview schedule which, as already explained, was designed with regard to the study's objectives and research questions. With the help of the programme, the researcher was able to create codes and separate the codes into four code families. Under each code family was a code designed from the interview questions that fit under that category. After the coding was completed, a single document showing all the codes and the quotations was generated.

This document was then used to document the findings in a comprehensive manner and from there the conclusions could be drawn. A coded transcription is shown below in Figure 5.5.
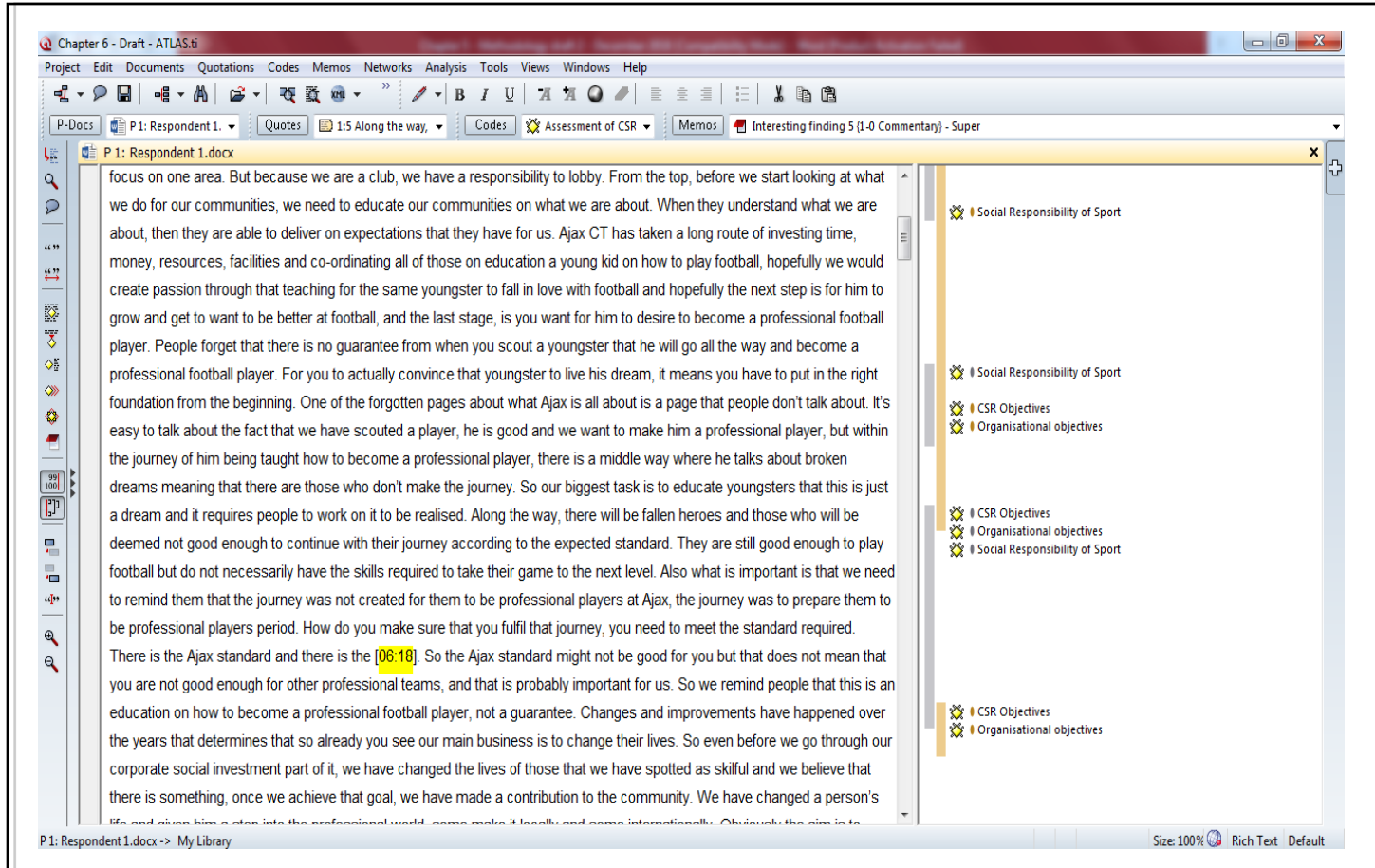
Figure 5.5: Coded transcript on ATLAS.ti

5.10.3. Data display

The researcher went through every section of the data and used word clouds, tables, and direct quotations generated by ATLAS.ti to display the data in a comprehensive way. A picture of the final document that was used to compile the next chapter that outlines the data can be seen in figure 5.6 below:
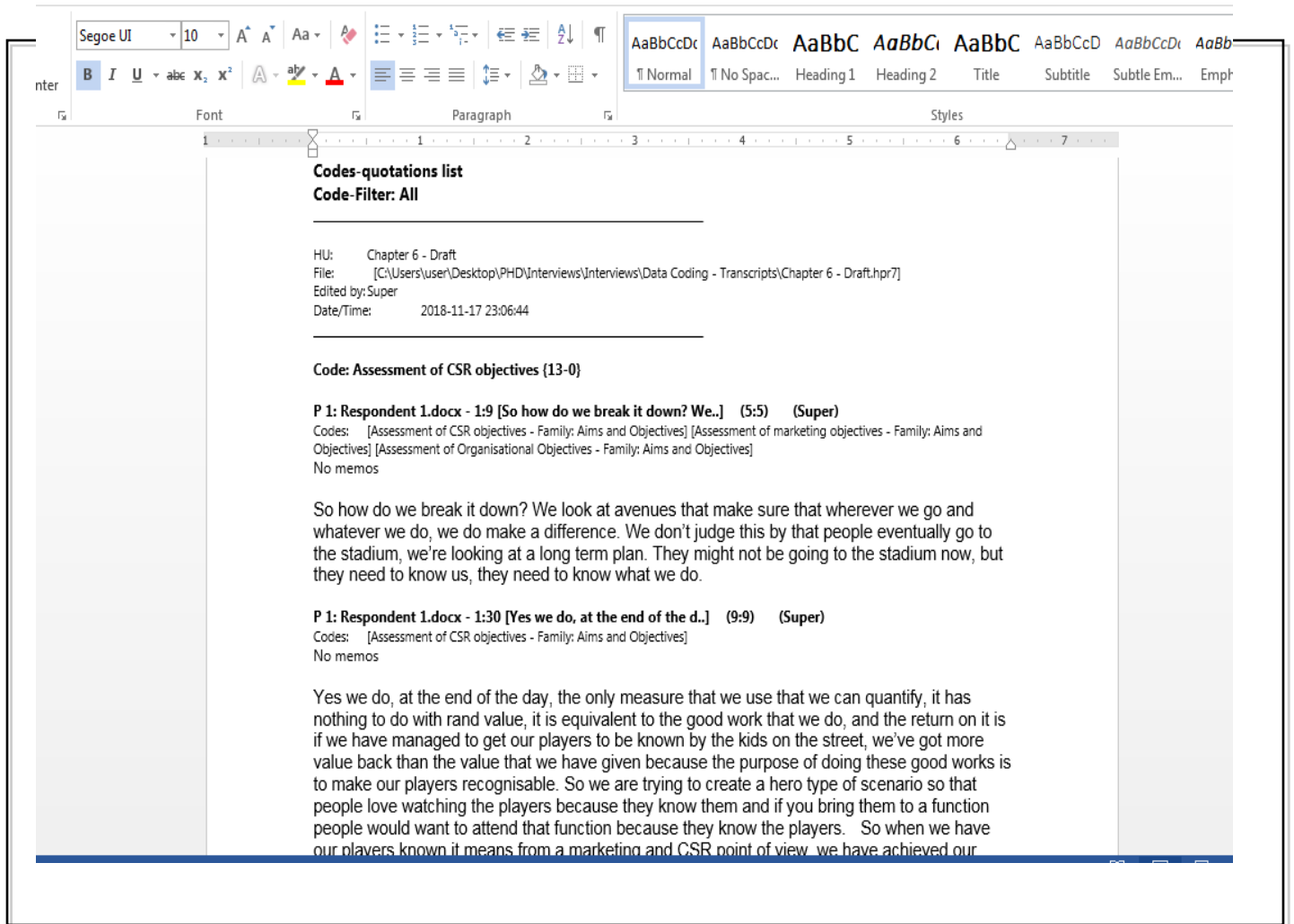
Figure 5.6: Final coded document

5.10.4. Drawing conclusions

This study employed an inductive method, as noted above, which means that the researcher used empirical data to explain the phenomenon under investigation, in this case the impact of CSR on marketing performance (Gratton & Jones, 2010:36; Samuels, 2000:214). The analysis of the data identified how the data collected was consistent with existing literature relating to CSR and sport marketing. Using the model in figure 5.3 (Shepherd & Sutcliffe, 2011:366) the researcher incorporated prior knowledge in the discussion of key findings. The findings were used to answer the questions asked by this research and from these discussions, conclusions were drawn and gaps for further research were identified. The conceptual framework that was proposed to conceptualise the relationship between CSR and marketing performance was

corroborated by the findings of this study. After making a few assumptions based on the findings of the research, a set of criteria to measure the impact of CSR on marketing performance was proposed. The researcher also identified certain disadvantages and made some recommendations for future research based on the data analysed.

5.11. Ensuring Validity and trustworthiness

Validity can be approached from two different perspectives. Firstly, the question arises if what is meant to be measured is in fact being measured. Second, validity can be considered by scrutinizing the research design and considering whether the design is appropriate for the collection of the right data, and if it ensures that no bias is created that might skew the results (Atkinson, 2012:227). Meanwhile, Venkatesh *et al.* (2013:32) defined validity as a measure of the accuracy of the findings in representing the truth. They propose that validity is important in both qualitative and quantitative studies. Their view of the forms of validity in qualitative studies is outlined in Table 5.4 below.

Table 5.4: Examples of validity in quantitative and qualitative research

Qualitative Methods	
Design Validity	Descriptive validity: refers to how accurate reports made by the researcher are. Credibility: the participants selected for interviews were professionals that are directly involved in CSR activities or marketing management of the selected sport organisation. Transferability: individuals in the same or similar positions from different sport organisations were interviewed.
Analytical Validity	Theoretical validity: literature and previous research was referred to in the discussion of findings. Dependability: the researcher monitored changes that might occur to the setting of this research that might affect the approach. Plausibility: the findings of the study were based on the data collected.
Inferential Validity	Interpretive validity: the interviews were recorded and transcribed later verbatim so as not to miss any important information. Confirmability: the researcher remained objective while analysing data such that anyone else who interprets the same data will obtain the same findings.

Source: Venkatesh *et al.* (2013:33)

5.12. Analysis of the methodology

This study adopted an interpretivist approach because it sought to incorporate perceptions, reasons and attitudes to propose a set of criteria that can be used to design a tool or a model to

measure the impact of CSR on marketing performance. An interpretivist approach was identified as the best approach for this study because the concepts under investigation (CSR and marketing performance) were identified as constructs of the human mind that can be influenced by human perceptions. As such, a positivist approach which is more scientific and largely quantitative would not adequately measure the phenomena under investigation in this study. The study took on a qualitative approach for a couple of reasons. Firstly, as seen in table 2.5 and 3.4 most of the research conducted on sport used a variety of research approaches and qualitative research is one of them. This implies that qualitative research is identified as an applicable research approach in sport research. Secondly, the nature of the phenomena under investigation in this study, as discussed above, justified the use of qualitative research in this study. Qualitative data collection methods were engaged to collect data for the study. The study then identified six professional sport organisations in South Africa that fit a set of criteria designed by the researcher. The data collection tool that was used was in-depth, semi-structured interviews. The interview questions were designed to answer the research questions and were linked to the research objectives as shown in Table 5.2. An interview schedule was designed (see Appendix A) and it was used to conduct interviews with individuals that were identified from the selected professional sport organisations. The interviewer conducted the interviews face-to-face with the interviewees and prompted in-depth responses from the respondents where necessary. The data collected was analysed using coding software ATLAS.ti. The codes were created from the interview schedule and used to code the data that was collected. The data was then analysed and discussed using literature reviewed in this study.

5.13. Ethical considerations

When conducting research, the researcher is obliged to ensure that the methods used in the research are ethical and will not harm the subjects of the research. Some ethical considerations relevant to this study are:

- All information revealed in the course of the interviews pertaining to the professional sport organisation's performance that might be considered sensitive will remain private and confidential.
- Consent was obtained from the professional sport organisations selected in writing before the interviews occurred (refer to Appendix B).

- All interviewees were informed about the objectives of the research beforehand and were asked to grant permission to be included in the study (the permission form is attached to the interview guide, refer to Appendix A).
- The interviewees were informed that they had the right to refuse to complete the interview if they felt that the questions were unfair.
- The researcher maintained the specific anonymity of the participants and their names are not mentioned in the research report, although their job title or role may be mentioned where relevant.
- The researcher did everything possible to maintain objectivity.

Furthermore the researcher complied with all the ethical requirements of CPUT Faculty of Business and Management Sciences, one of which was to apply for an ethical clearance certificate before embarking on the interviews (see Appendix C).

5.14. Summary

This chapter discusses the research methodology used in this study. It gave an outline of the research process that was followed to collect the data. This study embraced the qualitative research methodology paradigm. Research philosophy was identified and interpretivism was selected due to the nature of the constructs (CSR and marketing performance) that were investigated. This chapter also provided a justification for the use of qualitative research methods to obtain empirical findings which were then analysed and discussed using an inductive approach. The data collection method used was in-depth interviews. Six professional sport organisations were selected as a sample for the study and the interviews were conducted with selected officials within their organisations. The data collected will be analysed and the findings discussed in the next chapter.

CHAPTER 6: FINDINGS

6.1. Introduction

This chapter details the data that was collected and coded. The process of data analysis also follows a three step process (data reduction, data coding and data display) which was described in detail in the previous chapter. The software programme, ATLAS.ti, was used to code the data, which is presented in four categories in this chapter. This chapter systematically outlines the coded data and identifies common themes from the respondents, and their responses are identified and quoted in this chapter based on the coding. The chapter begins with a summary of the codes generated and used to code the data collected. It then provides more detail of the categories identified, the general corporate details and then proceeds to reflections on CSR and ultimately the impact of CSR on marketing performance.

6.2. Data Coding

As discussed in the previous chapter, the software programme ATLAS.ti was used for data coding. The researcher deduced the codes from the interview schedule which was designed to address the research questions as already shown in Table 5.2. A summary of the codes is provided in Table 6.1, which shows the codes used in this study and the families, as well as how they link to the research objectives and research questions.

Table 6.1: Link between codes and research objectives

Family	Codes	Link to Research Questions	Research Objectives Addressed
Aims and Objectives	• Assessment of CSR objectives • Assessment of marketing objectives • CSR objectives • Organisational objectives • Marketing objectives • Link between CSR objectives and marketing objectives		
Corporate Social Responsibility (CSR) and CSR Performance	• CSR initiatives • Difference between CSR and CSI • Factors that affect CSR • General definition of CSR • Leveraging CSR • Organisational Benefits from CSR • Stakeholders in CSR activities • Selection of targeted communities • Selection of criteria of identified causes and issues • Social responsibility of sport	• What current tools are used (if any) to assess CSR performance?	1. To identify any tools designed or developed to assess the performance of CSR activities of a professional sport organisation.
Marketing and Marketing Performance	• Brand image • Consumer perspectives • Brand loyalty • Brand positioning • Cause Related Marketing • Important elements of marketing performance • Leveraging of sponsors • Marketing performance measurement systems/tools • Marketing strategies • Social marketing • The role of social media in marketing the sport organisation • Factors that affect marketing	• How does a CSR programme impact on the marketing performance of a professional sport organisation? • Which aspects of marketing performance are impacted by CSR programmes?	2. To determine how CSR activities impact the marketing performance of a professional sport organisation. 3. To identify the aspects of marketing performance that are affected by CSR activities.

	performance		
The impact of CSR on Marketing Performance	• CSR and CRM • CSR and social marketing • CSR and marketing strategies • The impact of CSR on brand image • Elements of marketing performance affected by CSR • Importance of impact of CSR on marketing performance	• What performance elements can be used to assess the impact of CSR on marketing performance?	4. To conceptualise the relationship between CSR and marketing performance in order to propose a set of criteria that can be used to design a tool to measure the impact of CSR on marketing performance.

CATEGORY 1: INTRODUCTION AND SCREENING

This category consists of general questions asked in the interview relating to the organisations' objectives as well as their assessment systems. These questions were also set up to confirm that the organisation engaged in CSR activities and that the respondent was involved in these activities. All the respondents confirmed that they were involved in their organisation's CSR activities. The respondents were asked about their organisation's objectives, whether their organisation's objectives were assessed and if their organisations engaged in CSR activities. Their responses elicited a few themes as noted below.

6.3. Organisational objectives

The respondents appeared to be familiar with their organisations' objectives and the responses resulted in two themes. While some of the responses showed one or the other of the themes, some responses showed a dual focus in their organisations' objectives. The responses received are identified below.

6.3.1. Social aspect in the objectives

The following responses gave an indication of a social aspect in the organisation's objectives:

> Our aims and objectives are to develop a football culture in South Africa. Especially to impact the youth across community types and I think our organisation is unique with the academy and the youth projects that they are able to impact the sport at the entry level and also right to the top as far as national sport and the PSL goes. [R2]

> The main aim is ... also to nurture talent in the Western Cape area ... To give youngsters a chance in the Western Cape and bring them through our youth structures to play for our first team and for those players to achieve success I think that's the main objective of our organisation. [R3]

> Our organisation's focus is obviously on youth development so I would say, the fundamental aim of the club is to produce good enough players for the first team and hopefully develop players that can be developed into the European market ... [R4]

By uplifting the lives of the people and employing good players we can be competitive in the sporting industry. [R5]

The aim of our organisation is to nurture, develop and promote all our cricketing communities, enable transformation and produce highly competitive teams... [R6]

...To be a brand that is accessible to be people and a brand that shows positivity, and a brand that is good and can make a difference. [R9]

…the main aim is to grow the sport in Cape Town with women, girls, adults, men, any age group, we run cricket and we want to just grow the sport and make sure we deliver the next Proteas players whether that's men or women and to just get people playing the game. [R10]

6.3.2. Marketing element in the objectives

Four of the responses indicated a marketing element to the organisations' objectives.

Our organisation is a football club and at the end of the day the aim is to be the one of the most recognised teams in the African continent... [R5]

...whilst ensuring that our commercial cricketing facilities remain world-class and are passionately supported. [R6]

We have a full strategy document with our aims and objectives called Vision 2020. So it's looking forward, putting our goals and objectives out there for the organisation. Our vision is to be the leading rugby union in the world, and our mission is to always succeed with integrity in rugby and in life. [R7]

Our aims and objectives are to be one of the biggest names nationally and internationally... [R9]

Additionally, one response showed a focus on utility maximisation. This can be seen when the respondent said,

The main aim is to win the League... [R3]

6.4. Assessment of organisational performance

When asked about the assessment of their organisations' performance, success appeared to encompass different elements for the organisations. The respondents identified the following as key assessment measures for organisational performance:

- On-field performance;
- Financial performance (revenue from sponsorships, ticket sales);
- TV commercials;
- Ability to buy and sell athletes;
- Non-financial measures (brand loyalty).

One respondent identified non-financial and financial measures of success for their organisation in the following terms:

> We have to be successful with the youth, we have to be successful with promoting quality players to the first team and we have to be successful in having a winning first team... Because we are a football team, there are many areas where we do these measures like looking where we make our money; areas like sponsorship, TV commercials, buying and selling of players, ticket sales and merchandising. [R1]

Another respondent said:

> Are they assessed? Yes, at every level. Whenever we do plans, strategies or whatever they basically need to be measurable and they need to be assessed. [R7]

> We have short term and long term plans, we have goals and we measure success based on where we are in line with what those plans are. We assess it in terms of game attendance, media platforms which both a national and international audience would have access to, the strength of our brand in terms of TV rights and in terms of TV potential. [R9]

One of the respondents talks about different assessments in different departments. This respondent said,

We have a framework that we get predominantly from again Ajax Amsterdam because it's tried and tested and it works so we try to act within that and keep to certain standards and at the moment that is our measurable, but we do adapt it or Africanise it if you can call it that but then again that's more on the corporate side, the CSI side, they would have a different strategy. [R2]

6.5. Engagement in CSR activities

The respondents were asked if their organisations engaged in CSR activities, with all ten of them confirming this, as indicated below:

…our main business is to change their lives. So even before we go through our corporate social investment part of it, we have changed the lives of those that we have spotted as skilful and we believe that there is something, once we achieve that goal, we have made a contribution to the community. We have changed a person's life and given him a step into the professional world, some make it locally and some internationally. [R1]

Ja, Ajax Cape Town definitely engages in the community. I do have some limited experience with other football clubs and this is by far the biggest community involvement that I have been in. Every single week we've got official supporter platforms where we engage with them. So every single thing from students of the club to players to supporters, the community is very involved and I think that is a partnership that exists in every element of the business. [R2]

So there are several ways. We have very close relations with the fans of Ajax CT. We have fan days where they come and have meetings and one on one session with the CEO... We have the Kick n' Learn programme which is a programme run under our community scheme. So those are just two ways but I mean we visit hospitals, we give school holiday clinics, we do coaching clinics so there is an array of activities that we do. [R3]

100%, I can't speak for other clubs because I don't work for other clubs but in terms of what we do and what I do personally, we run a full time established

community scheme which has been running now for the past ten years. We go out on a daily basis into the community to develop young people. [R4]

Yes we do a lot in our community. We have adopted Leamogetswe Safety Home which I'm proud to say we have been with them since 1999. There are other aspects that we deal with. We've got the academy and the soccer schools which we call the feeder clubs to the academy. We have a soccer schools tournament that happens every Friday in Atteridgeville. So that is how we engage with the community to ensure that we are part of the community. ... Lately we are involved with the cancer Pink Drive, so we try and encourage women to test for breast cancer. [R5]

Our organisation does a number of activities that involve the community like, hubs and RPC system, the mini-cricket programme and club cricket. [R6]

Absolutely, rugby is not just the professional team. The professional team is supported by many communities and I think we are privileged to have probably the most diverse rugby audience, I would say even wider than just rugby, in sport in general. By diverse I mean young, old, male, female, English, Afrikaans, Christian, Moslem, Jewish, culturally, racially whatever way you want to look at it. [R7]

Yes definitely, one programme that we have got is the hubs programme and that has been successful, but I think what is key, is we have seen the amount of growth and the vast improvement and that. It just goes to show that we speak about politics and transformation and all that but I think we need to realise the challenges that we have in the communities and the major challenge is mostly schools. [R8]

We have key values as the Sharks, and one of those values is the community. We always say that this team does not belong to an individual but it belongs to a community and if you own a brand there's a community behind you. So we continually look for ways to involve the community. [R9]

Yeah absolutely, a lot of the community activities and amateur department which is the Western Province side of things with regards to mini-cricket is a big one

and we also have various hub that fall under the amateur department, which are governed by Cricket South Africa. [R10]

6.6. Summary of category

This category was designed to determine that the organisations selected for the study met the defined criteria. The findings show that the organisations selected are professional sport organisations based on their organisational objectives. Two distinct themes emerged from the respondents' responses to the question about their objectives. Their responses showed that they did not only consider profit maximisation and utility maximisation in their objectives but they also incorporate a social element and a marketing element. The respondents were then asked if their organisational performance was assessed. Some respondents indicated that financial and non-financial measures were used to assess their organisational performance and one indicated that their organisation assessed each department separately. When asked if their organisations engaged in CSR activities, ten responded positively and some responded with examples of the CSR activities in which their organisations engaged. The next category focuses specifically on the respondents' assessments of CSR.

CATEGORY 2: CSR AND CSR PERFORMANCE

This section established a number of CSR factors, which include the definition of CSR, objectives of CSR, factors that affect CSR, current systems and tools used to assess CSR performance, and organisational benefits from CSR.

6.7. General definition of CSR

To verify that the respondents all understood the phenomenon under investigation, they were asked to define CSR in their own words based on their own understanding and perceptions. Three common themes emerged from the responses.

6.7.1. CSR as a marketing strategy

Two respondents described CSR as being an activity that is closely linked with their marketing strategy or activities, as indicated below:

> CSR is mostly a marketing initiative to reach out and create awareness of their brand, recruit more followers while doing good in the communities. [R1]

I think any business has a responsibility to its community to give back. Any business is only going to be successful if the community buys into it. So whatever you are providing needs to be supported by the community and the only way you are going to get that support is by going out there, taking your product to them, getting their buy-in, getting their support and showing them that they are important and basically that is what we are doing. [R4]

6.7.2. CSR as part of an ethical business approach

Three of the respondents identified CSR as part of the management process:

I would say it is about enriching those around you, trying to make a difference within your community. Most importantly because the people around you will not only better you and the future of this country but they can also make a change within the future of the organisation as well. [R3]

CSR is the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and the society at large. In essence CSR is composed of two main factors namely the quality of their management (in terms of both people and processes) and the nature of/ quantity of the impact on society in various areas. [R6]

In my own words I think it's often described by corporates sitting on the one side of the desk as going out there and spending money, doing something which is aligned to your kind of corporate values which does good in the community. [R7]

6.7.3. Social responsibility approach to CSR

Five of the respondents identified a social aspect to CSR:

It's companies in South Africa's responsibility to uplift, empower, educate either communities that are involved in the same sport industry as us or geographically. I think it will change for every business, but just the responsibility for corporates

is to empower, educate and grow knowledge, impact and awareness of every person in the communities around us. [R2]

CSR for me is one aspect that I have passion for, one thing for sure is that it makes a difference in the lives of the disadvantaged. I hate to say this but in real life there are people who didn't get opportunities and don't know what to do stuck in a certain kind of life. So for us as corporates, it's in our hands to better the lives of these people and therefore better the people because we can't leave everything to the government. So with the little that we have let's plough back into the community and make sure that we make a difference in the lives of the people. [R5]

It's (CSR) helping to build society and not just about the rugby aspect, it's about changing lives. Using sport as a tool to further education, it's about providing opportunities for both the academically inclined and the non-academically inclined youth. [R8]

CSR for me is making a difference. It's using the platform we have as a sporting brand and as a company to influence change. Social change that could make a difference in the community we live in and also the outlying communities. If we can do that as a result of what we are doing then excellent. It's to change opinions and to create social cohesion and to impact the society positively. [R9]

It's about creating a good person so when they leave this place they leave cricket, that they have actually created a good person out of them so that's a big thing for me and just to be able to do stuff on all the other days rather just and every time that they're playing that's CSR because they're raising money for these activities, for spirited cricket. [R10]

Figure 6.1 below is used to summarise these findings to show the different approaches that the organisations took towards their CSR initiatives.
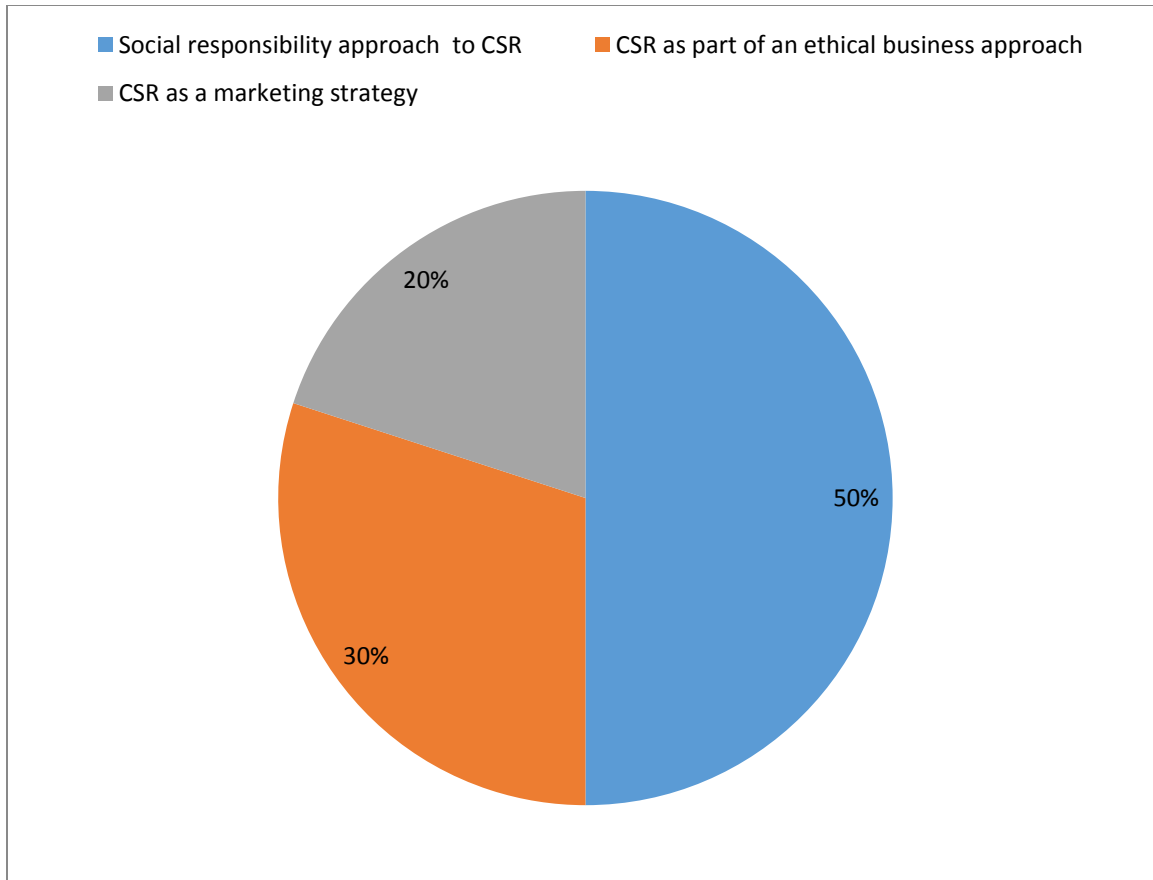
Figure 6.1: Approach to CSR

6.8. Difference between CSR and CSI

This question was added after it was identified that the respondents used CSR and CSI interchangeably in their discussions. The responses revealed similar ideas about the two concepts. Four respondents had this to say:

> I think we are playing with English words when it comes to this question. For big corporate companies it will have a different meaning but for South African sports clubs CSI or CSR has one meaning. Example: large corporate has an obligation to the staff, members and community in which their business generates its income to improve the standard of life in general in that community, in other words to give back. Whereas sports club CSI or CSR is mostly a marketing Initiative to reach out and create awareness of their brand, recruit more followers while doing good in the communities. Sports clubs normally make donations

depending on the pressing need from projects relating to their fans or potential fans, goodwill. Bottom line it's all the same meaning in South Africa, but it has a different meaning in first world countries. [R1]

CSR refers to an organisation's total responsibility towards the business environment in which it operates. CSR describes the broader solution to triple-bottom-line matters of the 3Ps – profit, people and planet. CSI is one of the sub-components of CSR and aims to uplift communities in such a way that the quality of life is generally improved and safeguarded. [R6]

Without going to read up a definition, no I don't think that they are the same thing. From a responsibility point of view, I think that the argument that we are part of the community shows responsibility and from an investment point of view, from a corporate viewpoint, there is always a CSR budget that is separate from the rest of the budget and you can use that budget to go out there and invest in whatever you believe in basically. So like I said earlier we are part of the base of the triangle, we are not sitting on top of that triangle and investing down. I think we invest heavily but our viewpoint is the other way around from other organisations. [R7]

I think its two different aspects, there are similarities and they are interlinked but I think investment is the money we create and then taking that money and saying this is CSI spend, that's CSI for me, and you know you can use that money to educate 300 kids. CSR is not necessarily attached to money, it is about the influence you have and the position you have and how you can use that for the better, how you can use that to change perception, how you can use that to rally a community or to rally a society towards a common goal and to create positivity towards that community. [R9]

6.9. CSR Objectives

The respondents were asked about the objectives of their CSR activities and a number of words that the respondents used frequently were identified. The word cloud in Figure 6.1 illustrates that the most mentioned words are: people, community, brand, players, and positive. Two themes were identified from these responses, which are outlined below.

6.9.1. Community focused objectives

To give youngsters a chance in the Western Cape and bring them through our youth structures to play for our first team and for those players to achieve. [R3]

Having a positive impact on the lives of young people in general in Cape Town, whether they are going to make it as a footballer, whether they are going to make it for Ajax or not, it's just that the club sees themselves as a fundamental component in Cape Town. The fundamental aim is to work with the youth. [R4]

To ensure that they are a part of the community at the base level and to foster a love for the game because that's where all of our success comes from our players, our supporters, the people who buy our merchandise and the people who buy our tickets. [R7]

To provide sport and opportunities to the community. [R8]

Using the platform of our influence to make a positive change to society that will allow our societies to move forward. [R9]

Yes we want to create an impact on smaller environments and community based environment rather than your kind of mass charities that already got a lot of people, you know, we only want to kind of help out, we want to make small donations that make a massive difference... [R10]

6.9.2. Marketing focused objectives

We obviously need to align it with having an opportunity to market the team while we are doing the community service which is focusing on making sure that we also do give back to other youngsters that don't play football. They might be female or they might just be a general youngster that likes watching football, we just want to encourage and make a difference because we are a brand that other people look up to. [R1]

The objectives of CSR like I said are more about ploughing back into the community, making a difference in the lives of the people and enhancing the

brand and making sure that the brand SuperSport is out there and people can see it by helping other people. [R5]

The two main objectives of the Central Gauteng Lions is to support the brand strategy and to show what we prioritise as a brand. The Bizhub Highveld Lions are concerned with selling a dream and the Central Gauteng Lions are concerned with promoting the pipeline. The Central Gauteng Lions is concerned with promoting a pathway from amateur cricket (schools and clubs at various age groups). Through the various levels of provincial representation, to professionally contracted players for the Bizhub Highveld Lions and even to national representation. The Bizhub Highveld Lions are a walking, talking example of the pipeline in the case of many of the Bizhub Highveld Lions players. [R6]

The words that were most frequently used to discuss the CSR objectives are summarised in the word cloud in figure 6.2 below:

Figure 6.2: Frequently used words for CSR objectives

The size of the words in the word cloud is proportional to the number of times they are used the respondents to answer the same question. The most commonly used words to answer this

question are brand, community, people, which is indicative of both a social and marketing focus in the CSR objectives.

6.9.3. The social role of sport organisations

Two respondents additionally proposed that professional sport organisations have a responsibility towards the community that goes beyond fulfilling their part as members of it. Respondent 4 argued that when a sport organisation is engaging in CSR activities, it is fulfilling the responsibility that it has towards the community:

> We're not only doing our role as just a soccer club providing only football activity. We're also doing a responsibility that any business should have to the people, which is to give them education, to uplift them, to give them confidence, to give them motivation. [R4]

Respondents argued that it was not about fulfilling an obligation, but a responsibility that they should acknowledge:

> I think sports organisations have been guilty of just kind of ticking a box and not really doing much, and it really irritates me because if you look at my schedule, we both know Nelson Mandela died on the 18th of July and there is so much focus on particular days rather than just saying ok this is something that we should be doing on all the other days rather than just 67 minutes on Mandela Day. That for me is quite a big thing. I don't want to just be very specific. I understand the hype around certain dates and I understand that we should be doing something for Nelson Mandela but I don't want that to be the main thing that we do. [R10]

6.10. Factors that influence CSR

The respondents were asked to identify factors that impact the implementation of their CSR activities. Three recurring themes were identified in the responses to this question which are outlined below. Seven responses alluded to people and resources as a factor that impacts their CSR initiatives, while three identified uncontrollable environmental factors. Three more identified community awareness as a factor that affected their CSR initiatives.

6.10.1. People and resources

Seven respondents identify people and resources as a factor that affects CSR:

> Definitely resources or a company's access to resources and funds, I do think the right fit of individuals that are directly involved in CSR initiatives needs to be a good fit. Somebody that understands the objectives, deliverables and external will give access to the communities. [R2]

> So there is a huge cost element that you have to put aside for all this and you can only do this if you have financial support. Now we are in a fortunate position where Ajax Foundation from Holland have supported it, but there is never enough money because we always want to grow more. The more money we get, the more coaches we can employ, the more of the community we can touch and reach. [R4]

> The internal [dimensions] involves human resources policies, health and safety at work, environmental impact management, etc. and the external dimensions are local communities, suppliers, sponsors, customers, human rights and supply chain, ecological issues, etc. [R6]

> I think it's more than just programmes, there are external factors that influence how we do things. Economically that has been an issue for us, because we need equipment. We have a professional team playing and that money is ploughed back into the union. What happens to the money that was generated at club rugby that must go to that community? What happens to the employed staff? All those things impact the performance of your senior team as well as the time that the guys devote to that sort of thing as well. [R7]

> One of the key challenges is the funding and support to get these programmes up and running. For us to get these programmes, we need to make sure that there is funding and support. The brand is very strong and one of the problems we have is alignment because when people see WP Rugby they think Stormers, they see money. [R8]

> Internal factors could be monetary factors and sometimes you may have a huge

plan but you may not be able to effect, the budget may just not be enough in these tough times. [R9]

I think the internal factors, one is time, you know player availability from outside during the season it's very difficult to do activities purely because fixture are there, they're travelling a lot so a lot of the stuff has to be done in off season. The problem with that is you sometimes get accused of not doing anything during the season when you are in the public eye where you know you on radio all the time all of that kind of stuff. [R10]

6.10.2. Uncontrollable environmental factors

Three respondents alluded to uncontrollable environmental factors, such as climate and economy.

Recession is hitting everyone, businesses don't have money now to support all these programmes, government will say that we have water shortages and all that, and they will tell you that money has to be put into that but there is still a need to uplift the community. [R4]

The other kind of things that can impact us is things like the water crisis. We cannot use the grounds and looking at a community where kids were going to those grounds to be coached, to now not having that. [R7]

The challenge is the clubs that we put up. How are they going to train? Because in Khayelitsha for example, there is no grass for practice because of the drought, so in situations like that, how do we keep them busy and actively involved? [R8]

6.10.3. Community awareness of CSR activities

Respondents three, five and nine proposed that the community needs to be aware of the CSR activities in order for them to be successfully implemented:

I think it's important that the community knows what the organisation is doing because once the community is aware of what you are doing, then the impact of the project will be better and more people will benefit from the project. [R3]

Externally you want the people to welcome you and allow you to implement whatever it is you have planned and so they have to see that you are helping them. [R5]

External factors that would affect CSR is getting the buy-in of various partners, to ensure that everyone is on the same page and focused towards a common objective. [R9]

6.11. Stakeholders in CSR activities

The professional sport organisations however do not engage in CSR activities on their own. They work with different stakeholders, for example NGOs, some branches of the government and in some cases their sponsors are involved in CSR activities. The following section expands on the role of stakeholders identifying the different types of stakeholders.

6.11.1. Corporate partnerships

Four respondents explained that their corporate sponsors and partners were involved in their CSR activities.

> For the school programmes we work with the Ajax foundation but the Ajax foundation is involved because we are 51% owned by Ajax Amsterdam. Obviously every other partner that we have at Ajax CT, whether it is a shirt sponsorship or an apparel sponsorship or printing, we want them all to get the benefits of going out into the communities with us so we carry our partners with us when we go into our communities. Some activations fit some of our partners' CSI portfolios, for example if we do outdoor events, we use our partnership with Coca-Cola and Powerade because that's their strength, they are an outdoor company that is in your face and likes to make noise in front of the kids so that suits them as well. If it was corporate, because we have Huawei as a sponsor so it means from a gadget point of view and communication Huawei is relevant, so we take our sponsors with us and make sure that we are able to share the space that we have with them, that is where they also get their exposure and value for sponsorship. [R1]

All our sponsors, at a professional team level because it's part of our ethos, it's part of how we operate. At a professional level we endeavour to foster a love for the game at a community level. Every single week that we play, we bring kids. [R7]

Local business people are actively involved in the programmes for transport for example. We align ourselves with people who are able to assist when it comes to resources. So there is that whole value in kind. Our whole aim is creating experiences and that so we partner with people who will then use the WP rugby experience (coming to the game, meeting players) to promote certain products that they may have. Our CSI is more funded towards the communities from our side. [R8]

We look for ways in which we can incorporate our sponsors and we form partnerships and together we have a bigger network. So they always come on-board when we have our coaching clinics. They often come on board. [R9]

6.11.2. Non-corporate partnerships

Three respondents commented that they have more socially focused partners involved in their CSR activities.

Yeah, we have got the South African police, we have this programme in the evenings when the kids finish school and they are left to their own devices, parents are quite often still at work so they are left to do whatever they can. So they congregate in areas and catch on nonsense, a lot of times crime, a lot of times drugs and a lot of times unsociable behaviour. So we have partnership with the South African police where we identify the areas where these kids congregate and we go there and we do some soccer activities. [R4]

Support from sponsors we get from afar, the direct stakeholders would be the schools allowing the kids to play, the home itself allowing you to do things, obviously you sit with them and they tell, you [are] what they need for the year otherwise the support we get from afar. The only NGO we worked with is the Pink Drive. [R5]

Charities, orphanages and doing all that costs money and our sponsors all get involved with those projects. The idea is to give all those people a taste of the pinnacle of the sport that they enjoy. Once they get a taste of that and experience being in the stadium, you find that they get involved at the base level. Another thing is our athletes. Making sure that they get involved, making sure that they are out there, from social media to being physically there in the communities. [R7]

6.12. Selection criteria for targeted communities, causes and problems

The respondents were asked what criteria their organisations used to select their targeted communities, causes and problems that they addressed with their CSR initiatives. The responses ranged from having no criteria to identifying a need in the communities and trying to address that need to targeting areas based on their amateur sport focus areas.

6.12.1. Selecting communities

The following responses indicate how the respondents identified their target communities. The respondents noted a number of methods that they used to identify the communities where they implemented their CSR activities. These included using criteria, targeting underprivileged communities, targeting areas where the organisation is sustainably active, and targeting different demographics. However, two respondents indicated how their organisations identified causes that they targeted and one indicated how they selected the community problems their organisation targeted.

> The second one is public gathering areas, you would go to malls, train stations and taxi ranks because that is where everyone is, so you are not specifically targeting a specific individual but rather you are looking at mass participation. You go to schools in different areas, the majority of the schools I have been to are in under privileged areas and that is mass participation. [R1]

> I think there are no real boundaries to our CSR, I mean there is obviously the community scheme projects that we run and that is our core responsibility but where ever we can help we do. We can't obviously help everyone but we help where we can. [R3]

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Our organisation has no set criteria for selecting communities for our CSR programmes. The selected communities are part of our Hubs and RPC System, focusing on townships including Soweto, Dobsonville and Alexandra. [R6]

Our criteria is based on our clubs, we are not going to be going into communities that we are not actively involved in because we need to be sustainable. The whole thing is about creating synergy. So a kid goes to primary school, high school and then joins the club. We make sure they have access to all these. We identify based on the fact that they are affiliated, so when we go out, we first target our affiliates [R8]

We spread it out, there are a lot of races. There are a lot of demographics that make up our community and for the coaching clinics we select via our development programme. There are always other initiatives that we do. We go to the poor communities; we go to every community in the KZN. [R9]

6.12.2. Selection of causes

Two respondents explained the process of how they selected their causes as follows:

So we go to schools where the children's parents don't earn a lot of money, government schools that sort of thing. For the past few months, we have also given coaching clinics to middle class families then we also sometimes see something in the newspaper and we go lend a helping hand, or you know we see a kid who was affected by something and we go help. [R3]

I think it's more being aware of them and knowing there is an organisation that needs help, because what we are dealing with, we focus on looking at youths and women and child abuse so that is what we are looking at and then we support accordingly. So we target the specific cause. [R5]

6.12.3. Identification of problems

One respondent spoke about targeting problems that the organisation identified in the community. The organisation identified a social problem and attempted to address it through their CSR activities.

> I always tell people that kids are not naughty, kids are bored. If they have nothing to do, they are going to do what is in front of them, and what is in front of these guys, the drug guys. So what we do is provide them with a choice, now he has a choice, either the drugs or the soccer. He will never choose drugs over soccer and that is what we do. [R4]

6.13. Organisational benefits from CSR

A majority of the respondents argued that the organisation experienced some benefits from its CSR activities. One respondent had a contradictory opinion.

> Ja definitely, I think so because it's much exposure, because you get your name out there and you're building your brand as well. All companies in the world when they do some CSR will put their name on it but that should never be the sole purpose. Obviously Ajax will draw benefits, it's good to put your name out there, good to show the people that you care. [R3]

> Yes, we do because our brand is being exposed to hundreds of thousands of kids in Cape Town. That is a benefit because people who would never have known about our organisation now know about it. The word is out that the brand is sending a positive message to these kids. Kids are very loyal, the smallest things you do for them, they remember. [R4]

> Yes, we gain media exposure for both the team and our sponsors and partners. The Bizhub Highveld Lions engage in charity work within the cricketing hubs as their part of the CGL's [Central Gauteng Lions] CSR activities. The sponsors gain brand exposure from the media coverage of the CSR activities [R6]

> 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. [R7]

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. [R9]

One respondent had a different opinion:

There is no benefit for the organisation, just recognition from the government that we are involved in this. [R5]

6.14. Assessment of CSR outcomes

Professional organisations have different influences and therefore different objectives to engage in CSR, as seen above. It then becomes imperative to know if these objectives have measurable outcomes. To this effect the respondents were asked if their respective organisations had any methods in place to assess the success of their CSR activities in achieving the objectives of the CSR programmes. The responses have been categorised as either non-quantifiable or quantifiable assessment measures.

6.14.1. Non-quantifiable assessment measures

The response from five of the respondents was that they have non-quantifiable assessment measures. Respondent 1 said that their CSR activities would yield long-term results which could perhaps be measurable in the long term. He added the following:

Internally, obviously the feel-good factor, the goodwill and the ability to continually deliver programmes that makes people happy. [R1]

In terms of my individual component, the community scheme, the evaluation process is done from the schools, so we go to the schools and we hope to get feedback from the schools in terms of responses from the kids and whether or not they feel like what we do is beneficial. [R4]

We don't really have an assessment but our assessment is a physical one, you know when you put 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, having a computer room which they never had before or a TV room and such, that's what we are looking at. 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. [R5]

…You can measure it through the social gains to the community, through commercial benefits, through athletes that come up through the levels. [R7]

...Also the standard of rugby is another way that we can assess. If the kids are doing well, the quality and the standard of rugby that is being played, we have seen an improvement in the standard of rugby that is played by these kids, there is also an improvement in discipline. There is definitely change that is happening. [R8]

6.14.2. Quantifiable assessment measures

Three of the respondents identified quantifiable assessment measures in their responses.

The main process use to measure the success of our CSR objectives is the performance scorecard that Cricket South Africa provides. Corporate Social responsibility is an important criterion that we assess and carries a significant weighting out of 50. [R6]

Mainly we look at our stats. We look at our numbers. It's more about growth, we look at the number of teams we have, the number of schools that we reach, the amount of coaches that we train. It also depends on the funds as well. If the funding was there, I think we can do a lot more depending on the funding we have. [R8]

Yes, we look at what we have done and we look at the stats and how many people we reach. For example the rhino conservation work that we did, we gave obviously the main focus of that campaign was to create awareness by creating the wow factor. I think that having a three part documentary series that SuperSport extended for the next year shows the interest that the country had in watching those episodes. We gauge it from our social media action, from our interaction with media and publicity. [R9]

6.15. Summary of category 2

This category focused on CSR. The respondents identified the concept of CSR and explained it from their own perspective. The difference between CSR and CSI was also briefly discussed as most of the respondents continually used the two terms as synonyms of each other. The respondents explained the objectives of their CSR initiatives. The CSR activities that the different organisations engaged in were identified and the factors that influenced the success of the CSR activities were identified. The stakeholders involved in CSR activities were identified and reasons for their involvement were suggested. The communities, causes and the social issues that the CSR activities were geared towards were identified, and the category discussion concludes by outlining the respondents' responses to the measurement of the performance of their CSR initiatives.

CATEGORY 3: MARKETING AND MARKETING PERFORMANCE

This section was set up to discuss marketing objectives, important elements in marketing performance as well as systems and tools that were currently in place to measure marketing performance. This category is expected to address the following research question: "How does a CSR programme impact on the marketing performance of a professional sport organisation?"

6.16. Marketing objectives

The respondents were asked to discuss their organisations' marketing objectives. There were six themes that recurred. A word map is used in Figure 6.2 to highlight the words and phrases most commonly used by the respondents with regards to their marketing objectives. The most common themes identified are as follows: 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.

6.16.1. Attracting attendance

The respondents presented the following ideas on attracting people to attend games at the stadium. The respondents said,

> For marketing, we want to attract bums on seats... [R1]

> Marketing objectives are to get bums on the seats, that's the main objective...

[R5]

It's getting bums on seats in the stadium... [R9]

6.16.2. Gaining and retaining sponsorships

Some respondents identified sponsorships in their responses. They claimed the following:

...To add on to that is to the sponsors, to ensure that the brand is good enough such that the sponsorship relationships remain. [R2]

...its managing sponsorships, getting new sponsors on-board, it's strengthening our support base and at the end of the day, it's making our business financially successful. [R9]

6.16.3. Relationship management

The following responses highlighted relationships in their marketing objectives:

...we want to sell Ajax CT merchandise, sell tickets... [R1]

I think there are quite a few factors linked to the marketing team, firstly it's the link between the club and the supporters and then the link between the club and the community, the marketing department is there to strengthen these relationships. We have to get the club name out there, get supporters to come to the games... [R3]

We want people to look at us and follow us rather than have them look at other brands and say we should be like them. We want to be at the top and I believe that with the marketing at the top the players are going to match that as well on the field because they know that there's a certain standard that they need to live up to and it's expected of them. [R10]

6.16.4. Brand awareness and brand image

The following responses alluded to brand awareness and brand image as elements included in the organisations' marketing objectives:

...we want to have people talking about Ajax CT on a daily basis in terms of

social media, we want people to actually have Ajax CT as a line in daily communication, if they are talking about anything to do with sport or football, then Ajax CT must be part of that conversation. [R1]

The overall objective is to keep the brand and the brand stature intact irrespective of what is happening in the other divisions. So for example irrespective of the log standings and so forth, to keep the brand and brand values intact and communicated and everybody who is associated with Ajax CT be it stakeholders, shareholders or communities must be aware of our brand ethics. [R2]

...as the marketing team we are responsible for upholding and maintaining the club's image and obviously the CSR activities fall into that. You can go deeper into that but that is the broader most primary aspects of the marketing team's objectives. [R3]

...beyond that its brand awareness. [R5]

Our marketing strategy document is aligned with the organisational strategies which are to have the best brands in the world; to have the best comments board; we need to constantly strive to be better to be more innovative to be more out there; and to catch and create role models in all communities. [R7]

So from a marketing point of view we obviously want to be the strongest brand in South African cricket. We [are] a bit of a historical brand but we want to get it back to where it was in the beginning. We feel that using campaigns like spirited cricket we want to be different. We want to do something great by using spirited cricket, it's something that can hopefully inspire other franchises to get on board and step up. From a marketing point of view we want to kind of be the top brand in South African cricket. [R10]

These quotes were used to create the word cloud in Figure 6.3 below to highlight the words that were frequently used by the respondents when talking about marketing objectives. The most frequently used words by the respondents in talking about their marketing objectives are: brand, people, best, seats, and seats.

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Figure 6.3: Frequently used words for describing marketing objectives

6.17. Supporter loyalty in South Africa

The respondents were asked if their brands had achieved brand loyalty. This question elicited a variety of responses from each of the respondents and two distinct sub-categories were identified.

6.17.1. Loyal supporters

Four of the respondents implied that their brands experienced strong brand loyalty. In their responses they showed that their fans remained with them, even if the team was not performing well. One respondent said,

> We call ourselves "the faithful" because they are the most passionate and the most loyal fans in the world. And that is why when the senior team loses they go mad but they still support you. [R7]

The sentiment in this response is echoed by another respondent [R2] who also referred to fans when answering this question. The respondent gave an example of how fans reacted to the poor on-field performance of the team. They continued to support the team but showed their displeasure by wearing black team T shirts.

> There is definitely brand loyalty and I will give you an example. I am together with the head of the fan club responsible for the fan shop. We run the fan shop. Now Ajax CT supporters are not very happy with the players at the moment so in any other sport, the fans would just say the team is not playing well, I'm not going to go to the game. Ajax Supporters however decided that they will go to the Ajax game but they will wear black to show that they are not happy with the team's performance. The support is so strong that they are not prepared to stay away. So what we did was that we said, no problem, all our black merchandise will be on promotion so we support their standpoint. So it's this ongoing communication. That's something you don't see often. [R2]

> Loyalty in football is difficult to measure unlike in England. In England, the team you support you stick to, even if they get relegated, that's your team no matter what. Here, I don't know. The hard core Ajax fans that we have will remain with us no matter what, when Cape Town City came on board, did they jump ship? No, they remained with Ajax CT, it's in their blood. [R4]

> …That's evident in our following and the passion that people have towards this brand and the proud history that is associated with it. [R9]

6.17.2. BIRGing and CORFing

Three respondents discussed what can only be identified as the BIRGing and CORFing phenomenon which is extensively discussed in the literature chapter (See section 2.19.3). Several respondents acknowledged that while there are some loyal fans, other fans are only interested in a winning team, and that if the team fails to perform well, then they are likely to lose their fans.

> So loyalty in South Africa, I wouldn't think there is much loyalty because it's too easy for fans to jump ship. [R3]

Well obviously if we are not doing well on the field it will affect our supporters because people will never want to be associated with a losing team, that's one thing for sure. That's why it's important to make sure that the product which is football and the players are exciting and relevant in the market. [R5]

The Bizhub Highveld Lions enjoys significant levels of fan loyalty; however our fan loyalty has been tested over the past few seasons due to our lack lustre on-field performances. This manifests itself with dwindling attendance at domestic games, as well as dwindling sales of our merchandise as well. [R6]

6.18. Brand image versus consumer perspectives

Each organisation had a unique brand image that they create and what they understood to be the perceptions that the market had about their organisations. Only responses are highlighted below because other respondents also said the same things. Table 6.1 summarises the responses given by the respondents:

People see us as a club that cares, it's the image we wanted to build and we have done it, we are seen as the protector of the communities. That is what the Urban Warrior stands for. We are the big brother that will protect the kids in the communities. So the football part is one thing but the community part is in there as well. [R1]

To me, our brand image, if I had to, I always find it easier if I think of words so it would be ethical, impactful, and inspirational. [R2]

There is a perception of heritage, there is a perception that they have been around and they will be around. It's got a good foundation and a good heritage. It's one of the main role players of football in Cape Town especially when it comes to the development side. Also there was a time when the performance in the PSL was very impressive so in all avenues of football it seems Ajax CT has made an impact at one point or another. [R2]

I think its image is young trendsetting and being different, giving the soccer lovers a different club to follow. [R5]

We like to portray an image of being the most supported club. Having the most passionate fans, we call them "the faithful". We call ourselves "the faithful" because they are the most passionate, the most loyal and the most knowledgeable fans in the world. And they believe that and that is why they go mad when the senior team loses but yet they still support you. That is why we put the most bums on seats, have the highest TV stats, and have the most loyal sponsors. From a brand viewpoint, we don't try and create something that is not part of the fabric of the brand, for example "*WP jou lekker ding.*" [R7]

A community brand, a family brand and we are a brand that appeals to a mass audience. It doesn't matter who you are or where you are from, this brand speaks to you, the individual. [R9]

I think it's that we play for the fans, we're relatable, the general Cape Cobra player is not necessarily a superstar who is unattainable, we are the Dane Pattersons who is a young coloured guy, who every single young coloured guy who's playing club cricket or school cricket can rely on. He didn't come from a wealthy family. He's worked hard, he's worked on his fitness, he's worked on his game, he's failed, and he's bounced back. We got guys that a general person can really like use as motivation, these boys are good guys, the brand is very much Cape Town. [R10]

The points mentioned by the respondents are summarised in the table 6.2 below.

Table 6.2: Brand image versus brand perceptions

Organisation	Brand Image	Brand Perception
Organisation 1	Professional High standard quality Ethical Impactful Inspirational World class football club.	A club that cares The big brother to the communities; Good foundation and heritage World class football club
Organisation 2	Young Trendsetter New team to follow	Young Trendsetter New team to follow

Organisation 3	Most supported club A team that affects everyone A team that is true to who they are	Most supported club A team that affects everyone A team that is true to who they are
Organisation 4	A community brand A brand that speaks to each person as an individual	A brand that is part of the community
Organisation 5	A brand that is very much Cape Town A winning brand	A brand that is very much Cape Town A winning brand.
Organisation 6	A winning club	A winning club

Source: Author (2019)

6.19. Assessment of marketing objectives

The respondents were asked to comment on the assessment of marketing performance. While none of them mentioned a specific tool or system used to achieve this task, they identified various indicators that they use to assess the achievement of their marketing objectives.

6.19.1. Important elements of marketing outcomes

A number of elements that are important in measuring marketing performance were mentioned throughout the interviews. These were identified as how many sponsors are attracted, or 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; amateur teams and their success. One of the respondents proposed the following:

> It's kind of difficult to measure marketing objectives because it is based on opinions. Some hard kind of measures that you can use are your TV numbers, bums on seats, participants' levels at junior levels, and if sponsors stay with you for more than one term of agreement, as well as the number of sponsors that you have or that you can attract.[R7]

6.19.1.1. Attracting and retaining sponsors

Two respondents identified sponsorship as an important element in considering marketing outcomes:

Sponsorship is number one; it's where we get the biggest revenue to sustain the club. If we still have companies that still want to be associated with us as sponsors, it means we are still relevant.[R1]

So the feedback we would get at the moment from an executive level would be conversations definitely around signing on new partners and when partnerships end. That's when we have conversations in terms of why we would like to join in and partner with you because these are common points of interest, or if the partnership dissolves, what are the reasons. That's the most accurate feedback we currently get but we don't have any official market research. We have different offers and approaches for our different sponsors. For example Fineline who is our print partner would get exposure because we are visible on TV and they get regional exposure, while it would be different for Robert Daniel, it's different, the exposure would mostly be during the PSL games when they wear the suits and so forth. So you almost need a marketing plan, strategy and deliverable per sponsor/partner. Then it changes again when you do Coca-Cola or Penbev because they are one of our main sponsors especially on the CSI side. Their requirements are completely different, less corporate and more people reach i.e. numbers, volumes. [R2]

6.19.1.2. Social media and websites

Social media and websites were identified by two respondents as:

I think social media has become important in marketing our club, I don't know if you can really, I mean you can say our following has increased by 10% on social media, and you can, on Facebook for example, you can pay to market your club and get more likes that way, so if you can really progress by doing that, because you have paid for your success so to speak. At the end of the 2017 as the marketing team, we look back and say, we've grown on social media by 10% and we've taken the Ajax brand to new quarters of the Western Cape and more people are buying our jerseys. [R3]

...By the Lions players engaging in these CSR initiatives we are "selling a dream" on social media by showing that a large number of Lions players have come through the pipeline and are now professionally contracted players. [R6]

6.19.1.3. Attendance and media coverage

Four respondents alluded to media coverage and increasing fan attendance to the sport events which they referred to as "bums on seats":

> 2nd pillar is commercials, which is TV ads, we get that from a shared commercial deal with all the other 16 clubs in the PSL [R1]

> I mean at the end of the day, the marketing strategy of a club gets measured in two ways, bums on seats and getting the brand out there to the communities, making people aware of it. [R4]

> It will be checking how much people are coming to the stadium to watch your matches and how much media coverage you receive. That's what we use. [R5]

> Not just this year but since its conception the Stormers have been the most supported and the most watched team in terms of bums on seats and in terms of TV viewers numbers. So those are verifiable facts and not me just making it up and that goes directly back to the diversity of our support. [R7]

6.19.1.4. Ticket sales and merchandising

The fourth element that is important in measuring marketing performance is ticket sales. One respondent argued the following:

> The better the team plays the more tickets you sell, the worse a team plays, the less tickets you sell. You will measure your performance based on the previous season, so the better the average of tickets sold in the new season compared to last season, the better your performance. Last but not least, merchandising, here in South Africa, merchandising is not the best money-making entity but you have to count it in because we are a club and you need to create an avenue to sell your merchandise. When we do well we sell a lot of merchandise, when we don't do well we sell less merchandise but it really shouldn't be based on whether we

are doing well or not because we still have the same fans and it's either they are growing or stable. They would want to be wearing your latest apparel, so you still should be selling merchandise the same every year or more because you are growing. [R1]

6.20. Summary of category 3

This category focused on marketing in professional sport organisations. The objectives of marketing for the professional sport organisations were divided into four common themes. The category also includes marketing elements like supporter loyalty and brand image. The respondents described concepts like BIRGing and CORFing. Respondents were asked about the image of the organisations' brand. They were also asked about what they believe to be the perceptions that the consumers have about the brand. The responses are summarised in table 6.1. Responses related to marketing performance were then outlined. Marketing performance was seen to be based on the marketing objectives and the elements that the respondents regarded as important in the assessment of marketing performance were outlined. Five different elements of marketing performance were identified.

CATEGORY 4: IMPACT OF CSR ON MARKETING PERFORMANCE

This category answers the following research questions; "Which aspects of marketing performance are impacted by a CSR programme?" and "What measures can be used to assess/measure the impact of CSR on marketing performance?"

6.21. CSR's relation to marketing

The respondents were asked about their perception of the relationship between CSR and marketing. Many different responses were given, but they all pointed towards a relationship between CSR and marketing:

From a marketing point of view, if we don't save the kids on the street, where will we get the kids to play for the team? The only time we differentiate between what we do as CSR and marketing is when we talk about match related activities. [R1]

There definitely is, the CSI department is very much on the ground in terms of their operations and we are their partners in connection to the business. The collateral and the resources that they use basically come from the marketing

division, so flags, balls and anything branded, the vans that they are driving, that's all done by the marketing department. Anything that has any artwork or branding on it will be a brief from them that the marketing department will then deliver on. [R2]

Yes definitely, when we do strategy meetings at the beginning of every season, CSR is part of the agenda. So when we think about something or plan something, we always keep that in mind to see how we can bring the community into our strategy. [R3]

Yes 100%. The marketing team is totally behind what we do and they see the benefit of the CSR activities. The community scheme is such a valuable thing, it's a marketing tool, it also allows the youth academy to identify players, because we can get to kids that they wouldn't have been able to get out to, so it covers all areas of the business. [R4]

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. [R5]

Yes. There is a relationship between the CGLs' CSR activities and our marketing strategies. One of the main pieces of information that the marketing strategy communicates is to "sell a dream" to aspiring cricketers. [R6]

I think we often get caught up in the hype of the senior team, the professional brands and all that other stuff that goes on but here you will find that it is very different. Here there is a clear understanding of that bottom triangle and it goes through everything from our tag lines, from using three languages, if you look at our Stormers brand, it's Xhosa; English and Afrikaans. [R7]

How the marketing department helps us is by giving us some goods or maybe some tickets which we will then try to convert into funds but otherwise, cash-wise, nothing. [R8]

We have our overall marketing strategies but they definitely tie in to CSR. The two talk to each other. [R9]

It actually has become our marketing strategy. Spirited cricket has become our marketing strategy that is what we do. We are a brand playing spirited cricket, so yes in my organisation it has a huge impact. [R10]

6.22. Commonalities between CSR and CRM and social marketing

Respondents were asked to comment on the relationship between CSR, social marketing and CRM. One of the respondents described the relationship between CSR, CRM and social marketing as an interdependent relationship:

I would imagine that one would not exist without the other, there would be some kind of crossover between them. [R2]

Eight of the respondents gave examples of some of the social marketing and CRM activities that they engage in and that they consider as part of their CSR. The responses were divided into two categories, namely cause related marketing and social marketing.

6.22.1. Social marketing

Six respondents provided examples of their organisations' social marketing activities:

The life skills initiative deals with a variety of issues, we also have informal football exercises where we teach them the basics of football in their own background. What they will remember is the club that came to them firstly, teaching them the do's and don'ts and secondly allowing them to play and enjoy themselves, so we are leaving a longer lasting legacy. [R1]

...the other one is hospitals, orphanages, children's homes, old age homes, organisations that would just phone on a once-off basis saying can we do a single function there, we would then send the players out there to try and make a difference. Those are like the once-off ones, the community scheme is a sustainable programme where we would go and do a six week programme there and we go back there and go back there and the other one is just the once-off requests. [R4]

Yes we do a lot in our community. We have adopted Leamogetswe Safety Home which I'm proud to say we have been with them since 1999. There are other aspects that we deal with. We've got the academy and the soccer schools which we call the feeder clubs to the academy. We have a soccer schools tournament that happens every Friday in Atteridgeville so that is how we engage with the community to ensure that we are part of the community. [R5]

Our organisation engages in social marketing by introducing cricket to children in disadvantaged areas and providing coaching, facilities and opportunities for aspiring cricketers to achieve their dreams. [R6]

The bulk of our activities are community based. The face of that is what you see when you come and see a rugby game but the reality is there are hundreds of games going on in the communities, there are clubs, there are schools and there are programmes like our Hubs programme. Each of those touch a different people in a different community and all of those communities are absolutely diverse across the different graphics. We also have an academy where we pull in the best players from club rugby and school rugby. [R7]

Over the last four years, we had an initiative for feeding the homeless, we would approach different shelters within the KZN. We would then approach the people in the shelters and invite them to a game at the stadium about four times a year. We would provide a hot meal, we would provide supplements and we would get the players to serve them to show them that they are part of the community. They may not have all the money in the world or all the comfort but they are part of the community. [R9]

6.22.2. Cause related marketing

Five respondents provided examples of their CRM initiatives in their responses:

Ja absolutely, we observe any and all local and applicable international dates like International World AIDS Day and things like that. If you look at our communications platforms you'll see our involvement there. It's not just limited to

the city or the main city area, it includes all the outlying areas so we cast our net very wide with our community involvement. And we look for opportunities to engage with them, whether is its things like World AIDS Day, whether it's at the beginning or end of school, we are always looking for opportunities to engage with them. [R2]

We also do work with street kids, we also do work with the local police, trying to reduce crime in these areas by providing the kids with footballing opportunity. So that's the one strand of the community scheme. [R4]

Lately we are involved with the cancer Pink Drive, so we try and encourage women to test for breast cancer. [R5]

The Bizhub Highveld Lions engage in charity events as part of the teams CSR. The three most notable events the Lions took part in were the Mandela Day refurbishment of the Alexandra Cricket grounds and facilities, The Bizhub Highveld Lions Sleep-out and the annual Momentum eKasi Challenge. [R6]

Another initiative that we had was that we teamed up with the rangers and for the last three years we were into the campaign of saving rhinos. We created a documentary "Sharks gone wild" which highlighted rhino conservation. [R9]

6.23. CSR's impact on brand image and brand perception

Five of the respondents argued that there was a definite impact on brand image and brand perception from an organisation's CSR activities:

We are the only club to my knowledge that has a branded vehicle that is specifically for CSR purposes. I mean even big corporations don't have that, but we have a dedicated branded vehicle and it actually goes out every day and people see it in their communities every day and there is work being done. That is why people see us as a club that cares, it's the image we wanted to build and we have done it, we are seen as the protector of the communities. [R1]

It definitely has an impact on the brand elements. It makes Ajax CT a more personal brand. It feels like a brand that cares, some of the other football brands are cool brand but they don't give off that family feel of generational support so there's a brand impact there. I think that is one of the successes of this brand. [R2]

It has impact on our image. Well, there are a lot of other things that have an impact on our image. For instance our youth team, if our youth team is losing and I'm doing good things at the schools, those kids are going to say Ajax is great. [R4]

Yes, it has got an impact on brand image, personality and perceptions, a huge one. [R5]

Through our CSR initiatives, the brand perception is cemented. Making use of our social media channels, we are not only communicating that we are engaging in CSR but we are also showing the extent of the work being done, This creates a positive message that's being communicated to consumers. [R6]

6.24. The importance of the impact of CSR on marketing performance

Six respondents agreed that the impact that CSR had on marketing performance was a significant one and might be one that would be beneficial for them to be able to measure. The following responses all illustrate the perceived importance of CSR to the organisations' marketing performance:

We definitely need to because in the end you need to determine where to allocate your resources and the resources allocated to CSR should at the very least mirror the impact that CSR has on marketing strategy. [R2]

At the end of the day, even if it's not your intention, you are putting your name on your CSR events then it's going to be marketing. [R3]

Yes. 100%. The marketing team is totally behind what we do and they see the benefit of the CSR activities. The community scheme is such a valuable thing, it's

a marketing tool, it also allows the youth academy to identify players, because we can get to kids that they wouldn't have been able to get out to, so it covers all areas of the business. [R4]

I'd say CSR has a medium effect on marketing strategies because we need it at the end of the day. [R5]

Yeah, what is CSR to our organisation? It is core to our business, I don't think there is even a massive difference it's just part of what we do. [R7]

Definitely there has to be some sort of measure. For us obviously it makes our work easier if the team is performing. It is also important for us to assess the CSR but also WP is a strong brand so we don't really have to do much to market the brand but just to maintain the reputation of the brand. Again Cape Town is a sport mad place so there really isn't much marketing that needs to be done. But again that is so because they grew up exposed to sport and that is where we come in. For me the CSR we do is not so much to associate the team but focused on the brand and what it stands for. [R8]

6.25. Summary of category 4

This category focused on CSR and the relationship between CSR and marketing performance. The relationship between CSR and marketing performance was identified. The elements of marketing performance that are impacted by CSR activities were identified by the respondents and brand image and brand perceptions were the most common themes. The respondents were then asked for their perceptions of social marketing and CRM and the relationship between them and CSR. The importance of measuring the impact that CSR has on marketing performance was then outlined.

6.26. Summary

This chapter outlined the findings of the research in a systematic way. It was set up in four distinct categories, and each category was related to one of the research objectives as well as the research questions. The findings outlined in this chapter were coded using ATLAS.ti and the codes were used to comprehensively outline these findings. The respondents were quoted

throughout the chapter, and word clouds, tables and figures were also used to make the data more comprehensible. The first category mentioned in this chapter showed general information. This category is followed by one that focused on CSR and CSR performance. The last two categories included marketing and marketing performance, and the impact of CSR on marketing performance respectively. The categories identified were further divided into subcategories which showed the themes that emerged from the findings. These subcategories and themes will be discussed together with the literature reviewed in the next chapter. Key findings will be unpacked from this outline to draw conclusions and make recommendations for future research.

CHAPTER 7: DISCUSSION

7.1. Introduction

The previous chapter outlined the findings of this study, based on the interviews that were conducted on selected professional sport organisations in South Africa. This chapter now makes use of relevant literature to discuss the implications of these findings. The findings are analysed in depth in this chapter to bring out key points that are related to CSR, marketing performance and performance measures in order to identify the criteria that can be used to measure the impact of CSR on marketing performance. This chapter puts the findings of the previous one in perspective and it shows the link between this study and the literature discussed in the literature review. Beginning with a general description of professional sport organisations in South Africa, the chapter looks at the contribution of the findings to the literature on CSR and sport marketing

7.2. Professional sport organisations in South Africa

The literature discussed in this study defined a professional sport organisation as one that can either have the objective of profit maximisation or utility maximisation (Vamplew, 1988b:79; Slack & Parent, 2006:5; Hoye *et al.*, 2012:4-5; Baker 2018; Prinz, 2019:22). However, the most important element was that sport was the primary product of the organisations under study. This idea was used to identify relevant professional sport organisations in South Africa. It was found that that the objectives of the professional sport organisations embraced both a profit maximising and utility maximising approach. This was evident because a social focus as well as a marketing focus could be identified in the responses provided by the respondents. One of the respondents implied that the fundamental aim of their organisation was to produce players that are good enough to play professionally and that can be incorporated into the European market. This showed a utility maximising approach that is linked to maximising profit for the organisation. On the other hand, another respondent argued that their organisation's objectives included becoming one of the biggest brands nationally and internationally thus alluding to a profit maximising model. This emphasises the argument presented by Prinz (2019:22) that professional sport organisations can embrace both profit maximisation and utility maximisation in their management structure.

This finding implies that the social aspect of sport cannot be ignored in the sport industry. The professional sport organisations in South Africa have identified this and have incorporated the social aspect of sport into their organisations' objectives. One can then conclude that this social element is incorporated into the running of the organisations. The presence of a marketing element however also shows the relevance of sport marketing in the professional sport organisation. It can be deduced then that professional sport organisations in South Africa identify the social aspect of sport and sport marketing as important to them.

7.3. CSR in professional sport in South Africa

As already discussed in the literature chapter there is a substantially low number of studies conducted on CSR in sport in South Africa. This means there is a gap in knowledge in both theory and practice on CSR in professional sport organisations in South Africa. Table 2.4 showed that most of the research conducted in sport in South Africa was skewed towards sport development and most recently events and sport tourism. Most of the research that has been conducted in CSR in sport has mostly been done in Europe. Despite the professionalisation of sport in South Africa, this study is one of the few conducted on CSR in sport in a South African context.

Duffy (2016) argued that professional sport is becoming less socially involved as professional sport is increasingly interested in maximising profit. Other researchers however, argued that sport cannot ignore CSR as it is becoming a norm in the business world (Babiak & Wolfe, 2006:214; Robertson *et al.*, 2019:215-232) and it is further argued that CSR should be one of the most important components in contemporary sport management (Bradish & Cronin, 2009:691-697; Fifka & Jaeger, 2018:1-18). However, the findings show that professional sport organisations in South Africa are aware of their social responsibility and actively engage in CSR activities. Table 2.5 presented a summary of the CSR activities that the organisations investigated in this study engage in thus confirming that the organisations selected for this study were actively engaged in CSR activities.

The findings also confirmed the activities identified in table 2.5. It can additionally be posited from the findings that the organisations' engagement in CSR activities is driven by various influences based on their understanding of CSR. From the responses given, CSR can fit into more than one category in a professional organisation, namely marketing and management.

7.3.1. CSR as a marketing strategy

There is general consensus in the literature that CSR can be identified as a marketing strategy (Lantos, 2001; Roy & Graeff, 2003; Vogel, 2005; Marin & Lindgreen, 2017:1-3; Baena, 2018:61-79; Jamali & Karam, 2018:32-61; Schreck & Raithel, 2018:750). A number of studies have proposed that CSR initiatives produce marketing-related outcomes for the organisation. Investigations done by Roy and Graeff (2003), Hamil and Walters (2010), and Moyo *et al.* (2015:610-618) concluded that the sport organisations that engaged in CSR gained some benefits that appeared to be linked to the organisations' marketing performance. These studies amongst others (see also Vogel, 2005; Lee, 2008; Baena, 2018:61-79; Jamali & Karam, 2018:32-61; Schreck & Raithel, 2018:750) present compelling arguments asserting that CSR is a marketing strategy as its outcomes are related to marketing performance.

The findings of this study largely agree with these arguments as the majority of the respondents explained that there were benefits for the organisations from their CSR engagements. They proposed that engaging in CSR had an impact on their brand image and the perceptions that the communities had on the organisation and this meant that they experienced considerable fan loyalty. Arguments presented in the literature led to the construction of a conceptual framework which is illustrated in Figure 4.7. The conceptual framework shows that there is a link between brand loyalty and marketing performance. It is argued that brand loyalty influences the consumer's behaviour which directly speaks to marketing performance.

It was also notable that most of the organisations investigated in this study identified CSR as a function of the marketing department. Most of the individuals interviewed (see table 3.5) work in the marketing department. This means that CSR is mostly identified as a marketing strategy by the organisations investigated in this study. The respondents implied that CSR was incorporated as a strategy in their marketing departments. They also proposed that they used CSR to create brand awareness and to gain more supporters for their respective teams. This supports the conceptual framework that is proposed in Figure 4.6 because CSR is shown by the findings to be used to influence brand image and perceptions as well as consumer brand awareness and as a result, the behavioural consumer results and thus the marketing performance.

7.3.2. CSR as part of the management process

It has been continually argued that CSR can also be identified as a management function because corporations engage in CSR to comply with the pressures of the society around them.

They are also obligated to engage in CSR to comply with the law (Carroll, 1991:39-48; Martin 2002:62-75; Jones *et al.*, 2007; Maon *et al.*, 2010; Kolyperas *et al.*, 2015:7). This could be deduced from the findings as they showed that sport organisations identified CSR as a commitment by businesses to behave ethically and to contribute to the community. Two factors were identified as representative of CSR in management, and these factors include the quality of management as well as the quantity of the impact on society. The findings also imply that CSR is more than just an obligation for professional sport organisations but also forms part of the purpose of the organisation. This is due to the social nature of sport and the expectation for sport to be socially inclined as it was historically a social entity despite its continued commercialisation.

However, as CSR has become increasingly relevant in the business world (Duffy, 2016; Fifka & Jaeger, 2018:1-18), engaging in CSR has become more of a strategy rather than an obligation for professional organisations, thus alluding to the purpose of the organisation (Lantos, 2001; Engert *et al.*, 2016:2833-2850; Duffy, 2016). This study found that professional sport organisations in South Africa identified CSR as a continuing process, which supports the argument presented by Engert *et al.* (2016:2833-2850) that CSR needs to be sustainable. CSR is further identified from the findings as part of the organisation's duty as it contributes to the economic development of the country. It was shown that the employees in the organisations are also affected by CSR activities that the organisations engaged in because these employees are also part of the community. The findings of this study allude to a social approach to management.

7.3.3. A social approach to CSR

From the findings, a social approach to CSR was also recognised. The respondents implied that CSR was about positive activities in the community with no expectation of receiving any benefits. However the investigation into literature identified this approach as CSI (Ndhlovu, 2011:82). CSI is argued to be a construct of CSR and is focused on addressing issues like poverty, workplace diversity, economic empowerment, and so on (Babarinde, 2009:364). This then means that there can be similarities between the two concepts. One of the respondents argued that the approach that they have towards CSR is completely altruistic, although their engagement in these activities resulted in a change of perceptions by the community towards the organisation.

This showed a link between CSR and social marketing as the respondent placed emphasis on changing opinions, which is one of the main elements of social marketing (Kotler & Zaltman, 1971; Grier & Bryan, 2005; Pharr & Lough, 2012:93; Andreasen, 2018:3-19). This can be interpreted as support for CSR as a marketing strategy. It also implies that organisations engage in CSR to respond to social influences, and do not approach CSR strategically.

7.4. Objectives of CSR

An investigation of the organisations' CSR objectives showed that the majority of the objectives had a social focus. This implies that CSR is not approached strategically but rather as a means for the professional organisation to accomplish its obligation to the society and this according to Martin (2002) is known as instrumental, as it is the choice of the organisation to engage in the CSR activities. It can also be identified as implicit CSR based on arguments presented by Francois *et al.* (2019:15-37).

Some of the responses gave the impression that organisations are unaware of the benefits of CSR, for example one of the respondents proposed that engaging in CSR was solely to assist the community and the organisation had no expectations of returns and as such received none. However, the majority of responses showed an awareness of the benefits that the organisations can gain from CSR activities. The respondents proposed that while the organisation was making a difference in the community, enhancing the brand and ensuring exposure for the brand were some of the objectives of CSR for their organisations. This is empirical evidence of the arguments presented by Bradish and Cronin (2009:691-697) and Fifka and Jaeger (2018:1-18) that CSR can be an opportunity for organisations to provide goodwill in the community while engaging in good business practice.

This then brought out a marketing-focused approach to the objectives of the organisations' engagement in CSR. It reinforces the argument that CSR is a marketing strategy because some of the objectives identified by the organisations appear to have a marketing approach.

7.5. Factors that influence CSR

There are a number of factors that influence the success of a CSR initiative. The findings show three factors that influence the success of CSR activities that professional sport organisations engage in, namely people and resources; uncontrollable environmental factors; and community awareness of CSR activities. It was found that sport organisations required resources to

successfully engage in CSR activities and these resources ranged from financial support to human resources and time. This gives emphasis to the fact that CSR can be seen as an investment and it is then logical to approach it strategically (Lantos, 2001; Engert *et al.*, 2016:2833-2850; Kim *et al.*, 2018:1804-1817; Munro *et al.*, 2018:1251-1272) in order to get a return on the investment. The respondents identified funds and resources as well as human resources as a challenge to the success of their CSR activities and arguably CSR is not a priority as it is perceived as an act of doing good rather than a beneficial strategy for the organisation.

The economy also dictates the financial capability of the business. The findings showed that respondents identified financial support and the economy as the biggest internal and external factors that had an impact on their CSR engagement. This is supported by arguments in recent literature that while organisations might engage in CSR, their engagement is influenced by a number of factors including the financial situation of the organisation, the economic environment and the organisation's obligation to its stakeholders (Jones *et al.*, 2007; Maon *et al.*, 2010; Kolyperas *et al.*, 2015:7; Fortis *et al.*, 2018:277-300; Niesten & Stefan, 2019:231-255).

Unique to the South African context are some factors that cannot be controlled. For example, one respondent identified a water crisis in Cape Town at the time of the interview as an example of one such uncontrollable environmental factor. They mentioned that because of this crisis in particular, the sport grounds in the communities could not be used as there was no grass, which made implementing their CSR programmes difficult.

Another important factor identified by the respondents was that it was important for the communities to be aware of the CSR activities that they engage in, in order for people to participate and for the CSR activities to be successful. They alluded to the importance of various partners' involvement in the CSR activities to ensure success.

This then implies that for CSR initiatives to be successful, there needs to be interest from stakeholders and that these stakeholders must have an objective that is similar or the same as that of the CSR initiative that they choose to engage in.

7.6. Stakeholders involved in CSR activities

Excluding the professional sport organisation, three types of stakeholders can be identified from the findings. These stakeholders are identified in the findings as corporate partners, non-corporate partners and the communities where the CSR activities are implemented. In the

findings chapter, the responses by the respondents are outlined. Table 7.1 below provides a summary of the types of stakeholders and their influence on the CSR activities. This information was found in the analysis of the data collected. This implies that CSR activities that are implemented by the professional sport organisations not only impact the professional sport organisation and the targeted community, but also a myriad of stakeholders involved in the CSR initiative. This finding reveals a gap in literature because while stakeholders are identified as influencers of CSR initiatives (Jones *et al.*, 2007; Maon *et al.*, 2010; Kolyperas *et al.*, 2015:7; Fortis *et al.*, 2018:277-300; Niesten & Stefan, 2019:231-255), only the study presented by Breitbarth (2008:186-187) comments that sport organisations can create value for their stakeholders through their CSR initiatives. Table 7.1 provides an outline of the perceived reasons for stakeholders' involvement and the type of involvement identified by the respondents. The perceived impacts on the stakeholders are also identified. Most of the impacts identified as seen in the table are related to marketing performance, hence implying that external stakeholders involved in CSR activities also experienced benefits related to marketing performance.

Table 7.1: Stakeholders involved in CSR activities

Type of Stakeholder	Relationship with sport organisation	Reason for involvement in CSR activities	Compatibility with CSR activities	Type of Involvement in CSR activities	Involvement benefits of CSR activities
Corporate Partnerships	Official team sponsorships. Shirt sponsorships. Apparel sponsorships. Official partners.	Part of company operating policy. Corporate partners' interest in CSR activities. Increase exposure of the corporation to communities. Leverage relationship with sport organisation.	CSR activities fit into the corporate partners' CSR portfolios. Provide support for sport organisation. Compatible target market between the sport organisation and the corporation.	Financial support of the CSR activities. Providing branded equipment, apparel, gifts and giveaways. Supporting the coaching staff Providing transport.	Increased exposure to the community. Potential new markets for corporation. Improved image for corporation. Increased brand identification for corporation.
Non-corporate partnerships	Government structures. NGOs. Charities. Orphanages.	Address some social issues. Raise awareness of some issues (example: Pink Drive).	CSR activities fit into the corporate partners' CSR portfolios. Objectives of the organisation include making a difference in the communities.	Provide support to the sport organisation (For example South African Police) Assist with coaching and providing information	Building relationships with the community. Spreading information about causes and issues in society.
Targeted Communities	Community where the sport organisation and amateur clubs are based. Underprivileged communities. Communities that are part of Hubs and RPC System. Townships.	To build capacity in sport participation. To provide opportunities for everyone to play sport. To address some community issues. To facilitate behavioural change in the communities.	Fits criteria of targeted communities.	Welcome organisations to the communities. Participate in the CSR activities.	Opportunities to play sport. Assistance to address some community issues. Exposure to the organisations actively involved in CSR in the communities.

7.7. Organisational benefits from CSR

The respondents recognised positive outcomes from their CSR activities. While the objectives leaned towards a social approach, the outcomes appear to have marketing implications for the organisations. The respondents suggested that CSR presented an opportunity for their brands to gain exposure in new markets and to increase their brand loyalty and positive brand associations.

These findings are similar to the findings of Roy and Graeff (2003), Hamil and Walters (2010), Moyo *et al.* (2015:610-618) and Davies and Moyo (2017) who found that organisations garnered positive outcomes from their CSR activities and that these outcomes may be related to the marketing outcomes of the organisations.

Figure 7.1 below shows a summary of the outcomes that the organisations identified from their CSR activities.
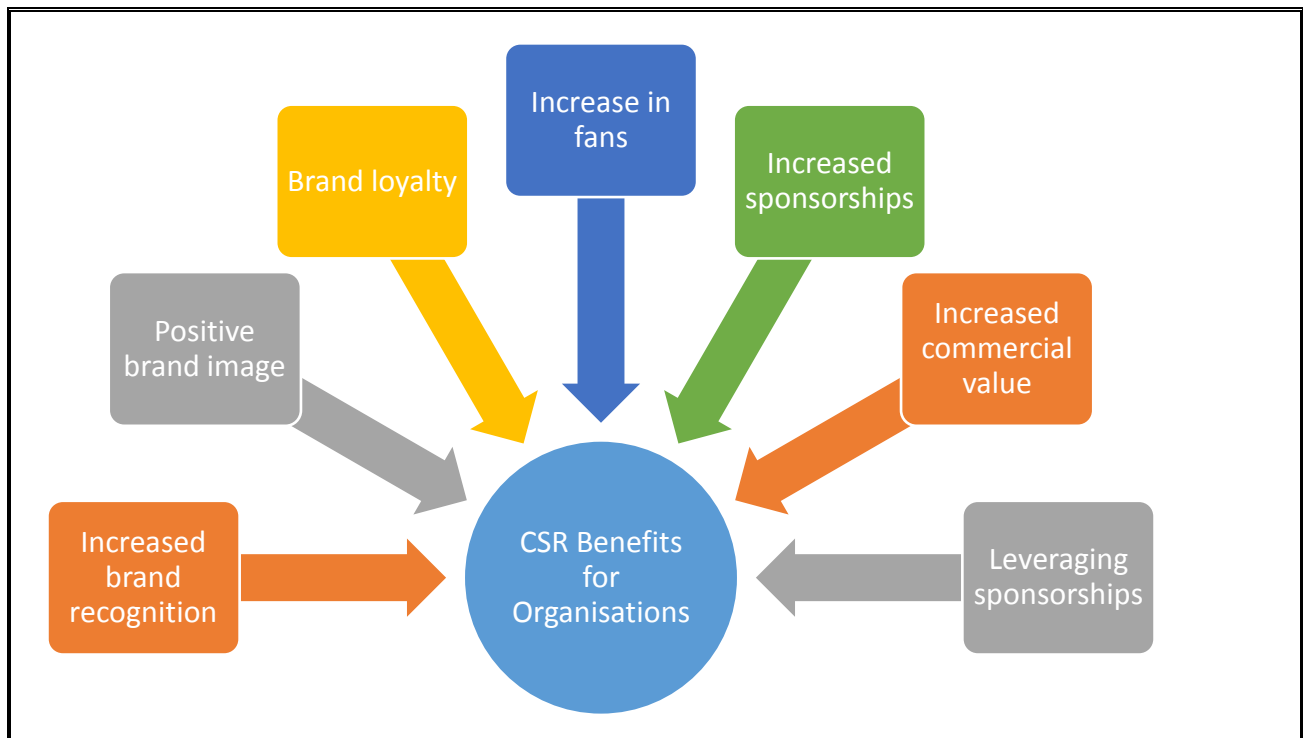

Figure 7.1: Benefits of CSR activities for the professional sport organisation.

The findings demonstrate the benefits of strategic CSR that were proposed by Burke and Logson (1996:496-500) and reiterated by Jarvis *et al.* (2017:833-853) which are:

- Customer loyalty;
- Future purchasers;
- Productivity gains from increased employee loyalty and morale;
- Public relations and marketing advantage;
- New product or graphic market opportunities; and
- First to market or leadership benefits and an edge in meeting emergency needs.

Interestingly, these benefits are discernible in marketing performance measures identified in the literature chapter. Researchers (Walters & Chadwick, 2009:946-967; Chang *et al.*, 2017:31-41) proposed benefits that were specific to sport organisations which the findings of this study support. The benefits they proposed are:

- The removal of community and commercial tensions;
- Reputation management;
- Brand building;
- Local authority partnership;
- Commercial partnership; and
- Player identification.

These findings conclusively show that sport organisations experience benefits from their CSR initiatives and that the benefits appear to have marketing implications.

7.8. Measuring CSR performance

From the findings it can be seen that the professional sport organisations assessed the success of their CSR initiatives based on the objectives of the CSR initiatives. Two distinct approaches of measuring CSR performance can be discerned from the findings, which are quantifiable and non-quantifiable measures. It is however notable that none of the measuring systems discussed in literature (Carroll, 1979; Wartick & Cochran, 1985:758-769; Martin, 2002:73; Breitbarth *et al.*, 2011:721-737; Kremer & Walzel, 2011; Cho *et al.*, 2012:54; Bahurmoz, 2019; Latif *et al.*, 2019; Liu *et al.*, 2019) were identified or used assess CSR performance by the professional organisations in South Africa.

It was noted that there were no systems in place to assess the success of the CSR initiatives that the professional sport organisations implemented. They did however have some methods

that they used to determine the success of their CSR initiatives. For example, one respondent stated that they identify the success of their CSR initiatives through social gains to the community, and by the number of athletes that make it to the first team from their development programs. Another respondent said that they analyse the success of their programs by getting feedback from the schools that they target with their CSR initiatives, while another respondent said they did not have any assessment measures but they considered how much they gave as a success measure. This is perhaps similar to the measures proposed by Liu *et al.* (2019:353-370); however there is no standard scale, which makes the method unreliable.

There is a notable gap therefore when it comes to measuring CSR performance in professional sport organisations. A gap in practice was identified on how to assess the success of CSR activities using non-quantifiable approaches despite the presence of non-financially focused assessment tools such as CSR reporting, which is a non-financial reporting method. These non-financial reports are often evaluated and a company's performance of CSR is generally quantified by rating agencies. For example, Morgan Stanley Capital International (MSCI) and Environmental, Social and Governance (ESG) research provides in-depth analyses of the environmental, social and governance-related business practices of companies worldwide (Cho *et al.*, 2012:54). This gap proves the importance of studies like this one to fill gaps in knowledge and in practice to be able to effectively assess the performance of CSR. One of the respondents however interestingly identified that their organisation used a scorecard that is provided by the sport code's governing body. A few elements that can be used to measure CSR performance were identified in this study and these are:

- Increased sponsorships, which is indicative of an increase in the media value of the organisation
- Statistics (number of teams created, number of coaches trained, etc.);
- Social media action and conversation around the initiative;
- Media coverage (e.g. Save the Rhino documentary).

While the models identified above do not identify or measure the impact of CSR on marketing performance, and were designed in a European context, they can be adjusted to the South African context, and the professional sport organisations can use them to measure the success of their CSR performance. A good example would be using the virtue matrix by Martin (2002:62-75) because it asks some important questions, for example:

- What motivates the demand for responsible corporate behaviour?

- Why does globalization affect CSR?
- What barriers affect increasing responsible corporate behaviour?
- What other forces add to the flow of CSR?

Answering these questions can help the organisations to take on a more strategic approach to CSR and also allow them to identify whether their motivations for engaging in CSR are intrinsic or instrumental. Another good example is the rating index (Breitbarth *et al.*, 2011:733). The only limitation to this model is that there is a need for a standardised rating system which the governing body of each code might have to set up in order to successfully adopt this scorecard. The benefit of this scorecard is that the organisations would be able to keep a regular assessment of their CSR performance and this will help them to evaluate and make adjustments where necessary. This finding is significant however because it shows that there is no measurement system in place to assess the impact that CSR has on marketing performance.

On the other hand, quantifiable measures for CSR performance were identified. These measures included:

- Performance scorecard provided by the governing body;
- Increased sponsorships which is indicative of an increase in the media value of the organisation;
- Statistics (number of teams created, number of coaches trained, etc.);
- Social media action and conversation around the initiative;
- Media coverage (e.g. Save the Rhino documentary).

It is important to note some marketing elements noted in these criteria of measurement identified by the respondents. The metrics identified in the findings can be compared to the metrics to measure CSR performance proposed by Weber (2008). Five metrics to measure CSR performance were identified by Weber (2008) and they are:
- Monetary brand value;
- Customer attraction and retention;
- Reputation;
- Employer attractiveness;
- Employee motivation and retention.

Table 7.2 below summarises the link between the proposed metrics to measure CSR performance (Weber, 2008) and the elements of CSR performance identified in the findings of the study.

Table 7.2: Link between metrics to measure CSR performance and elements of CSR performance

Metrics to measure CSR	Elements of CSR performance
Monetary brand value	Increased sponsorships which is indicative of an increase in the media value of the organisation Media coverage (e.g. Save the Rhino documentary)
Customer attraction and retention	Statistics (number of teams created, number of coaches trained etc.)
Reputation	Social media action and conversation around the initiative. Media coverage (e.g. Save the Rhino documentary)
Employer attractiveness	Statistics (number of teams created, number of coaches trained etc.)
Employee motivation and retention	Statistics (number of teams created, number of coaches trained etc.)

Source: Adapted from Weber (2008), in relation to current study.

7.9. Marketing objectives

Da Silva and Casas (2017:21) 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 argues the importance of marketing objectives to the sport organisation. 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 most of the marketing objectives of the professional sport organization 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 organization. Additionally another respondent gave the impression that CSR can be seen as a strategy to differentiate the brand of the organization from its competitors.

This finding is very significant as it confirms the finding of Hamil and Walters (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 *et al.* (2015:610-618) argued that Ajax Cape Town FC was a unique brand because of the CSR activities that they implemented.

7.10. Supporter loyalty

Brand loyalty is the ultimate goal of any marketing strategy. In sport, supporters make up the largest consumer group and therefore supporter loyalty is of paramount importance to the organisation. As already discussed, the South African supporter is unique because of the diversity of the country's inhabitants as well as the history of the country (Alegi, 2004). The findings show that the professional sport organisations all enjoy strong loyalty.

This highlights the uniqueness of sport identified by Alegi (200) and Jacobs *et al.* (2018:1-17). However on the other end of the spectrum, respondents gave responses that highlighted the phenomenon of BIRGing and CORFing (Ciadini *et al.*, 1976; Wann & Branscombe, 1990; Brown *et al.*, 2018:1-19; Jang *et al.*, 2018:63-71). They argued that sport supporters do not show much loyalty and easily move from one team to the next depending on who is performing better on the field. The question then is can fan loyalty be trusted a true reflection of the professional organisation's marketing efforts, or is it largely impacted by on-field performance?

7.11. Important elements in marketing performance

As mentioned in literature chapter 4, marketers have an obligation to report the performance of the marketing strategies (Gao, 2010:25-40; Kim *et al.*, 2018:1804-1817; Munro *et al.*, 2018:1251-1272). To this effect then, this study sought to identify the elements of marketing that were important to measure marketing performance. The findings identified five marketing outcomes and these are:
- 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;
- Amateur teams and their success.

There are nine factors identified in the literature discussion that must be taken into consideration when looking at marketing performance (Morgan *et al.*, 2002: 363-375; Rust *et al.*, 2004:76-89; Gao, 2010:25-40; Kim *et al.*, 2018:1804-1817; Munro *et al.*, 2018:1251-1272). These factors were linked to the marketing value chain proposed by Grønholdt, and Martensen (2006: 245). Table 4.1 summarises the link between these factors and the value chain, while Table 7.3 summarises the link to the performance factors and the value chain.

Table 7.3: 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	Number of clicks and views on social media and users on websites
	Marketing assets	
Mental consumer results	Customer impact	Amateur teams and their success
		Ticket sales and sale of merchandise
Behavioural consumer results	Marketing efficiency	Attendance and media coverage
	Market impact	Ticket sales and sale of merchandise
Market results	Market productivity	Attendance and media coverage
	Impact on the value of the company	How many sponsors can be attracted and existing sponsors retained
Financial results	Marketing effectiveness	Ticket sales and sale of merchandise
	Financial impact	How many sponsors can be attracted and existing sponsors retained

Source: Adapted from Morgan *et al.* (2002: 363-375); Rust *et al.*(2004:76-89); Gao, (2010:25-40), combined with own findings.

7.12. The relationship between CSR and marketing performance

CSR has already been defined as a marketing strategy on the basis of the literature reviewed, as well as the findings outlined in the previous chapter. However it was interesting to find out how CSR was classified by each of the organisations identified for the study. For the most part, the respondents identified CSR as a part of the marketing department. Whereas other respondents identified CSR as a department that is separate from the marketing department but one that works closely with the marketing department. They proposed that their organisations' marketing

objectives are directly linked to their CSR initiatives' objectives. The responses highlighted co-ordination between the two departments.

One respondent directly identified CSR as a marketing strategy and another proposed that CSR is about brand enhancement. They argued that it can be perceived as public relations and therefore a part of marketing.

As already mentioned, both literature and the findings indicate that measuring marketing performance is based on the marketing objectives (Kim *et al.*, 2018:1804-1817; Munro *et al.*, 2018:1251-1272) and the measuring of CSR performance is based on CSR objectives (Martin, 2002:62; Djaballah *et al.*, 2017). If the objectives of these two phenomena are closely linked, it follows that the success of one can impact on the success of the other.

7.13. CRM and social marketing

It was found that CRM and social marketing were seen as forms of CSR. Literature reviewed supports this view (see Grier & Bryan, 2005; Pharr & Lough, 2012:91-103; Yuksel *et al.*, 2016:59; Andreasen, 2018:3-19; Schyvinck & Willem 2018:347-362). The respondents gave examples of the CRM as well as the social marketing activities in which they engage. The examples fit the descriptions used for social marketing and CRM initiatives identified in the literature chapter. An interesting response from one of the respondents suggested that CRM and social marketing were essential for the existence of CSR in the professional sport organisation. Some of the examples of CRM and social marketing activities that the respondents identified are summarised in Figure 7.2 below:

Figure 7.2 below is derived from the responses given by the respondents in the interviews and summarises the social marketing activities and the CRM activities that the respondents perceived as part of CSR.
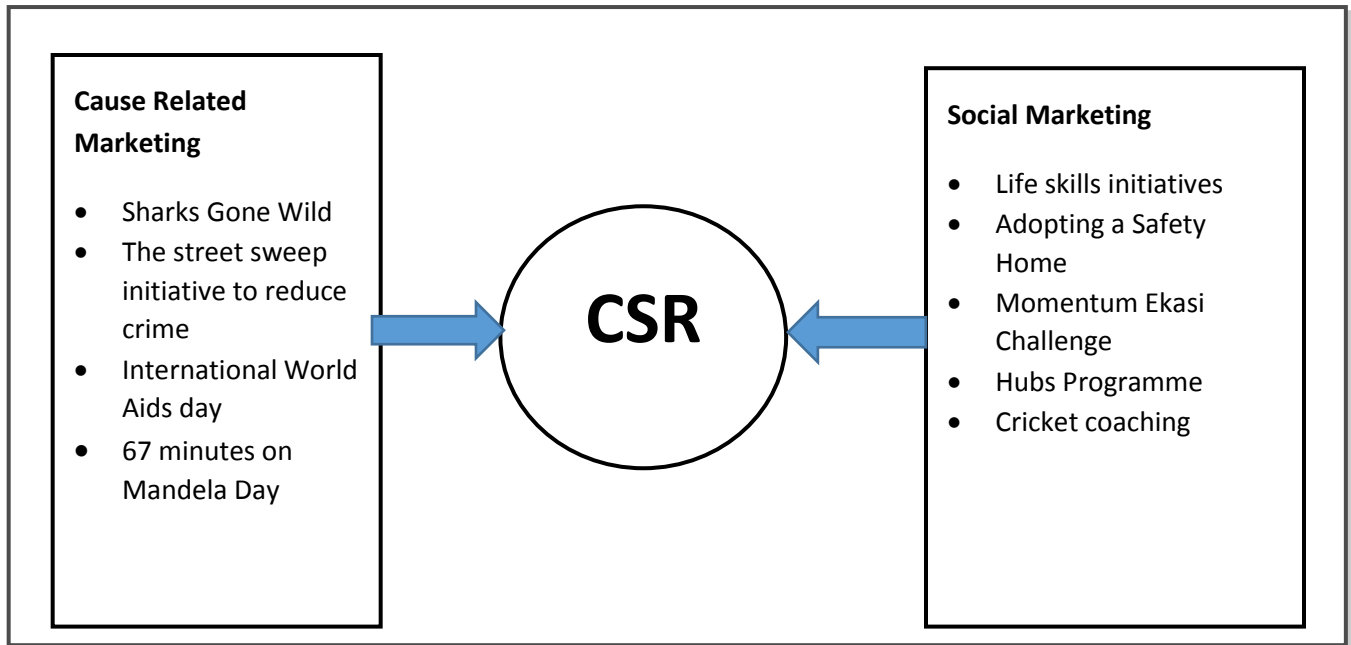
Figure 7.2: The link between CSR; social marketing and CRM

These findings confirm the arguments presented in the literature discussion and the conceptualised relationship between the three concepts as illustrated in Figure 7.3.

Figure 7.3: The relationship between CRM, social marketing and CSR

7.14. Elements of marketing performance impacted by CSR

When the respondents were asked about the elements of marketing performance that they perceived to be affected by CSR activities the overwhelming response was that there is a definite impact on the brand image and the brand perceptions. The arguments presented in the literature review (Walters & Chadwick, 2009:946-967; Chang e*t al.*, 2017:31-41) identified this as one of the outcomes of their CSR activities. Discussions above have also shown that CSR does have an impact on the brand image and the perceptions that the consumers have of the brand.

One respondent adds to these two elements by including brand personality as one of the marketing performance elements that are impacted by CSR activities. Another respondent proposed that engaging in CSR activities created a positive perception of the organisation's brand. According to the findings of this study and the literature discussed. There is conclusive evidence that CSR activities have an impact on the marketing performance of the professional sport organisations. This is due to the similar objectives and the therefore performance outcomes of the two phenomena. The relationship of the performance of CSR activities and marketing performance can then be conceptualised to look like Figure 7.4 below.
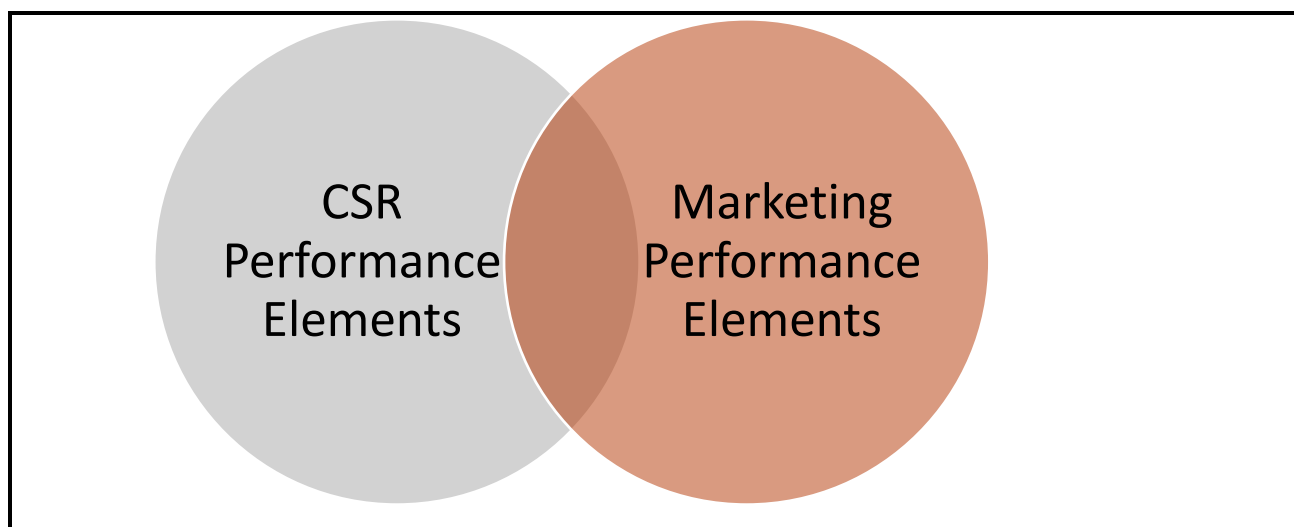
Figure 7.4: The relationship between CSR performance and marketing performance

This analysis of the findings of this study has led to an understanding of the relationship between CSR activities and the marketing performance of professional sport organisations. However, the argument that this study makes is that there is a need to be able to assess the impact. And in the process, this study will use these findings and literature to identify a set of criteria that can be used to measure the impact that CSR has on marketing performance.

The conceptual framework proposed in the literature chapter can be used to identify the relationship between elements that can be used to measure marketing performance and elements that can be used to measure CSR. Table 7.4 adds the elements of CSR performance measures that were identified from the findings of this study to Table 7.3.

Table 7.4: Link between elements to measure marketing performance and elements to measure CSR performance.

Value chain element	Marketing Factors that complement the Element	Elements of Marketing Performance identified from findings	Elements of CSR Performance identified from findings
Marketing actions	Adaptiveness	Number of clicks and views on social media and users on websites	Media coverage (e.g. Save the Rhino documentary)
	Marketing assets		Social media action and conversation around the initiative
Mental consumer results	Customer impact	Amateur teams and their success	Statistics (number of teams created, number of coaches trained etc.)
		Ticket sales and sale of merchandise	
Behavioural consumer results	Marketing efficiency	Attendance and media coverage	Social media action and conversation around the initiative.
	Market impact	Ticket sales and sale of merchandise	Media coverage (e.g. Save the Rhino documentary)
Market results	Market productivity	Attendance and media coverage	Increased sponsorships which is indicative of an increase in the media value of the organisation
	Impact on the value of the company	How many sponsors are attracted and existing sponsors retained	
Financial results	Marketing effectiveness	Ticket sales and sale of merchandise	Increased sponsorships which is indicative of an increase in the media value of the organisation
	Financial impact	How many sponsors are attracted and existing sponsors retained	

7.15. An analysis of the conceptual framework

As already discussed, CSR is arguably a marketing strategy. This means that CSR has a direct impact on marketing performance of a professional sport organisation. As already identified, the outcomes of CSR appear to have marketing implications and the findings of this study also

showed that CRM and social marketing can be considered to be forms of CSR. The respondents argued that there is some sort of fusion between CRM, social marketing and CSR. Meanwhile arguments presented by Grier and Bryan (2005) and Pharr and Lough (2012:91-103) suggested that CRM and social marketing can be identified as approaches of CSR. Yim *et al.* (2019) presented a conceptual framework that showed a relationship between CSR and financial performance. They proposed that the marketing capability of the organisation impacted CSR of the organisation which in turn influenced the organisation's reputation. This argument further shows that CSR can be seen as a marketing strategy which implies that it has a direct impact on marketing performance. An analysis of the literature led to the proposal of a framework to conceptualise the relationship between CSR and marketing performance. Given the evidence provided in this study, a direct relationship between CSR and marketing performance can be posited. This study proposed the following conceptual framework.

The findings showed that both cause related marketing and social marketing can be used to produce CSR. The proposed conceptual framework also presents the argument that other marketing assets can be used to implement CSR activities. The findings support this proposed argument because it was found that CSR was could be considered a part of marketing strategies. The respondents argued that CSR was part of the marketing. The respondents proposed that the CSR department was linked to the marketing department of the organisation. The findings also showed that the CSR initiatives were designed to influence consumer perceptions of the brand and therefore had an impact on what was identified as mental consumer results of marketing performance. This then triggered what the respondents presented as brand loyalty and this is identified in the conceptual framework as behavioural customer reactions. The findings of the study therefore support the conceptual framework proposed by this study from an extensive review of literature.
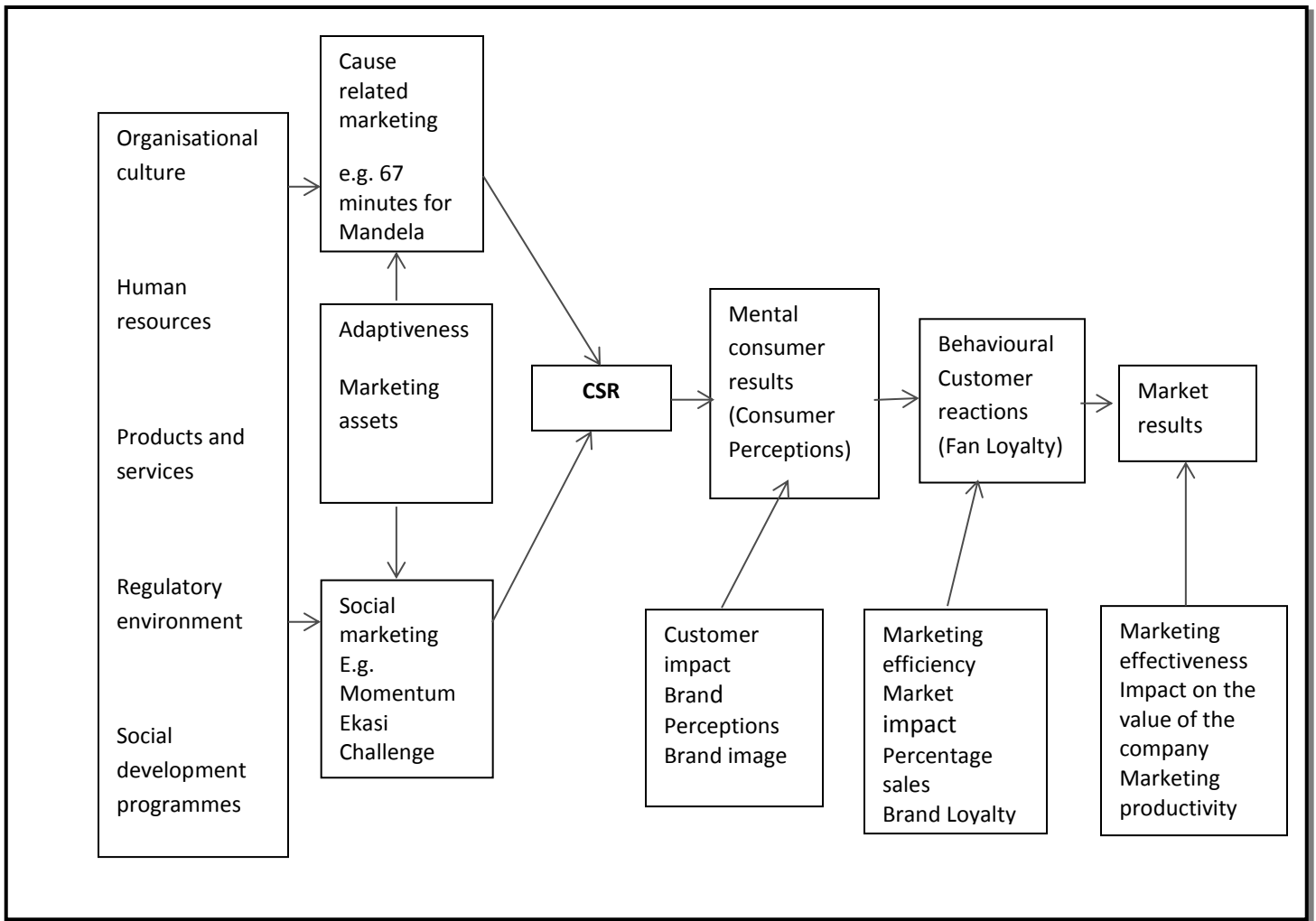
Figure 7.5: Validation of the conceptual framework of CSR and marketing performance

7.16. The importance of the impact of CSR on marketing performance

The study questioned if the respondents believed that it was necessary to measure the impact that CSR has on marketing performance. The respondents agreed that the ability to measure the impact that CSR had on marketing performance was important in order for the organisations to be able to:

- Allocate resources appropriately;
- Decide how much effort needs to be put into marketing;
- To manage the brand image;
- To maintain the reputation of the brand; and
- To justify the organisations' involvement in CSR activities.

One of the respondents gave a compelling response indicating that the marketing related benefits of CSR might not be the primary objective of the CSR initiatives that the organisations engage in; however, the marketing related benefit is an inevitable outcome.

This finding justifies the importance of this study and of studies of this nature particularly in a South African context.

7.17. A set of criteria to measure the impact of CSR on marketing performance

The main objective of this study was to propose a set of criteria that can be used to measure the impact of CSR on marketing. An extensive analysis of literature led to a conceptualisation of the relationship between CSR and marketing performance. As already discussed, this study proposes that CSR is a marketing strategy and as such CSR performance has marketing implications. The findings of this study provided further evidence of a direct relationship between CSR and marketing performance. This argument leads to the conclusion that there is an overlap between CSR performance and marketing performance. This can be seen in strategies employed to achieve a specific goal, because performance is measured according to the objectives of the strategy in question. Table 8.1 shows a link between the metrics that can be used to measure CSR performance and the elements of CSR performance identified in the findings of this study. The strategic benefits of CSR identified by Burke and Logson (1996:496-500), Walters and Chadwick (2009:946-967), Servaes and Tamayo (2013:1045-1061), Moyo *et al.* (2015:610-618), Jarvis *et al.* (2017:833-853), Lins *et al.,* 2017:1785-1824), Kim *et al.* (2018:1097-1118) and Schaltegger and Burritt (2018:241-259) are taken into consideration.

To identify a set of criteria that can be used to measure the impact of CSR performance, this study makes the following assumptions based on the evidence presented in the study:

1. CSR initiatives are strategic and the objectives are aligned with those of the organisation;
2. CSR is considered as a marketing strategy;
3. The objectives of CSR initiatives are measurable; and
4. CSR initiatives' performance measures are based on the objectives of the initiatives.

Considering the arguments made in this study based on its findings as well as the literature reviewed, this study proposes in Figure 7.6 a set of criteria to measure the impact of CSR on marketing performance.
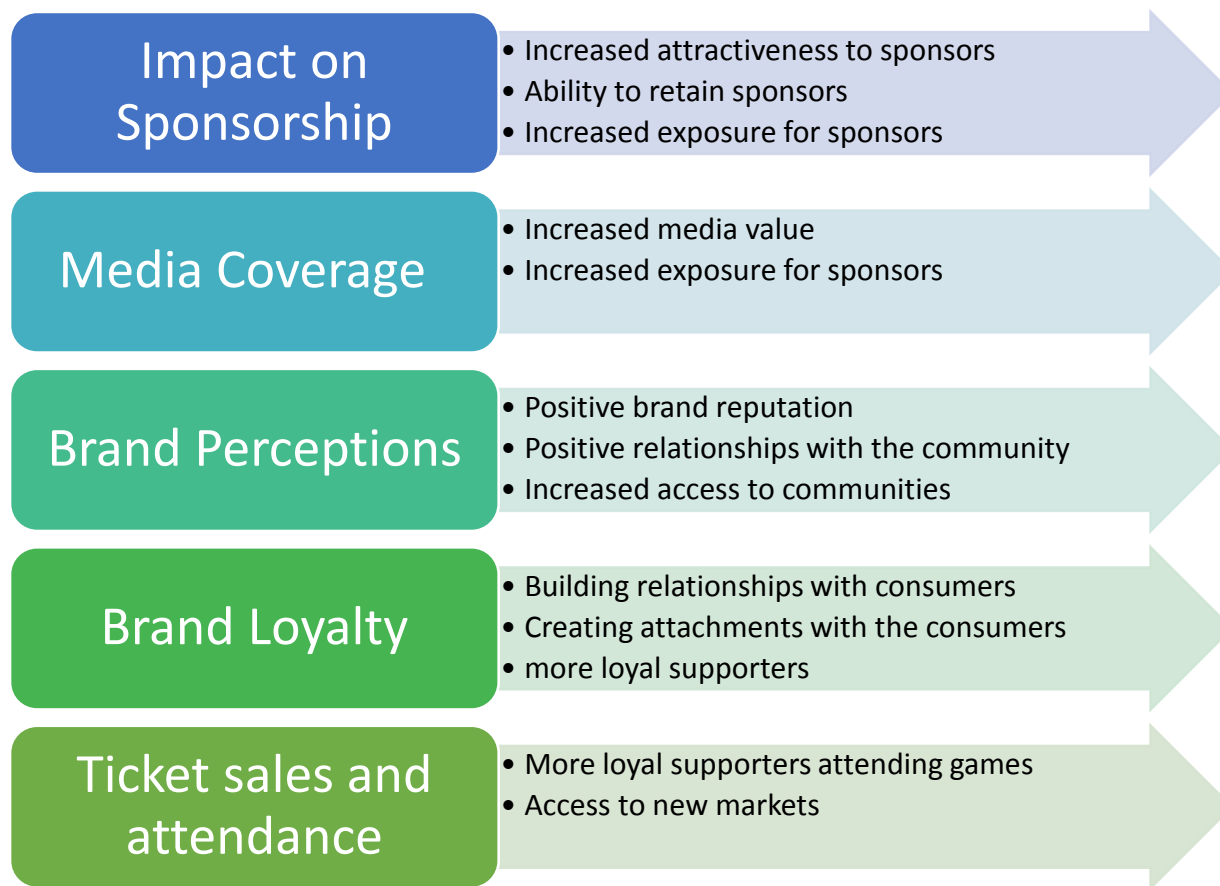
Impact on Sponsorship	• Increased attractiveness to sponsors • Ability to retain sponsors • Increased exposure for sponsors
Media Coverage	• Increased media value • Increased exposure for sponsors
Brand Perceptions	• Positive brand reputation • Positive relationships with the community • Increased access to communities
Brand Loyalty	• Building relationships with consumers • Creating attachments with the consumers • more loyal supporters
Ticket sales and attendance	• More loyal supporters attending games • Access to new markets

Figure 7.6: A set of criteria that can be used to measure the impact of CSR on marketing performance

7.18. Summary

This chapter used literature to discuss the findings of the study. The findings showed that professional sport organisations engaged in CSR activities. However the findings also showed that there is a gap in theory and practice as there are few studies that have been conducted on CSR in sport organisations in South Africa. It was argued that CSR is a marketing strategy, although findings showed that the majority of the organisations had a social approach to CSR. The study also found that the respondents identified benefits for the organisation from engaging in CSR activities. Further discussion highlighted a relationship between marketing performance measures and CSR measures. Using these findings and the conceptual framework that was proposed from an extensive analysis of literature, this chapter proposed a set of criteria that can be used to design a tool to measure the impact of CSR on marketing performance. This discussion will lead to conclusions and recommendations in the following chapter.

CHAPTER 8: CONCLUSION AND RECOMMENDATIONS

8.1. Introduction

This chapter opens with an overview of the study, highlighting the objectives of the study and reflecting on the methodology used to collect data. Key findings from the previous chapter's discussion are discussed to highlight the conclusions that the study makes. A set of criteria that can be used to measure the impact of CSR on marketing performance is proposed and the limitations of this study are identified. The contributions that this study makes to theory and to practice are described. Finally, gaps and recommendations for future studies are outlined.

8.2. Overview of study

This study was motivated by previous studies (Roy & Graeff, 2003; Hamil & Walters, 2010; Moyo *et al.*, 2015:610-618) that proposed that professional sport organisations experienced benefits from engaging in CSR activities, and that these benefits appeared to have marketing implications. The study was then designed to address the gaps in both theory and practice on the need to assess the impact that CSR has on the marketing performance of professional sport organisations in South Africa. It is divided into eight chapters. In chapter one, the background of the study is discussed. This chapter identified the aims and objectives of the study as well as the research questions. Despite the amount of research that has been done on CSR performance and the number of models and tools proposed to measure CSR performance (Wartick & Cochran, 1985:758-769; Breitbarth *et al.*, 2011:721-737; Kremer & Walzel, 2011; Bahurmoz, 2019; Latif *et al.,* 2019; Liu *et al.*, 2019:353-370), there is a gap in knowledge in both theory and practice on the impact of CSR on marketing performance as well as how to measure this impact. This study was then designed to address this gap.

The main objective was to conceptualise the relationship between CSR and marketing performance in order to propose a set of criteria that can be used to design a tool to measure the impact of CSR on marketing performance. The other objectives included identifying any measures designed or developed to measure the performance of CSR activities of a professional sport organisation; identifying the aspects of marketing performance that are affected by CSR activities; and to determine how CSR activities impact the marketing performance of a professional sport organisation. To achieve these objectives, the study asked a the following research questions. How does a CSR programme affect the marketing performance of a sport

organisation? Which aspects of marketing performance are affected by CSR activities? What current measures, if any, are used to measure CSR performance? And what measures can be used to measure the impact of CSR on marketing performance?

Studies conducted in the area of CSR in sport were then investigated and reviewed. The literature identified was discussed in chapters two, three and four of the study. The literature showed that there is a lack of studies on CSR in sport in South Africa. The research conducted in sport in South Africa was shown to be biased towards development, though most recently there was a shift towards sports events and nation branding. It was shown that the majority of the research in the area of CSR and sport was conducted in Europe. This showed that there is a need for studies on CSR in South African sport. The literature also showed that while there were studies done to identify CSR performance and tools that were proposed to measure the performance of CSR, none of these addressed the impact of CSR on marketing performance. This was the second gap that was identified in the investigation of literature. The study then used the available literature to conceptualise the relationship between CSR and marketing performance. The conceptual framework that is proposed by this study is illustrated in figure 4.6. The elements of the conceptual framework are discussed in relation to the findings in chapter seven.

The study adopted an interpretivist approach to investigate the impact of CSR on marketing performance. Six professional sport organisations that fit the criteria set out in the study were identified and interviews were conducted in these organisations with key employees to collect empirical data for the study to address the research questions. The data collected was transcribed and ATLAS.ti software was used to code the data. Once the data was coded, it was outlined in chapter six of the study. The data was divided into four categories, namely introduction and screening; CSR and CSR performance; marketing and marketing performance; and the impact of CSR on marketing performance. The categories were based on the codes that were generated from the interview schedule which was designed to answer the research questions. Under these four categories responses were further divided into sub-categories, and common themes were identified in the responses. Word clouds and tables were also used in this chapter to outline the data. The data was then analysed and discussed in chapter seven. Literature discussed previously was used to discuss the data and this led to the identification of key findings and conclusions that are discussed in this chapter.

8.3. Key findings

The findings of this study are discussed in the previous chapter. However, there are key findings that answer the research questions that this study asks. These findings are important to achieve the objectives of this study.

8.3.1. CSR in professional sport in South Africa

Literature reviewed identified a gap in the literature of CSR in professional sport organisations in South Africa due to limited research being conducted in this area. That however does not mean that this area of research is completely void of information; a few studies were found and discussed, for example the study conducted by Moyo *et al.* (2015:610-618) on Ajax Cape Town FC to investigate how CSR impacted on its organisational performance. They proposed a positive impact and identified that this outcome appeared to have marketing implications.

The outcomes of the study above were supported by previous studies that also identified positive outcomes from CSR activities for professional sport organisations. These studies were however not conducted in South Africa and mostly had a European context (Breitbarth & Harris, 2008:181-187; Bradish & Cronin, 2009:691-697; Hamil & Walters, 2010; Kolyperas & Sparks, 2011; Anagnostopoulos & Shilbury, 2013; Breitbarth *et al.*, 2015; Breitbarth *et al.*, 2019:1-14). This study found that despite the lack of literature, professional sport organisations in South Africa actively engaged in CSR activities. The respondents identified the different initiatives that they engaged in and it was found that the objectives for engaging in CSR were different for each organisation.

The findings of this study further showed that professional sport organisations in South Africa took a social approach in their CSR objectives. The organisations appear to engage in CSR with the main objective of being good corporate citizens. This approach is explained in literature as an instrumental approach to CSR (Martin, 2002). It can also be identified as implicit CSR (Francois *et al.*, 2019:15-37). This means that the organisations only engage in CSR activities because they want to be good corporate citizens or they want to comply with the law. It was found that the organisations were aware of the benefits that they can gain from CSR. The key to maximising these benefits was argued to be exposure, that is, the community needs to be aware of the CSR activities in which the professional sport organisations engaged. Furthermore, one of the respondents suggested that CSR is always strategic even if that was not the objective of the

organisation. This points to the likelihood that regardless of the objectives of CSR, the outcomes would remain the same, although further research may be necessary to investigate this further.

It would seem then is that there is a gap in knowledge in practice about strategic CSR. Strategic CSR is identified in literature as CSR that an organization engages in strategically; add the objectives of the initiatives complement their organizational objectives and therefore enhances the performance of the organisation (Burke & Logson, 1996: 496-500; Djaballah *et al.*, 2017; Lins *et al.*, 2017:1785-1824; Kim *et al.*, 2018:1097-1118). The benefits identified from strategic CSR are similar to those identified by Walters & Chadwick (2009:946-967), Wood (2010) and Moyo *et al.* (2015:610-618). The findings of this study therefore imply the need for a strategic approach in engagement in CSR activities as this will affect organisational performance.

Literature discussed showed that CSR can be identified as a marketing strategy (Lantos, 2001; Roy & Graeff, 2003; Vogel, 2005; Lee, 2008; Marin & Lindgreen, 2017:1-3; Jamali & Karam, 2018:32-61; Schreck & Raithel, 2018:750). These papers argued that CSR is a marketing strategy based on the marketing related outcomes that the organisations gained from CSR initiatives. Respondents in this study also identified CSR as a marketing strategy, arguing that it was a strategy that they used to create brand awareness.

Despite the largely social approach that the organisations had towards CSR, they also identified it as a part of marketing. This explains why most of the organisations included CSR as one of the duties of the marketing department. This implies that CSR is not properly understood by professional sport organisations in South Africa, because while they are aware of the benefits that the organisation gets from CSR they are not cognisant of the fact that they can engage in CSR strategically in order to maximise the benefits that they can receive from CSR initiatives. This also gives the impression that they do not identify CSR as a strategy that can improve their performance as an organisation.

8.3.2. Metrics designed to measure CSR performance

Literature extensively discussed measures, tools and models that have been designed to measure CSR performance (Carroll, 1979; Wartick & Cochran, 1985:758-769; Martin, 2002:73; Breitbarth *et al.,* 2011:721-737; Kremer & Walzel, 2011; Cho *et al.*, 2012:54). The identified models all focus on measuring different aspects of CSR. There are many different models because as CSR has continued to become more relevant in business, so has the need for businesses to be able to assess their CSR performance. However the findings showed that

professional sport organisations did not identify or use any of these models to assess their CSR performance. While some quantifiable elements of CSR performance were identified in the findings it was shown that there were no measures or tools in place to assess CSR performance.

This study therefore identified a need for national sport governing bodies to engage with these tools and models, to provide standard measures for the professional sport organisations to be able to assess their CSR performance. Table 7.3 in the previous chapter summarises the relationship between the elements of CSR performance identified in the findings of this study and the elements proposed by Weber (2008) which strengthens the argument that there is an opportunity to adapt the largely European models and tools to fit South African professional sport organisations.

Non-financial measures for CSR performance have also been discussed in literature as a possible approach that professional sport organisations can use to measure CSR performance. These non-financial reports are often evaluated and a company's performance of CSR is generally quantified by rating agencies. For example, Morgan Stanley Capital International (MSCI) and Environmental, Social and Governance (ESG) research provides in-depth analyses of the environmental, social and governance-related business practices of companies worldwide (Cho *et al.*, 2012:54). However because non-financial reporting systems were not identified in the findings it is suggested that policy needs to address this gap. The professional sport organisations on the other hand can engage simpler models like the virtue matrix (Martin, 2002) to assess their CSR initiatives based on their objectives.

8.3.3. Important elements of marketing performance

These findings of this study identified the following elements that are important in marketing performance measures:

- 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.

The most common metrics in marketing performance are financial; these include metrics related to profitability metrics, sales metrics as well as marketing budget metrics (Jooste *et al.*,

2009:444-462). However non-financial measures are also considered to be very important (Sullivan & Abela, 2007). Ambler *et al* (2004) argued that metrics to measure marketing performance can only be determined on the basis of the objectives of the specific marketing strategy. This then means that if CSR is a marketing strategy, then the marketing metrics that can be used to assess this marketing strategy are derived from CSR objectives.

On the other hand, the marketing value chain has been argued to be a valid tool to measure marketing performance (Srivastava & Reibstein, 2004; Grønholdt & Martensen, 2006:234-252). The factors that have been argued to be representative of marketing performance are shown in the literature chapter to be linked to the marketing performance factors as well as the marketing value chain. These links are further discussed in the previous chapter, and the findings of this study included in table 7.2 shows that they are linked.

8.3.4. The relationship between CSR and marketing performance

Through an extensive review of literature, this study proposed a conceptual framework to conceptualise the relationship between the CSR and marketing performance. The findings also supported the proposed relationship between CSR and marketing performance for professional sport organisations. Given the evidence provided in this study, a direct relationship between CSR and marketing performance can be posited. This conceptual framework is a contribution to CSR literature and a contribution to sport marketing literature. It provides an insight into how CSR contributes to the marketing performance of professional sport organisations. This framework also strengthens the premise that CSR is a marketing strategy.
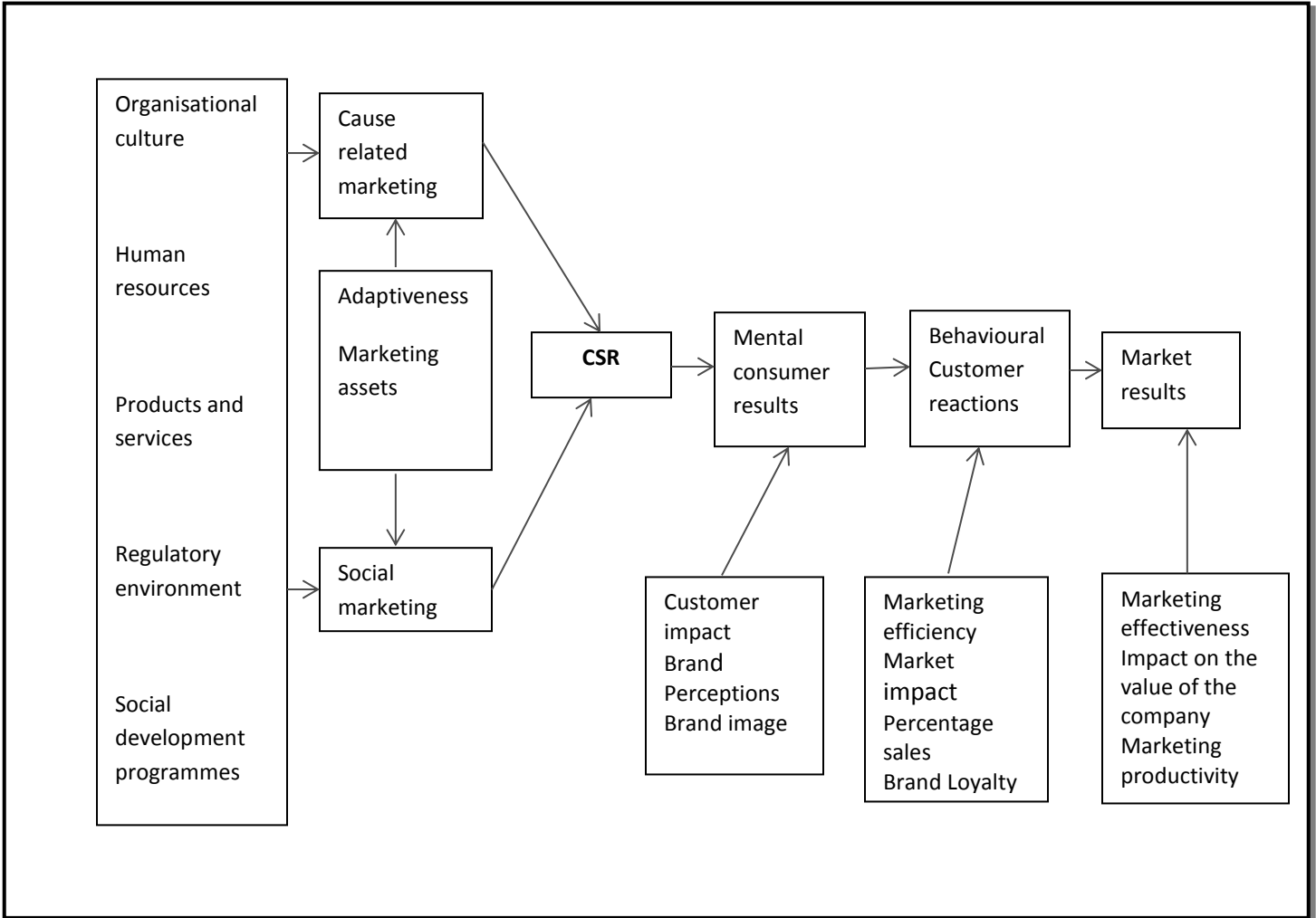
Figure 8.1: The conceptual framework of CSR and marketing performance

8.4. Conclusions

Evidence presented in this study points to the likelihood of a relationship between CSR and marketing performance. There is a strong probability based on the evidence from literature as well as the findings of the study that CSR is a marketing strategy and this means that CSR performance has marketing implications, thus implying a direct link between CSR and marketing performance. Taken together, the results of this study indicate that sport organisations in South Africa identified the ability to measure CSR performance as important. In conclusion, sport organisations engage in CSR activities and identify the benefits of CSR. Evidence however showed that they have a social approach to their CSR objectives, which means they do not strategically engage in CSR. Evidence presented demonstrates that the organisations do not have structures or systems in place to measure CSR performance and mostly rely on speculative

outcomes. Models and tools to measure CSR performance are identified in the literature discussion; however the findings point to the likelihood that the professional sport organisations are unaware of any of these tools and models to measure CSR performance. It was suggested that professional sport organisations can adopt some of the identified models, for example Martin's (2002) virtue matrix in order to be able to measure marketing performance. Another suggested tool is the rating index (Breitbarth *et al.,* 2011:733). The only limitation to this model is that there is a need for a standardised rating system which the governing body of each code might have to set up in order to successfully adopt this scorecard. The benefit of this scorecard is that the organisations would be able to keep a regular assessment of their CSR performance which would help them to evaluate and make adjustments where necessary. The discussion in this study showed that there are no studies that were designed to investigate how to measure the impact of CSR on marketing performance; however, a need for a tool to measure this impact was identified in this study. The organisations believed that the ability to measure the impact of CSR initiatives on their marketing performance would allow them to:

- Allocate resources appropriately;
- Decide how much effort needs to be put into marketing;
- Manage the brand image;
- Maintain the reputation of the brand;
- Justify the organisations' involvement in CSR activities.

This finding underlined the importance of studies such as this one. This study has obtained comprehensive results and used literature to support these results. The conceptual framework proposed in this study led to a conceptualisation of the relationship between the elements that can be used to assess marketing performance and the elements that can be used to assess CSR. Table 7.4 in the previous chapter summarises this relationship and also highlights where these elements fit in the conceptualised framework. This discussion led to a set of criteria that can be used to design a tool to measure the impact of CSR initiatives on the marketing performance of professional sport organisations in South Africa. From the findings, the following assumptions were made in order to identify the set of criteria:

- CSR initiatives are strategic and the objectives are aligned with those of the organisation;
- CSR is considered as a marketing strategy;
- CSR initiatives' objectives are measurable;
- CSR initiatives' performance measures are based on the initiatives' objectives.

A set of criteria to measure the impact of CSR on marketing performance was then proposed in Figure 7.3 and include the following:

- Impact on sponsorship;
- Media coverage;
- Brand Perceptions;
- Brand Loyalty;
- Ticket sales and attendance.

This set of criteria can then be used to design a tool to measure the impact of CSR on marketing performance.

8.5. Contribution of the study to knowledge

This study makes a contribution to sport marketing literature as well as CSR literature in the context of professional sport organisations. This study attempted to address the following gaps identified in literature. There is paucity in research conducted on CSR in professional sport organisations in South Africa, thus the study makes a contribution to this area of literature by providing insights on CSR in this context. It was also identified that there are few investigations that focused on factors that influence CSR in professional sport. This study identified some factors that influence CSR in professional sport in South Africa; the only limitation is that the environment investigated was limited to South Africa. It was also found that there is a lack of understanding of the role of CSR in marketing; this study addressed this gap by proposing that CSR can be viewed as a marketing strategy.

This study identified two marketing concepts, CRM and social marketing, and proposed that these two concepts can be used as tools to achieve CSR. The study proposes that this conception is applicable to sport marketing theory. Arguments presented in this study led to the conclusion that CSR is a marketing strategy. Based on the premise that CSR is a marketing strategy, an argument that CSR activities have an impact on marketing performance was then made. Previous literature that was reviewed (Chahal & Sharma; 2006:205-216; Grønholdt & Martensen, 2006:245; Demetriou *et al.*, 2009:1-13; Pharr & Lough, 2012:91-103; Wartick & Cochran, 1985:758-769; Breitbarth *et al.*, 2011:721-737; Kremer & Walzel, 2011; Bahurmoz, 2019; Latif *et al.,* 2019; Liu *et al.*, 2019:353-370; Yim *et al.*, 2019) did not address this relationship; however, the findings of this study did address it. This study makes the argument

that CSR is a marketing strategy and therefore has direct implications to professional sport organisations' marketing performance.

This study makes a further contribution to literature by proposing a conceptual framework (Figure 4.7). The conceptual framework enhances the conceptual understanding of the relationship between CSR and marketing performance. It incorporates the five elements proposed by Chahal and Sharma (2006) and the marketing value chain proposed by Grønholdt, and Martensen (2006:245), as well as the marketing measures proposed by Rust *et al.* (2004:76-89) and Ambler *et al.* (2004). However, further to these conceptualisations, the proposed framework adds that CSR initiatives have an impact on marketing performance, based on the empirical evidence from this study.

Previous studies on CSR did not identify CSR as a marketing strategy and therefore did not address the question asked in this study, which is how to measure the impact that CSR initiatives have on marketing performance. This study further demonstrated that there are benefits for professional sport organisations from their CSR activities and by extension, it was found that leveraging CSR activities could enhance CSR performance. This study makes a further contribution to literature by proposing a set of criteria that can be used to design a tool to measure the impact of CSR on marketing performance (as summarised in Figure 7.4). This tool will have practical implications for sport marketers to be able to assess the impact of CSR on marketing performance for professional sport organisations. The tool designed from the set of criteria proposed in this study can also be adapted to other professional sport organisations that engage in CSR activities, depending on the environmental factors that influence or drive CSR for the professional sport organisations outside of the environment examined in this study.

8.6. Contribution of the study to practice and policy

This study makes a contribution to professional sport business practice in the form of a set of criteria that can be used to design a tool that sport marketers can use to measure the impact that their CSR initiatives have on their marketing performance. It was identified that measuring CSR is becoming important for businesses; hence the development of multiple tools and models to assess CSR. However there were no tools or models designed to measure the impact of CSR on marketing performance, a gap which this study attempted to address. Measuring the impact of CSR activities on marketing performance will allow sport organisations to justify their engagement in CSR activities. Other stakeholders such as sponsors were also identified to be

involved in the CSR activities in which professional sport organisations engage. It is speculated that if stakeholders can assess how their marketing performance is impacted by engaging in CSR activities, then they will invest in more CSR activities. This will address the financial constraints found to be a limiting factor in the professional sport organisations' engagement in CSR activities. However for their investments to be justified there must be a link between the organisation's objectives and the objectives of their CSR activities. There is a need for further research in this regard, as this area is not well covered in the literature. Only one study (Breitbarth, 2008:186-187) was identified that proposed that the engaging of professional sport organisations in CSR activities could add value for their sponsors and other stakeholders. Other studies identified stakeholders as factors that influence CSR engagement, but did not investigate how they are affected by the CSR initiatives (Jones *et al.*, 2007; Maon *et al.*, 2010; Kolyperas *et al.*, 2015:7; Fortis *et al.*, 2018:277-300; Niesten & Stefan, 2019:231-255).

This study presented a case for strategic CSR and suggested that professional sport organisations need a change in mind-set in their approach to CSR. There is a need for CSR to be approached in a more strategic manner to maximise the marketing performance of the sport organisations, which also has implications for the organisation's overall performance. CSR objectives need to be aligned to the organisation's objectives to be beneficial to the organisation; while organisations should refrain from engaging in CSR activities merely to appear to be good corporate citizens and in response to the law.

Models that the South African professional sport organisations can adapt and use to measure their CSR performance were identified. A gap was identified in practice with respect to CSR performance measures, as the findings suggested that sport organisations had no standard systems or measures in place to assess the performance of their CSR activities. This study identified models like the rating index (Breitbarth *et al.,* 2011:733) that professional sport organisations in South Africa can adapt and use to measure their CSR performance. The only drawback was that this model requires a standard rating system to be created, preferably by the governing body of the sport code. This could have implications for policy as it will affect the manner in which the governing bodies assess the performance of sport organisations.

The study proposes that increased support from government and other government structures could increase the impact of CSR in the targeted areas. Support was identified by the respondents as one of the factors that influenced the success of their CSR initiatives. One of the organisations alluded to a partnership with a government institution to address social issues,

thus showing that it is a practical option for government institutions to support professional sport organisations. This could also be an opportunity that the government might use to achieve the SDGs.

8.7. Limitations of this study

This study acknowledges that there are other marketing strategies that have a direct impact on the marketing performance of a professional sport organisation, such as sponsorship, good management, budgets and on-field performance. These factors, while important, were however, not the focus of this study. This study identified a gap in sport marketing theory with regards to CSR as a marketing strategy and its impact on marketing performance. The study therefore aimed to conceptualise the relationship between CSR and marketing performance in order to propose a set of criteria that can be used to create a tool that can be used to measure the impact of CSR on marketing performance. This study thus limited its focus to the phenomenon of CSR. While CSR is argued to be a phenomenon that is relevant to all professional businesses, previous research (Carr *et al.*, 2000; Walters & Chadwick, 2009:946-967; Hamil *et al.*, 2010; Moyo *et al.*, 2015) showed that sport organisations have a compatibility with CSR because of its social aspect. This study therefore was limited to professional sport and while it was found that stakeholders were involved in the CSR activities of the professional sport organisations, this was not investigated further. The study focused on professional sport organisations in South Africa and was not extended to a wider scope for example professional sport organisations in Africa due to time and financial constraints. The set of criteria proposed may therefore require adaptation to be applicable to a different environment. The focused on the three major sporting codes in South Africa namely soccer, rugby and cricket. The other smaller sporting codes like netball, or hockey were not included because they are not as professionalised as the three major sport codes and can be described as semi-professional. Future studies are recommended to test the criteria proposed to measure the impact of CSR on marketing performance or to create a tool to measure the impact of CSR on marketing performance. Future studies could also focus on the influences and factors affecting CSR implementation and consequently its performance.

8.8. Recommendations

A number of gaps were identified in this study and the following are recommended as areas for future research. Firstly, it was found that there is a limited amount of research on CSR in sport in South Africa. It is recommended that future research consider this area of study particularly in

investigating the gaps identified by this study which include the factors that drive CSR in South Africa, and an investigation into the success of these activities and their implications for both the society and the organisations. Secondly, it was found that there are stakeholders involved in CSR initiatives in which professional sport organisations are engaged. It is recommended that there is a need to further investigate this involvement as there is not much literature that discusses such stakeholders and how they are affected by the CSR activities of sport organisations. The findings of this study imply that stakeholders may also gain benefits from engaging in such CSR activities, even though they are not the primary initiator of the CSR activities. However further research is necessary in this area. Third, it is also recommended that government institutions and other non-profit stakeholders can strategise on how to use these CSR initiatives to further the SDG projects. It is proposed that there is an opportunity for partners and stakeholders to maximise on engaging in the CSR initiatives that the professional sport organisations implement. However, there needs to be discussion between professional sport organisations and government to strategise on this. Further research is also necessary to inform both parties of best practice.

Research is recommended to consider investigating how professional sport tournaments engage in CSR activities or how they are involved with the professional sport organisations' CSR initiatives, as this study was limited to professional sport organisations. Fourth, professional sport organisations in South Africa were identified to have a more social approach to CSR; however, it is recommended that the 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 set up measurable objectives in order to be able to assess CSR performance and to manage this marketing strategy to improve their organisational performance. This study concluded that there is a lack of measures and systems in practice for organisations to measure their CSR performance. The virtue matrix, (Martin, 2002), as well as the rating index (Breitbarth *et al.*, 2011:733) were proposed as models that the professional sport organisations can use to measure their CSR performance. These models however were not designed for a South African context and therefore further research may be required to investigate how they can be adapted and particularly for the rating index where a standard rating system needs to be developed before it can be adopted and this may require the involvement of the sport governing bodies. This study identified a lack of tools to measure the impact of CSR initiatives on marketing performance and as already mentioned, there was a lack of studies to investigate this

phenomenon. Future studies are needed to use the set of criteria to measure the impact of CSR on marketing proposed in this study to develop a tool that can be used to measure this impact.

8.9. Summary

This chapter presented an overview of the study and highlighted its objectives as well as the research questions. The chapter then identified certain key findings from the discussion chapter. In general, the findings support the idea that CSR has an impact on the marketing performance of a professional organisation. A conceptual framework was designed to conceptualise this relationship based on an extensive examination of literature. From the conceptual framework, the link between elements that can be used to measure marketing performance and the elements that can be used to measure CSR was determined, which led to the achievement of the primary objective of this study. The primary objective was to propose a set of criteria which can be used to design a tool to measure the impact of CSR on marketing performance. To achieve this objective, the study made a few assumptions based on the evidence it presented, and proposed five criteria. This study contributes to sport marketing literature as well as CSR literature. Some gaps in knowledge were identified and recommendations for future research were made. Future research is needed to use the set of criteria to measure the impact of CSR on marketing proposed in this study, in order to develop a tool that can be used to measure this impact.

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Appendix A: Interview guide

INTERVIEW GUIDE

Thank you very much for allowing me to interview you today. I really appreciate your time. I would like to record this interview, please confirm that you are happy for me to do so? Before we begin, I need you to be aware that your responses will be held in the strictest confidence and will be used for academic purposes related to this study only. Your full name will not be disclosed in any manner, although your job title and organisation name may be linked to a response (<u>Please refer to full ethical considerations on the next page</u>). You are encouraged to answer as fully and accurately as possible, and where you may wish to give your personal viewpoint, please feel free to do so. If you would like to receive the findings of this study, please let me know and I will be happy to send you a copy of any published papers or conference presentations relating to this study. To begin with, I would like to clarify that you understand what this study is about:

Objectives of the study

The primary objective of this study is to conceptualise the relationship between CSR and marketing performance in order to propose a set of criteria that can be used to design a tool to measure the impact of CSR on marketing performance. The other objectives are:

- To identify any measures designed or developed to measure the performance of CSR activities of a professional sport organisation.
- To identify the aspects of marketing performance that are affected by CSR activities.
- To determine how CSR activities impact the marketing performance of a professional sport organisation.

I hereby declare that the details of this study have been satisfactorily explained to me and I agree to be part of this study.

Signature: Date:

_____   _____

Interview Guide

Ethical Considerations

When conducting research, the researcher is obliged to ensure that the methods used in the research are ethical and will not harm the subjects of the research. Some ethical considerations that are relevant to this study are:

- All information pertaining to the professional sport organisation's performance that may be considered sensitive information that was revealed in the course of the interviews will remain private and confidential.
- Consent must be obtained from the professional sport organisations selected in writing before the interviews occurred.
- All interviewees must be informed about the objectives of the research upfront and have to grant permission to be included in the study (permission form is attached to the interview schedule).
- The interviewee must be informed that they have the right to refuse to complete the interview if they felt the questions are unfair.
- The researcher maintained the specific anonymity of the participants and their names are not to be mentioned in the research report, although their job title or role may be mentioned where relevant.
- The researcher did everything possible to maintain objectivity.

Furthermore the researcher complied with all the ethical requirements of CPUT Faculty of Business and Management Sciences. One of which was to apply for ethical clearance. The ethical clearance certificate has been obtained and is available on request to any of the interviewees.

General

1. What are the aims and objectives of your organisation (Substitute with organisation name)?
    1.1. What is the main aim of your organisation (Substitute with organisation name)?
    1.2. What are the objectives that feed into the aim?
2. Are there any strategies that you use to assess the success of your objectives? What strateg(y)ies do you employ to assess the achievement of those objectives?
3. Does your organisation engage in any activities that involve the community?

Corporate Social Responsibility

4. How would you define/describe CSR?
5. Do you think there is a difference between Corporate Social Responsibility and Corporate Social Investment?
6. How does your organisation (Substitute with organisation name) engage in Corporate Social Responsibility (CSR) activities? {clarify definition of CSR}
7. What are the objectives of the CSR initiatives/programmes?
8. What process is used to assess the achievement of those objectives?
9. What external and internal factors affect the success of your CSR activities?
10. Do the CSR objectives compliment the overall objectives of the organisation? Explain how.
11. Are there any other stakeholders, aside from the organisation (staff) and the community, involved in your CSR activities, e.g. your sponsors?
12. What criteria are used to select the communities that receive these programmes?
13. Does your organisation get any benefits from these CSR programmes? (Explain)

Impact of CSR activities on Marketing Performance

14. Is there a relationship/ collaboration between your CSR activities and your marketing strategies?
15. If yes, how do your CSR activities impact/fit in to your marketing strategies?
16. Would you say your CSR activities are related to cause related marketing and/or Social Marketing? (If Yes) How and which one does your organisation do more of?
17. What are your organisation's marketing objectives?
18. What in your opinion is your organisation's brand image vs consumer's perceptions?
19. What in your opinion is your organisation's positioning and level of loyalty? Do you consider them as important?

20. What is it that you consider important when looking at marketing outcomes?

21. Do you have a way of monitoring your marketing performance?

22. What factors affect marketing performance? and How?

23. Would you say your CSR activities have an impact on any aspect/ element of your marketing performance? (Explain)

24. Do you use social media to market/leverage your CSR activities, how?

25. Would you say CSR has any effect on your brand image, positioning, consumer loyalty, brand perceptions and brand equity?

26. Would you say that it is important to be able to measure the impact that CSR activities have on the Marketing performance of your organisation? Why?

Appendix B: Permission letters

RE: CONFIRMATION TO DO STUDY RESEARCH ON AJAX CAPE TOWN FC

This letter serves to confirm that **Ajax Cape Town FC** gives permission to Ms Talent Moyo to conduct her PHD study research titled "Impact of Corporate Social Responsibility on Marketing Performance "using **Ajax Cap Town Football Club** as her case study business of choice.

She is allowed to conduct interviews with the following People:

> **Ajax Cape Town CEO**
> **Ajax Cape Town PRO/Marketing**
> **Ajax Cape Town Comm scheme Co-ordinator**
> **Ajax Cape Town Comm scheme staff**
> **Ajax Cape Town Sales Dept.**

She will also be reviewing the performance report of Team and Ajax development.

Yours in Sport
Shooz Mekuto

M Gmail

Request for Assistance

NovashniChetty<novashni@thesharks.co.za>   Mon, Aug 14, 2017 at 8:48 AM
To: Talent Moyo<tittiemoyo@gmail.com>

Hi Talent

We are happy to be part of this study.

Regards,

Novashni

NovashniChetty

PR & Communications Manager

The Sharks (Pty) Ltd

Tel: 031 3088 445

Cell: 084 431 7504

RE:Request for assistance

Coltrane Munyai<Coltrane.munyai@supersport.com   Mon, April 30, 2017 at 11:33 AM
To: Talent Moyo<tittiemoyo@gmail.com>

Hi Talent

I think this is an interesting study and I will be happy to assist you.

Regards

Coltrane

This electronic communication and the attached file(s) are subject to a disclaimer which can be viewed at http://www.multichoice.co.za/multichoice/content/en/email-disclaimer. If you are unable to view the disclaimer, please email disclaimer@multichoice.co.za for a copy.

M Gmail

RE: Website: bizhub Highveld Lions Contact request

Arlene Lewis <ArleneL@cricket.co.za>   Mon, Jul 17, 2017 at 12:32 PM
To: Talent Moyo<tittiemoyo@gmail.com>

Dear Talent

Thank you for your email and request for an interview. We do not have a CSA department, but I am happy to schedule some time for you with our CEO, Mr Fredericks and our Marketing/Communications manager.

Liaise with me closer to the required time to secure some time in the diaries.

Kind Regards.

Arlene Lewis
PERSONAL ASSISTANT TO THE CHIEF EXECUTIVE OFFICER

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arlenel@cricket.co.za | www.lionscricket.co.za

Gauteng Cricket Board (NPC), PO Box 55309, Northlands, 2116 | Bidvest Wanderers Stadium, Corlett Drive, Illovo, Johannesburg, all rights reserved on in

WESTERN PROVINCE CRICKET ASSOCIATION
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Internet: www.wpca.org.za
Incorporating Western Province Professional Cricket (Pty) Limited & Western Cape Cricket (Pty) Limited

5 July 2017

RE: CONFIRMATION TO DO RESEARCH STUDY AT WESTERN PROVINCE CRICKET ASSOCIATION

To Whom It May Concern

This letter serves to confirm that Western Province Cricket Association gives permission to Ms Talent Moyo to conduct her PHD research study on "the impact of Corporate Social Responsibility on Marketing Performance" at Western Province Cricket Association as her case study business of choice.

She will be allowed to conduct interviews with staff members that are directly involved in our Corporate Social Responsibility initiatives as well as some of the marketing department staff.

Should you have any queries, please do not hesitate to contact me.

Sincerely,

NABEAL DIEN
CEO

W.P. RUGBY

14 August 2017

TO WHOM IT MAY CONCERN

LETTER OF AUTHORISATION

Dear Sir/Madam

As Western Province Rugby Football Union (WPRFU), we herewith issue this Letter of Authorisation confirming our participation in the research requirements of the Ph.D. studies of Ms. Talent Moyo.

We further confirm that we authorise selected staff of WPRFU to assist Ms Moyo with her data collection through structured interview sessions in respect of marketing strategies employed in our CSR projects.

You are most welcome to contact me for any further clarities herein.

Kind Regards

Faizel Felton
Senior Manager (Club Rugby / HUBS Project)

Appendix C: Ethics approval

![Cape Peninsula University of Technology logo]

Office of the Chairperson Research Ethics Committee	Faculty:	**BUSINESS AND MANAGEMENT SCIENCES**

At a meeting of the Research Ethics Committee on 02 November 2017, **Ethics Approval**

was granted to Talent Moyo (209209992) **for research activities**

Related to the MTech/DTech: Doctor of Commerce in Marketing **at the Cape Peninsula University of**

Technology

Title of dissertation/thesis/project:	THE IMPACT OF CORPORATE SOCIAL RESPONSIBILITY (CSR) PROGRAMMES ON THE MARKETING PERFORMANCE OF PROFESSIONAL SPORT ORGANISATIONS IN SOUTH AFRICA Lead Researcher/Supervisor: Dr B Knott

Comments:

Decision: APPROVED

[signature]	02 November 2017
Signed: Chairperson: Research Ethics Committee	**Date**

Clearance Certificate No | 2017FBREC483