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Differentiation of Corporate Social Responsibility Initiatives in Small Market and Large Market NFL Franchises

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DIFFERENTIATION OF CORPORATE SOCIAL RESPONSIBILITY INITIATIVES IN SMALL
MARKET AND LARGE MARKET NFL FRANCHISES

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Master's Project

Submitted to the School of Human Movement, Sport, and Leisure Studies
Bowling Green State University

In partial fulfillment of the requirements for the degree of

MASTER OF EDUCATION

In

Sport Administration

April 20, 2015

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Introduction

The concept of corporate social responsibility (CSR) is one that has been discussed in scholarly literature for some time. Some believe it is essential for society and the economy to continue to flourish (Mintzberg, 1983). Only more recently has the concept of CSR been applied to the world of professional sports (Babiak & Wolfe, 2006; Babiak & Wolfe 2009; Levermore, 2010; Smith & Westerbeek, 2007). Furthermore, even fewer studies have investigated the ways in which professional sport organizations implement their CSR initiatives (Kihl, Babiak, & Tainsky, 2014; Roy & Graeff, 2003).

Lough & Pharr (2012) demonstrated that sport organizations attempt to demonstrate social responsibility in two different ways: cause-related marketing (CRM) and social marketing. These two distinct approaches had not been thoroughly defined until their study. Using a qualitative content analysis, Lough & Pharr (2012) analyzed the outreach programs of the National Football League (NFL), the National Basketball Association (NBA), Major League Baseball (MLB), and the National Hockey League (NHL). They focused only on those outreach programs implemented at the league level, ignoring the initiatives of individual franchises. The purpose of this study is to fill the gap in the literature left by their study by using their methodology to analyze the outreach programs of individual franchises, specifically in the NFL.

Using the framework established in Lough & Pharr (2012), as well as Lough & Pharr (2010), this study will differentiate the CSR initiatives of specific NFL franchises as cause-related or social marketing based on five variables: 1) locus of benefit; 2) outcomes/objectives sought; 3) target market; 4) voluntary exchange; and 5) marketing perspective. The NFL franchises to be investigated are the New York Giants whom inhabit the NFL's largest television market, and the Green Bay Packers whom inhabit the NFL's smallest television

market (NFL, 2012). Following the investigation of each franchise's CSR initiatives, the author will compare the franchises against each other as well as against the NFL. By doing so, the author hopes to determine which CSR strategy, CRM or social marketing, is utilized more often by a large market or small market franchise, which is more utilized at the league or team level, as well as to assist in the further differentiation of social and cause-related marketing.

Review of Literature

Social Marketing

As demonstrated by Lough and Pharr (2010) and Pharr and Lough (2012), social marketing is a strategy used by corporations to display corporate social responsibility. In their quest to better define social marketing, Pharr and Lough (2012) noted the need to further clarify the differences between social marketing and cause-related marketing (CRM) due to the growth of social marketing campaigns, most notably those campaigns being implemented by sport organizations. They believe it to be a more direct strategy, when compared to CRM, to show social responsibility. Andreasen (1995) defines social marketing as “commercial marketing technologies to the analysis, planning, execution and evaluation of programs designed to influence the voluntary behavior of a target audience in order to improve their personal welfare and that of their society” (p. 7). Lough and Pharr (2010) add “Most commonly, social marketing is the use of commercial marketing strategies to sell or promote specific objectives that improve the health of a person or a group of people” (p. 2) From this definition we can surmise that the main goal of social marketing is to positively affect society at large by instilling in individuals knowledge which in turn will influence behavior change to improve their health and overall welfare. In relation to the marketing mix, the products and services utilized in social marketing (behavior change) tend to be less tangible. Lough and Pharr (2010) note that some secondary

outcomes are increased brand equity, awareness, and loyalty since consumers want to be associated with charitable initiatives.

Based on the primary objectives and outcomes of social marketing, it is the most pure tactic in achieving a socially responsible status as a corporation. Mintzberg (1983) believes that corporations actively participate in CSR either because it is ethically correct to do so or because it is to the advantage of the corporation to do so. He argues, “Only in its purest form——as an ethical position——can corporate social responsibility stand by itself” (p. 5). That is to say, if the target market of these social marketing campaigns, those more in need of social services, may be less likely to support such campaigns if they believed that corporations were implementing them for entirely selfish reasons. Interestingly enough, Pharr and Lough (2012) found in their study of U.S. professional leagues that social marketing initiatives made up the overwhelming majority of the outreach programs analyzed. Additionally, they found that the social marketing initiatives of different leagues seemed to mimic each other. For example, NFL Play 60 and NBA FIT are social marketing initiatives aimed at getting children to become more physically active and educating them on the benefits of a healthier lifestyle.

Cause-Related Marketing

Traditionally, many CSR initiatives have been labeled as cause-related marketing (CRM), but Pharr and Lough (2012) found that these initiatives were indeed social marketing based on their five variables of locus of benefit, outcomes/objectives sought, target market, voluntary exchange, and marketing perspective. Thus, social marketing and CRM are “two distinct marketing strategies” (Pharr and Lough, 2012, p. 91). Adkins (1999) defined CRM as “activity by which businesses and charities or causes form a partnership with each other to market an image, product or service for mutual benefit” (p. 11). Additionally, Pringle and Thompson

(1999) defined CRM as "as a strategic positioning and marketing tool which links a company or brand to a relevant social cause or issue, for mutual benefit" (p. 3). As an example for CRM, Pharr and Lough (2012) apply their five variables to Livestrong, Nike's partnership with the Lance Armstrong Foundation. The Lance Armstrong Foundation is the main beneficiary of the partnership by receiving donations for its cause while Nike is able to achieve a positive public image by associating itself with LAF and the support of cancer research. This increase in the positivity of Nike's public image may even cause consumers to switch to its brand. This outcome was evident in Roy and Graeff's (2003) study, which found that participants indicated they would be more likely to buy tickets or merchandise if they knew the team, was involved in charity work. The secondary effect of this partnership is the potential breakthrough in cancer research, benefitting society as a whole. This is reinforced by Lough and Pharr (2010), who believe that "... unlike social marketing, the focus of the cause-related marketing campaign is the benefit to the corporation, not the benefit to the consumer" (p. 4).

Roy and Graeff (2003) state, "A broad view of CRM is that it should be used as a strategy to link a firm's products with causes or issues that resonate with its target market" (p. 164). Pharr and Lough (2012) identify this target market as those with more disposable income who are also connected with the cause or charity being supported in the campaign. They go on to explain that the products of CRM campaigns tend to be more tangible than that of social marketing campaigns. Using Livestrong as an example, these tangible products included branded apparel.

Sport and Corporate Social Responsibility

Social and cause-related marketing are two distinct strategies used by corporations to achieve social responsibility. Pharr and Lough (2012) define CSR as "... the obligation or

intent of a corporation to be ethical and accountable to not only the stakeholders but to society as well” (p. 94). Corporate social responsibility is a concept that has been discussed in research for some time. In an article for the New York Times in 1970, economist Milton Friedman stated his belief that corporations had one responsibility and “That responsibility is to conduct the business in accordance with their desires, which generally will be to make as much money as possible while conforming to the basic rules of the society, both those embodied in law and those embodied in ethical custom” (p. 1). Conversely, Mintzberg (1983) stated that corporations have two reasons to be more socially responsible: because it is correct ethically and because it is to their advantage to do so. He also believes that no matter what corporations do, they will always have to worry about the consequences of their actions on society due to their size. Similarly, professional sport franchises are expected to give back to their respective communities. Roy and Graeff (2003) argue, “Communities may expect private concerns such as professional sports teams that receive financial support in the form of tax breaks or stadium funding from local governments to give back” (p. 171). Not only is it expected, helping to support their communities is almost necessary in order to maintain a strong relationship with local governments and continue to receive these tax breaks and funding (Babiak & Wolfe, 2006). Additionally, CSR initiatives “. . . provide organizations the opportunity to create value beyond profit by incorporating socially responsible initiatives” (Lough & Pharr, 2010, p. 6)

It is without question that sport plays a vital roll in society. In his 1995 essay “Bowling Alone,” Robert Putnam used the example of bowling with friends as an example of how sport brings people together. Once together, people begin to interact and begin to discuss important issues. These interactions produce social democracy and help to foster community (Dyreson,

2001). Dyreson (2001) explains “Athletics generates public virtue – what Putnam labels social capital – the crucial ingredient for democratic republics . . .”

Many studies speak to the advantages sport has for bringing about social change. Bradish and Cronin (2009) believe that “. . . sport will continue to play an important role in social change” (p. 696). One of these advantages is the passion that sport fosters in consumers (Babiak & Wolfe, 2009; Smith & Westerbeek, 2007). It is hard to imagine a person being as connected with some other product or service as they are with their preferred sport team. Another advantage is sport’s ability to resonate with the global community as opposed to just the local (Kihl, Babiak, & Tainsky, 2014; Levermore, 2010). International games such as the FIFA World Cup and the Summer and Winter Olympics draw the viewership of the global population, a platform few other industries can reach.

It is also possible for sport to bring about changes in society since, in many ways, sport is simply a reflection of society itself. Boxill (2003) argues that sport is a microcosm of the society that has created it, that it is a dramatized and exaggerated version of society. She states “Like dramas, sport may reveal to the society virtues it has not yet recognized, or present new values to the society and criticize old ones, or dramatize the established virtues and values in a society” (p. 5). For example, in 2014 the NBA stripped Los Angeles Clippers owner Donald Sterling of his ownership following the release of a video recording of Sterling making extremely racist comments. Being that racism is not tolerated in today’s society, it most certainly would not be tolerated in the NBA, a league in which African-Americans make up 76.3% of all players (Lapchick, Hippert, Rivera, & Robinson, 2013).

Methods

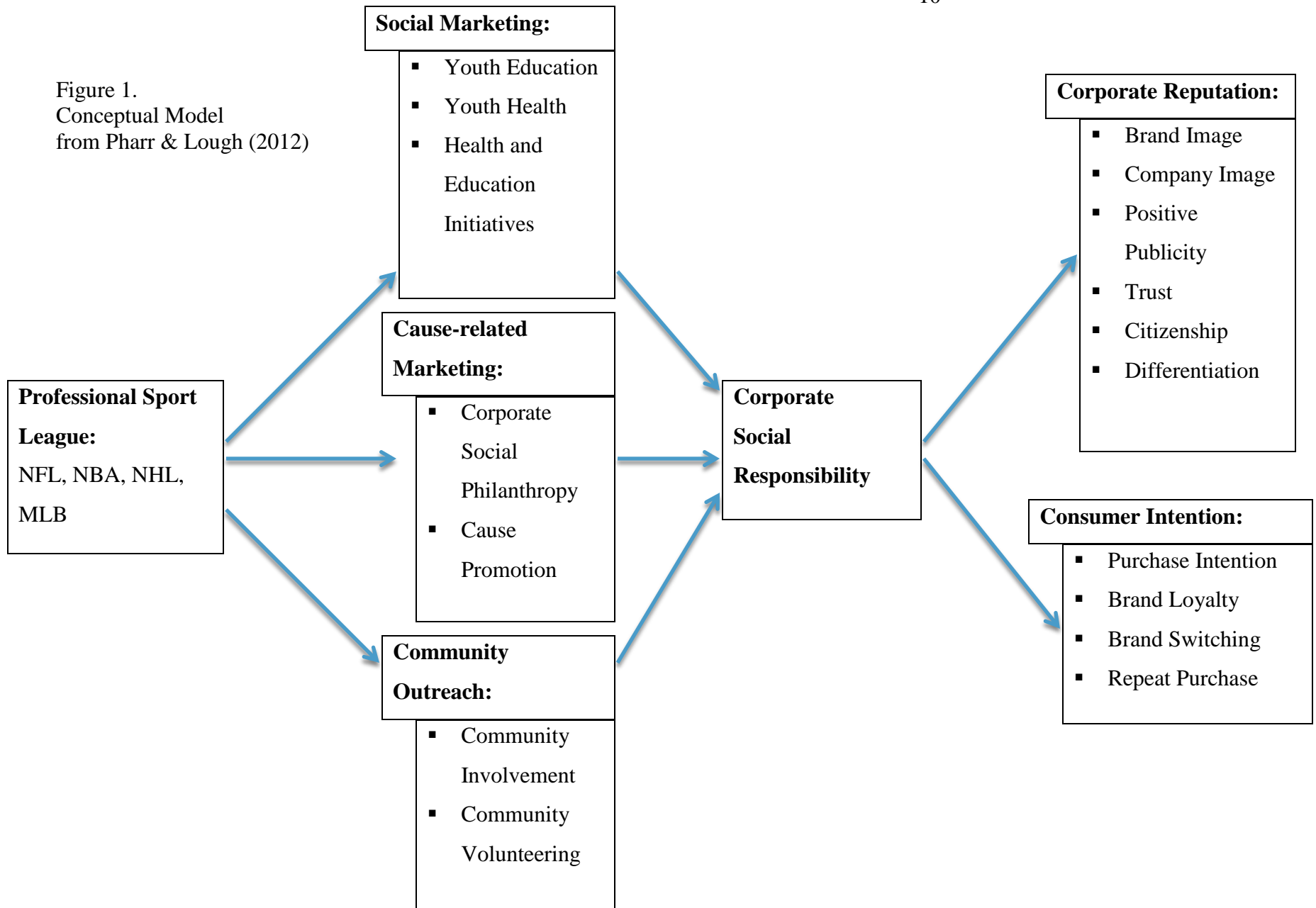
In order to analyze the CSR initiatives of the separate NFL franchises, the author utilized a qualitative content analysis of the community programs described on their respective websites. Pharr and Lough (2012) note that this type of methodology can “be used to put text into categories for analysis, which helps in the understanding of the phenomenon being studied” (p. 95). In this study, those categories are social marketing, cause-related marketing, and community outreach. There are three different types of content analysis: conventional, directed, and summative (Hsieh & Shannon, 2005). A directed content analysis was used for the current study since a directed approach is appropriate when “. . . existing theory or prior research exists about a phenomenon that is incomplete or would benefit from further description” (Hsieh & Shannon, 2005, p. 1281). A directed content analysis uses this preexisting theory as a guide in order to further validate it. In this study, the preexisting theoretical framework comes from Lough and Pharr (2010) who presented the five variables used to differentiate social and cause-related marketing. Those five variables are locus of benefit, objectives/outcomes, target market, voluntary exchange, and marketing perspective (see Table 1). Additionally, the adapted conceptual model from Pharr and Lough (2012) was used to further assist in the differentiation process by providing additional descriptions of social marketing, cause-related marketing, and community outreach (see Figure 1).

Each team’s CSR programs were identified on their respective websites. For the New York Giants, these programs were found under the “Community” tab on the team’s homepage as well as under various sub headings on the “Community Home” page. The Green Bay Packers’ programs were organized in an identical fashion, but with different “Community Home” sub headings due to a wider variety of initiatives being implemented. Where Pharr and Lough (2012)

	Social Marketing	Social Marketing Example: Euro 2005	Cause-Related Marketing	CRM Example: LiveStrong
Locus of Benefit	Individuals in target market Society at large	Girls and women living in the communities where the tournament was hosted	Cause group or association Supporting corporate partner	Lance Armstrong Foundation (charity/cause) Nike (the supporting business partner)
Objectives/Outcomes	Behaviors that increase personal and/or social welfare Norms, values, knowledge and attitudes addressed to the extent that they inform behavior decision	An increased aware- ness of women's football An increase in the number of girls and women participating in football or sport in general A raised awareness of health issues associated with physical inactivity	Purchase or donation behavior Attitudes towards the image of the brand, corporation, or product Consumer loyalty / Brand switching	Donations to the LAF Purchase of Nike branded <i>Livestrong</i> apparel, shoes, and equipment with 100% of proceeds going to LAF A positive image, enhanced brand, and possible brand switching to Nike
Target Market	Tends to be less affluent, more diverse, more in need of social services, harder to reach	Girls and women living in the communities where the tournament was hosted	Tends to be more affluent and concerned with cause- related issues	Active, sports fans who are connected to cancer as a cause
Voluntary Exchange	Includes weighing of economic and non-economic social costs and benefits Tends to be intangible	Cost = time Benefit = improved health Cost: time to participate in festivals, workshops, attend a game or play football Benefit included an increased under- standing of women's football and the associated health benefits	Includes weighing of economic and non-economic costs and benefits Tends to be a mix of tangible and intangible cost/benefit	Money (tangible) is donated to LAF to support the cause (intangible) or money (tangible) is used to purchase <i>Livestrong</i> apparel (tangible)
Market Perspectives	Products and services tend to be less tangible Competition tends to be less tangible and more varied Economic factors like purchase power tend to be less important	Marketing included the use of posters, festivals, campaigns at schools, road shows, participation opportunities, and ticket give-aways Competition exist with other events in the community that compete for the participants time	Products tend to be a mix of tangible and intangible Competition tends to be more tangible and categorical Economic factors like purchase power tend to be more important	<i>Livestrong</i> must consider the mixture of tangibility and intangibility of the voluntary exchange The competition that exists from other causes (i.e., Susan G. Komen)

Table 1. Comparison of Social and Cause Marketing from Pharr & Lough (2012)

Figure 1.
Conceptual Model
from Pharr & Lough (2012)



only analyzed programs implemented at a league level, this study analyzed programs implemented both the league and individual team level since various NFL programs, such as Play 60, are actually carried out by individual teams. Using the information found on the website, the five variables mentioned previously were determined for each program described. The author then used these variables, in addition to the conceptual model adapted in Pharr and Lough (2012), to classify each program as social marketing, CRM, or other community outreach.

Results

The categorical breakdown of the various corporate social responsibility initiatives of the New York Giants and the Green Bay Packers is illustrated in Table 3. Although the complete matrix used for categorizing these initiatives is too long to be presented here, an abbreviated version is presented in Table 2, which provides examples of each category (social marketing, cause-related marketing, or community outreach) found in the initiatives of both teams. Finally, the proportions of these categories are illustrated in Table 4, where they can be compared with the NFL's proportions from Pharr and Lough (2012).

In total, the Giants had 22 programs that were evaluated. Of those 22, nine (40.9%) were categorized as social marketing, eight (36.4%) as cause-related marketing, and five (22.7%) as community outreach. It should be noted that three of these programs are initiated at the league level and are therefore shared by all NFL franchises. Those programs are NFL Play 60 (social), A Crucial Catch (cause), and Hometown Huddle with United Way (social).

The Packers, on the other hand, had a total of 45 programs to be evaluated. Of those 45, 13 (28.9%) were categorized as social marketing, 18 (40%) as cause-related marketing, and 14 (31.1%) as community outreach. Again, three of these programs are initiated at the league level

Table 2.
Abbreviated Matrix for Categorizing CSR Programs

Team	CSR Initiative	Locus of Benefit	Objectives/Outcomes	Target Market	Voluntary Exchange	Marketing Perspectives/Strategies	Classification
Giants	Touchdown Fund: Score for Kids, Cardiac & Cancer	Hackensack University Medical Center	Raises funds for the Joseph M. Sanzari Children's Hospital, the Heart & Vascular Hospital, and the John Theurer Cancer Center at HackensackUMC	Corporations	Tangible annual membership cost of \$10k, tangible exclusive access to the Giants and other membership benefits, intangible support of med center	Entice donors with VIP access to Giants games and related events	Cause
Giants	Read Across America	Local youth, National Education Association	Players visiting numerous schools in the greater Metropolitan area to promote the irreplaceable values of books and storytelling	Local youth	Intangible cost of time, benefit of knowledge	The program is the largest one-day literacy celebration in the U.S., attracting upwards of 45 million participants in all 50 states	Social
Giants	Game On!	Local youth and high school football teams	Grassroots level of promotion by financially assisting local youth and high school football teams	Local youth and high school football teams	Tangible cost of financial support	Schools and programs apply for grants from the Giants Foundation	Outreach
Packers	65 Roses Celebrity Golf Tournament	Humana, those diagnosed with cystic fibrosis	Golf tournament with proceeds raised to fight cystic fibrosis	Higher income Packers fans	Intangible cost of time, tangible cost of attendance	Head coach is honorary chairman of event, fans get to play with players	Cause
Packers	Green Bay Packers Youth Outreach Camps	Local 2nd to 5th graders	Complimentary program that features educational benefits as well as recreational opportunities	Local 2nd to 5th graders	Intangible cost of time and effort exerted during physical activity	Advertised at area schools	Social
Packers	Community Quarterback Award presented by Humana	Local community, Humana	Nominate outstanding volunteers who demonstrate leadership, dedication, and a commitment to bettering their communities through volunteerism	Local non-profit organization nominated volunteers	Intangible cost of time filling out application, tangible cost of prize, benefit of recognition	Nominations and winners selected each Fall, \$4k awarded to winner's organization, 2 tickets to home game provided by Humana	Outreach

Table 3.
Categorical Classification of CSR Initiatives

Giants Initiatives	Classification	Packers Initiatives	Classification
Play 60	Social	Player, Coach, Alumni Appearances	Outreach
Food Recovery	Cause	Community Quarterback Award presented by Humana	Outreach
Blood Drive	Social	In Kind/Item Donations	Outreach
NY Presbyterian Organ Donation	Social	Green Bay Packers Foundation	Cause
Touchdown Fund: Score for Kids, Cardiac & Cancer	Cause	Mentor-Protégé Program	Social
Stuff the Bus	Cause	NFL Grassroots	Social
Coat Drive	Cause	Military Support and NFL Charities National Partnership Fund Grant	Cause
Touchdown for Tots	Cause	Make-A-Wish	Cause
Hometown Huddle	Social	Play 60	Social
Jingle Jam	Outreach	Coats for Kids	Cause
Punt, Pass & Kick	Outreach	Breast Cancer Awareness Month	Cause
Snow Bowl	Cause	Toys for Tots Collection	Cause
Hispanic Heritage Month	Social	First Downs for Trees	Social
Read Across America	Social	Operation Fan Mail	Cause
USA Football Month	Outreach	Midwest Shrine Game	Outreach
My Sister's Place "Giants Courage House"	Social	Bishop's Charities Game	Outreach
Game On!	Outreach	Holiday Mail for Heroes	Cause
Giants Foundation	Outreach	Protection is the Name of the Game	Cause
Wounded Warrior Project	Cause	Sargento Touchdowns for Charity Program	Cause
Make-A-Wish	Cause	DNC Sportservice Consession Stand Efforts	Outreach
Breast Cancer Awareness Month	Cause	Blood Drive	Social
Tackle Melanoma	Social	Project LEAP!	Social

Table 3. Continued		Tailgate Tour	Outreach
		65 Roses Celebrity Golf Tournament	Cause
		Jerry Parins Cruise for Cancer	Cause
		Punt, Pass & Kick	Outreach
		USA Football Month	Social
		Green Bay Packers Youth Outreach Camps	Social
		NFL Health and Safety Forum	Social
		Green Bay Packers High School Coach of the Week	Outreach
		Mike and Jessica McCarthy Golf Tournament	Cause
		Welcome Back Luncheon	Outreach
		Hometown Huddle	Social
		Family Night	Outreach
		Ladies of Lambeau	Outreach
		Brown County Children's Charity Golf Classic	Cause
		Green and Gold Gala	Cause
		Packers Community Day	Outreach
		Spooktacular Fun at Lambeau Field	Social
		Ecumenical Thanksgiving Dinner	Outreach
		Salvation Army Bell Ringing Campaign	Cause
		House of Hope Afternoon Tea	Social
		Breast Cancer Family Foundation Pink Pumpkin 5K Walk/Fun Run	Cause
		PWA Care for Kids Project	Cause
		New Community Shelter Dinner Service	Social

Table 4. Proportions of Social Marketing, Cause-Related Marketing, and Community Outreach

	Total Number of Programs	Social Marketing	Cause-Related Marketing	Community Outreach
New York Giants	22	9 (40.9%)	8 (36.4%)	5 (22.7%)
Green Bay Packers	45	13 (28.9%)	18 (40%)	14 (31.1%)
National Football League (Pharr and Lough, 2012)	15	7 (46.7%)	1 (6.6%)	7 (46.7%)

and are therefore shared by all NFL franchises. Those programs are NFL Play 60 (social), A Crucial Catch (cause), and Hometown Huddle with United Way (social).

Discussion

While conducting this analysis, one thing stood out immediately: the Green Bay Packers had significantly more CSR initiatives as the New York Giants, twice as much to be precise. Before getting into the categorical proportions of each team's initiatives, it would be prudent to discuss this revelation first. As previously stated, The New York Giants occupy the NFL's largest television market while the Green Bay Packers occupy the smallest (NFL, 2012). Although they may be in the larger market, this market is saturated when it comes to professional sport franchises. Not only must the Giants compete with another NFL franchise in the Jets, New York also shelters two Major League Baseball franchises (New York Yankees, New York Mets), two National Basketball Association franchises (New York Knicks, Brooklyn Nets), two Major League Soccer franchises (New York Red Bulls, New York City Football Club), and two National Hockey League franchise (New York Rangers, New York Islanders). In total, that is ten professional sport franchises in New York, including the Giants. Conversely, the Packers are two hours away from the nearest professional sport franchise of one of the aforementioned leagues,

those closest franchises being the Milwaukee Bucks and Milwaukee Brewers of the NBA and MLB respectively.

Roy and Graeff (2003) explained that communities expect professional sport franchises to give back (p. 171). Being that the Packers are the only major professional sport franchise in the City of Green Bay, they are the only major professional sport franchise the community can look to for charitable causes and other forms of philanthropy. This may explain the reason for the Packers' high number of CSR initiatives: because they are the only ones in Green Bay that can provide them. Whereas in New York, the Giants are able to share their CSR load with nine other major professional sport franchises, which would explain why they have notably less initiatives than the Packers.

As for the comparison of the categorical proportions, the Giants and Packers approached their CSR programs in different manners, which was to be expected given the drastic differences in their respective markets. The Giants utilized social marketing most, followed by CRM, and community outreach. The Packers utilized CRM most, followed by community outreach, and social marketing. Both teams utilized CRM at a significantly higher rate than the NFL, who focused mostly on social marketing and community outreach strategies. Given that one of the purposes of social marketing is to improve the welfare of society at large (Andreason, 1995), it seems logical that an organization with a national scope such as the NFL would utilize this strategy more often than its member franchises which are more concerned with their immediate communities.

Further inquiry may be necessary in order to expand on the present study. The differentiation and comparison of the corporate social responsibility initiatives of large and small market teams in other professional sport franchises would help shed more light on the question

of which strategy, social marketing or CRM, is used most often in which market. It would also be interesting to see a comparison of CSR initiatives in a city which houses multiple professional sport franchises, such as New York, Chicago, and Cleveland, among many others.

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Appendix A

Matrix for Categorizing CSR Programs

Team	CSR Initiative	Locus of Benefit	Objectives/Outcomes	Target Market	Voluntary Exchange	Marketing Perspectives/Strategies	Classification
New York Giants	Play 60	Youth, Adults	Encourages youth to consume nutrient-rich foods and achieve at least 60 minutes of physical activity every day. Partnership with Cooper Institute to measure fitness levels	Youth, Parents, Schools	Intangible cost of time and effort exerted during physical activity	TV, print, internet, and in game ads. Play 60 Challenge is an official NFL campaign geared towards encouraging kids of all ages to increase their daily physical activity The Giants help support this initiative by visiting local schools	Social
	Food Recovery	Rock & Wrap It Up!, Food Bank for NYC, Community Food Bank of NJ, Eva's Kitchen	Encourages fans to donate food for local food banks each year around Thanksgiving	Local community, fans attending games	Tangible cost of food being donated	Game day food drives, visiting local food banks	Cause
	Blood Drive	American Red Cross	Encourage blood donation	Local community, fans	Intangible cost of time and discomfort of donating, tangible amount of blood, tangible cost of memorabilia	Encourage participation by promoting events with players and a chance to win memorabilia	Social
	NY Presbyterian Organ Donation	New York Presbyterian	Encourage fans to become registered organ donors	Local community, fans	Intangible cost of time to register, tangible amount of organs to be donated	Offensive lineman Rich Seubert and offensive coordinator Kevin Gilbride are the face of the team in this initiative	Social
	Touchdown Fund: Score for Kids, Cardiac & Cancer	Hackensack University Medical Center	Raises funds for the Joseph M. Sanzari Children's Hospital, the Heart & Vascular Hospital, and the John Theurer Cancer Center at HackensackUMC	Corporations	Tangible annual membership cost of \$10k, tangible exclusive access to the Giants and other membership benefits, intangible support of med center	Entice donors with VIP access to Giants games and related events	Cause
	Stuff the Bus	Tools 4 Schools	Donation of school supplies such as pencils, notebooks, and backpacks for Tools 4 Schools, a program of the Community	Local community, fans attending games	Tangible cost of supplies being donated	Single game collection of supplies upon entry to stadium	Cause

FoodBank of New Jersey						
Coat Drive	New York Cares, those in need of warmer clothing during the winter	Donation of gently worn coats to be distributed to NYC residents in need	Local community, fans attending games	Tangible cost of coats being donated	Single game collection of supplies upon entry to stadium	Cause
Touchdown for Tots	Toys for Tots	Donation of new, unwrapped toys	Local community, fans attending games	Tangible cost of toys being donated	Single game collection of supplies upon entry to stadium	Cause
Hometown Huddle	Communities, families, children, United Way	Participate in various community service activities through local United Way partners; Community improvement projects that focus on volunteerism in the tri-state area	Local community, fans	Intangible cost of time to participate in community service and volunteer work	NFL sponsored national advertising campaign	Social
Jingle Jam	NYC foster children	Holiday funfest that includes music, face painters, clowns, magicians, and presents	Local community, fans	Intangible cost of time to participate in community service and volunteer work, tangible cost of gifts	Chance for 750 foster children to interact with players and coaches, provide holiday atmosphere	Outreach
Punt, Pass & Kick	boys and girls ages 8-15, Special Olympics New Jersey	Skill competition with chance to compete against other local winners at a regular season home game; promotes awareness of Special Olympics	Local youth, families	Intangible cost of time and effort to participate in competition	Player interaction and prizes, win tickets to a Giants regular season home game	Outreach
Snow Bowl	Special Olympics New Jersey	Flag football tournament with proceeds benefitting Special Olympics New Jersey	Adults age 18+, fans	Tangible cost of participation and prizes; intangible cost of time and effort to participate in competition	Player interaction and prizes, chance to play at MetLife Stadium	Cause
Hispanic Heritage Month	Local youth	Players speak to students about Hispanic heritage and the importance of celebrating cultural traditions	Local youth	Intangible cost of time, benefit of knowledge	Hosting an NFL Play 60 youth football clinic with players	Social

Read Across America	Local youth, National Education Association	Players visiting numerous schools in the greater Metropolitan area to promote the irreplaceable values of books and storytelling	Local youth	Intangible cost of time, benefit of knowledge	The program is the largest one-day literacy celebration in the U.S., attracting upwards of 45 million participants in all 50 states	Social
USA Football Month	Local youth football organizations	Local youth football organizations come during the preseason to enjoy a game	Local youth football organizations	Intangible cost of time, tangible cost of game ticket	Month-long recognition of youth football	Outreach
My Sister's Place "Giants Courage House"	My Sister's Place, families	Support of My Sister's Place, a domestic violence shelter for women and their children	Local community	Intangible cost of time, benefit of spreading awareness of domestic violence	The Giants provide financial assistance, appear at fundraising events, raise awareness	Social
Game On!	Local youth and high school football teams	Grassroots level of promotion by financially assisting local youth and high school football teams	Local youth and high school football teams	Tangible cost of support	Schools and programs apply for grants from the Giants Foundation	Outreach
Giants Foundation	Local community non-profit organizations	Award grants to charitable organizations involved in areas such as education, health, youth related services or civic affairs	Local community non-profit organizations	Intangible cost of time filling out application, benefit of receiving aid	Local non-profit organizations apply for grants mailed in to Giants Foundation	Outreach
Wounded Warrior Project	Wounded Warrior Project, injured veterans	Providing opportunities for the injured service members whether it is setting up tickets to a game or inviting the recovering soldiers to come and speak to our players at practice	Injured veterans	Intangible cost of time, tangible cost of attending home game	Information provided at Community page of Giants website	Cause

	Make-A-Wish	Local children diagnosed with life-threatening conditions	Wishes are often carried out by hosting the wish-maker at practice, where he or she joins the team on the sidelines and is given the unenviable task of delivering the closing speech to prepare the team for the upcoming game. The child then rejoins the team on game day to enjoy what is hopefully a big victory.	Local children diagnosed with life-threatening conditions	Intangible cost of time, tangible cost of game ticket, benefit of having wish fulfilled	Information provided at Community page of Giants website	Cause
	Breast Cancer Awareness Month	Women, American Cancer Society	Raise awareness of breast cancer and the importance of annual screenings, raise proceeds benefitting the American Cancer Society	Local fans, women	Tangible cost of sales items	NFL Sponsored Crucial Catch campaign: pink game apparel, pink ribbons distributed at gates	Cause
	Tackle Melanoma	Local community, Melanoma Exposed	Partnership with Melanoma Exposed to educate fans on the deadliest form of skin cancer	Local community, fans	Intangible cost of time to get screened, health benefit	Free skin cancer screenings at a Giants home preseason game	Social
Green Bay Packers	Player, Coach, Alumni Appearances	Local community	Use Packers alumni, players, and coaches to enhance community events	Local community, schools, hospitals	Intangible cost of time filling out application	Online application form at Community page on webstie	Outreach
	Community Quarterback Award presented by Humana	Local community, Humana	Nominate outstanding volunteers who demonstrate leadership, dedication, and a commitment to bettering their communities through volunteerism	Local non-profit organization nominated volunteers	Intangible cost of time filling out application, tangible cost of prize, benefit of recognition	Nominations and winners selected each Fall, \$4k awarded to winner's organization, 2 tickets to home game provided by Humana	Outreach

In Kind/Item Donations	Local community, organizations/residents of Wisconsin, Iowa, and Michigan	Wisconsin, Iowa, and Michigan organizations may request donation of funds or items	Wisconsin/Iowa/ Michigan non-profit organizations, schools, universities/colleges, military organizations, Relay for Life, United Way, or fund raising events that are open to the public with all proceeds designated to an individual or family affected by a significant hardship	Intangible cost of time filling out application, tangible cost of donation	Online application form at Community page on website	Outreach
Green Bay Packers Foundation	Local community non-profit organizations	Award grants to charitable organizations with goals of: Perpetuates a community environment that promotes families and the competitive value of athletics; Contributes to player and fan welfare; Ensures the safety and education of children; and/or Prevents cruelty to animals.	Local community/state of Wisconsin non-profit organizations	Intangible cost of time filling out application, benefit of receiving aid	Local non-profit organizations apply for grants online at the GBP Foundation page	Cause
Mentor-Protégé Program	Businesses owned by minorities, women, veterans, service-disabled veterans or disabled persons, other regional small businesses	Pairs emerging businesses (protégés) with established, knowledgeable and committed companies (mentors) to help provide exposure, resources and guidance in order to reach the next level of business growth.	Businesses owned by minorities, women, veterans, service-disabled veterans or disabled persons, other regional small businesses	Intangible cost of time participating in monthly meetings, program events and presentations; benefit of business growth and knowledge	Northeastern Wisconsin businesses apply online at the Community page of the Packers' website	Social
NFL Grassroots	Local non-profit organizations, schools in low-moderate income areas	Provide non-profit, neighborhood-based organizations with financial and technical assistance to improve the quality, safety, and	Local non-profit organizations, schools in low-moderate income areas	Intangible cost of time to apply and complete the project, benefit of improved football fields in the community	Online application to be completed and mailed in on an annual basis. Press and media coverage of award recipients	Social

		accessibility of local football fields				
Military Support and NFL Charities National Partnership Fund Grant	Wisconsin veterans clinics	Packers send hundreds of military care packages and messages of support each year. In addition, and as the result of a grant from NFL Charities, the Packers were pleased to host the volunteers of three Wisconsin veterans clinics, including the new Milo C. Huempfer Veterans Outpatient Clinic in Green Bay, at a special dinner at Lambeau Field held in appreciation of their service. The 120 guests in attendance were also treated to a stadium tour and a visit by Packers legends Paul Coffman and Lynn Dickey.	Current and past veterans	Intangible cost of time, tangible cost of attending home game	Information provided at Community page of Packers website	Cause
Make-A-Wish	Local children diagnosed with life-threatening conditions	During each visit, the guest of honor has the opportunity to tour Lambeau Field, watch practice, dine with the team and share some very special one-on-one time with their favorite players.	Local children diagnosed with life-threatening conditions	Intangible cost of time, tangible cost of game ticket, benefit of having wish fulfilled	Information provided at Community page of Packers website	Cause
Play 60	Youth, Adults	Encourages youth to consume nutrient-rich foods and achieve at least 60 minutes of physical activity every day. Partnership with Cooper Institute to measure fitness levels	Youth, Parents, Schools	Intangible cost of time and effort exerted during physical activity	TV, print, internet, and in game ads. Play 60 Challenge is an official NFL campaign geared towards encouraging kids of all ages to increase their daily physical activity The Giants help support this initiative by visiting local schools	Social

Coats for Kids	Salvation Army, those in need of warmer clothing during the winter	Donation of gently worn coats to be distributed to local residents in need	Local community, fans attending games	Tangible cost of coats being donated	Single game collection of supplies upon entry to stadium	Cause
Breast Cancer Awareness Month	Women, American Cancer Society	Raise awareness of breast cancer and the importance of annual screenings, raise proceeds benefitting the American Cancer Society	Local fans, women	Tangible cost of sales items	NFL Sponsored Crucial Catch campaign: pink game apparel, pink ribbons distributed at gates	Cause
Toys for Tots Collection	Toys for Tots	Donation of new, unwrapped toys	Local community, fans attending games	Tangible cost of toys being donated	Single game collection of supplies upon entry to stadium	Cause
First Downs for Trees	Local community, U.S. Forest Service, Wisconsin Department of Natural Resources, Wisconsin Public Service, society at large	For every first down gained, donations given to fund the planting of trees	Local community	Tangible cost of donation, benefit of greener environment	Season-long initiative with corporate partners SCA and Green Bay Packaging	Social
Operation Fan Mail	Local active duty serviceman or woman and their families	At each home game throughout the season, the Packers honor and host an active duty serviceman or woman and their family for their outstanding contributions	Local active duty serviceman or woman and their families	Intangible cost of time, tangible cost of game attendance	Pregame recognition with corporate sponsor WPS Health Insurance	Cause
Midwest Shrine Game	Shrine Tripoli Temple, Shriners Hospitals for Children	Annual donation at one preseason game on behalf of the Packers	Shrine Tripoli Temple, Shriners Hospitals for Children	Tangible cost of donation	Single preseason game named after the organization being benefitted	Outreach
Bishop's Charities Game	Catholic Diocese of Green Bay	Annual donation at one preseason game on behalf of the Packers	Catholic Diocese of Green Bay	Tangible cost of donation	Single preseason game named after the organization being benefitted	Outreach
Holiday Mail for Heroes	Local active duty serviceman or woman and their families, American Red Cross	The drive provided fans the opportunity to send a message of holiday cheer to one of the many service members who are currently serving or have served our country	Local community, fans attending games	Intangible cost of time writing messages, tangible cost of delivering them	Collection of holiday mail at a single regular season home game	Cause

Protection is the Name of the Game	Golden House in Green Bay, victims of domestic violence in Wisconsin and Upper Peninsula Michigan	Season-long cell phone drive, with Verizon Wireless making a \$10 donation to the Golden House in Green Bay for each used cell phone donated prior to one designated home game	Local community, fans attending games	Tangible cost of donated phones, benefit of charity	Corporate sponsor Verizon Wireless assists in the season-long collection of cell phones at Packer home games	Cause
Sargento Touchdowns for Charity Program	Wisconsin Hunger Task Force, Paul's Pantry	Sargento donates to the program for every touchdown scored throughout the season with proceeds going toward hunger relief efforts in Wisconsin	Sargento	Tangible cost of donations, benefit of hunger relief	In-game announcement after each touchdown scored throughout the season	Cause
DNC Sportservice Concession Stand Efforts	Area non-profit organizations	Area nonprofit groups volunteer their time and energy to staff concession stands for each and every home game and in turn receive donations	Local community, fans attending games	Tangible cost of donation, intangible cost time and effort spent volunteering	Non-profit organizations promote themselves as they volunteer at each home game	Outreach
Blood Drive	American Red Cross	Encourage blood donation	Local community, fans	Intangible cost of time and discomfort of donating, tangible amount of blood, tangible cost of memorabilia	Encourage participation by promoting events with players and a chance to win memorabilia	Social
Project LEAP!	Local families	Event designed to get children and their families out of the house to participate in fun, physical activity	Local families	Intangible cost of time to attend	Promote physical activity during harsh Wisconsin winters	Social
Tailgate Tour	Local families, non-profit organizations	5 day tour around Wisconsin, Upper Michigan, and Iowa making stops at tailgates in select cities	Local families, non-profit organizations	Intangible cost of time, tangible cost of attendance	Automobile branding, multi-state promotion	Outreach
65 Roses Celebrity Golf Tournament	Humana, those diagnosed with cystic fibrosis	Golf tournament with proceeds raised to fight cystic fibrosis	Higher income Packers fans	Intangible cost of time, tangible cost of attendance	Head coach is honorary chairman of event, fans get to play with players	Cause

Jerry Parins Cruise for Cancer	Local cancer-related organizations	Annual motorcycle ride with proceeds going toward cancer research	Those affected by cancer	Intangible cost of time, tangible cost of donation		Cause
Punt, Pass & Kick	boys and girls ages 8- 15	Skill competition with chance to compete against other local winners at a regular season home game; promotes awareness of Special Olympics	Local youth, families	Intangible cost of time and effort to participate in competition	Player interaction and prizes, win tickets to a Packers regular season home game	Outreach
USA Football Month	Local youth football organizations	Local youth football organizations come during the preseason to enjoy a game	Local youth football organizations	Intangible cost of time, tangible cost of game ticket	Month-long recognition of youth football	Social
Green Bay Packers Youth Outreach Camps	Local 2nd to 5th graders	Complimentary program that features educational benefits as well as recreational opportunities	Local 2nd to 5th graders	Intangible cost of time and effort exerted during physical activity	Advertised at area schools	Social
NFL Health and Safety Forum	Local youth and high school football players and coaches	Medical experts and representatives from the Packers addressed safety matters facing youth athletes at the event; Additional topics discussed were coaches' roles in promoting player health and safety, as well as the ways the NFL is making sports safer for all athletes	Youth and high school football coaches	Intangible cost of time, benefit of knowledge	Promoting safety in football to encourage continued participation in the game	Social

Green Bay Packers High School Coach of the Week	Selected coach's football program	Each week during the football season, the Packers honor a Wisconsin high school football coach who demonstrates outstanding leadership on and off the field. Each winner receives \$1,000 to be used for the school's football program. One coach, named the Packers High School Football Coach of the Year, is given a \$2,000 donation for his football program and is recognized at Lambeau Field during the Packers final home game.	Local high school football coaches	Intangible cost of time and effort while coaching	Weekly award with annual award winner recognized at final home game	Outreach
Mike and Jessica McCarthy Golf Tournament	American Family Children's Hospital in Madison	The campaign is designed to meet the needs of sick children by further developing and improving the resources and facilities at the hospital.	Higher income Packers Fans	Intangible cost of time, tangible cost of attendance	Sick Kids Can't Wait Campaign	Cause
Welcome Back Luncheon	Local community	The event welcomes the players and coaches back to the area for the upcoming season, and serves as an opportunity for members of the community to interact with the team, as a player or coach is assigned to each table to mingle and dine with guests.	Local community	Intangible cost of time, tangible cost of attendance	Hosted by Green Bay Area Chamber of Commerce	Outreach

Hometown Huddle	Communities, families, children, United Way	Participate in various community service activities through local United Way partners; Community improvement projects that focus on volunteerism in the tri-state area	Local community, fans	Intangible cost of time to participate in community service and volunteer work	NFL sponsored national advertising campaign	Social
Family Night	Local community, non-profit organizations	During training camp, the event designed for fans to enjoy a scrimmage with a game-like atmosphere at Lambeau Field; Annually, the team hosts and honors a local charity at the scrimmage that has made a difference in the lives of its fans	Local community, non-profit organizations	Intangible cost of time, tangible cost of attendance	Presented by Bellin Health	Outreach
Ladies of Lambeau	Local community, non-profit organizations	A group comprised of female employees and board members, and wives or partners of employees, board members, players and coaches, work to undertake projects that will make a difference in the community; In addition, three volunteers were randomly selected and asked to designate their favorite Wisconsin charity to receive a \$1,000 Packers grant	Local area women	Intangible cost of time	This year's project involved assembling 500 comfort packages for area homeless families	Outreach
Brown County Children's Charity Golf Classic	Northeast Wisconsin Technical College Educational Foundation and CASA (Court Appointed Special Advocates) of Brown County	Golf tournament benefitting the children of Brown County	Higher income Packers fans	Intangible cost of time, tangible cost of attendance	Community sponsors	Cause

Green and Gold Gala	Family Services of Northeast Wisconsin	Annually held at Lambeau Field, with strong support of the Packers organization, crucial funds were raised for Family Services of Northeast Wisconsin, an organization aimed at offering services to families in crisis and need.	Higher income Packers fans	Intangible cost of time, tangible cost of attendance	Annual promotion of event at home games and local media	Cause
Packers Community Day	Local community	More than 50 Packers employees assisted with two home builds, organized by the Greater Green Bay Habitat for Humanity; In addition to aiding in the construction, employees also organized hardware, restocked shelves and priced items at the Habitat ReStore	Local community	Intangible cost of time and effort exerted during volunteering	Sponsored by the Greater Green Bay Habitat for Humanity	Outreach
Spooktacular Fun at Lambeau Field	Local youth and families	For two days each October, Lambeau Field is transformed for a celebration of all things Halloween; The 11th annual Spooktacular Fun event featured interactive entertainment, including music, magic and variety acts; In addition to the kids event, the Packers opened the doors to the Haunted Concourse, a spookhouse designed for area teens	Local youth and families	Intangible cost of time, tangible cost of attendance	Promotes safe environment for celebrating Halloween	Social

Ecumenical Thanksgiving Dinner	Local families	Lambeau Field welcomed local people in need looking to partake in fellowship and a freshly prepared Thanksgiving meal. Approximately 450 volunteers from the community gathered at Lambeau Field to serve a sit-down meal to 1,100 guests. An additional 1,200 meals were delivered directly to the doors of those who were homebound.	Local families	Intangible cost of time and effort exerted during volunteering	Event promoted at games and on team website	Outreach
Salvation Army Bell Ringing Campaign	Those less fortunate, Salvation Army	Packers players lent a hand to the Salvation Army during the holiday season; They could be seen and heard throughout the area ringing bells and signing autographs in an effort to raise funds for the organization and make a difference in the lives of those less fortunate	Local community	Intangible cost of time and effort exerted during volunteering, tangible cost of donations	Ring bells throughout the community, encourage donations through fan interaction	Cause
House of Hope Afternoon Tea	Local homeless mothers and their children, the House of Hope	Members of Packers Women's Association were invited to host an afternoon tea for the expecting mothers from the House of Hope, as the ladies were showered with gifts donated by the community; Their mission is to offer a safe, supportive place where young mothers learn to become competent adults and	Local community	Intangible cost of time and effort exerted during volunteering, tangible cost of donations	Promoted by Packers Women's Association	Social

		independent, successful parents				
Breast Cancer Family Foundation Pink Pumpkin 5K Walk/Fun Run	Breast Cancer Family Foundation	Approximately two dozen members of the PWA kicked off and participated in the Pink Pumpkin 5K Walk/Run, with all proceeds going to benefit the Breast Cancer Family Foundation	Those affected by cancer	Intangible cost of time, tangible cost of attendance	Promoted by Packers Women's Association	Cause
PWA Care for Kids Project	Bellin Hospital	Created to support pediatric patients at local hospitals; Over 1,000 arts and crafts projects, games and movies were donated to Bellin Hospital for distribution to young patients during their extended and often overwhelming stays in the hospital.	Local community	Tangible cost of items donated	Promoted by Packers Women's Association	Cause
New Community Shelter Dinner Service	New Community Shelter, local homeless population	Members volunteered their time to prepare and serve dinner and desserts to the less fortunate who look to the facility for assistance and care; The shelter works in cooperation with others in the community to address homelessness and hopelessness through education, counseling, resources and in-house services.	Local community	Intangible cost of time and effort exerted during volunteering	Promoted by Packers Women's Association	Social

