

A multiple case-study investigation on the intersection between sustainability and reputation: An impact-driven framework for sport teams

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Received November 17, 2023 – Accepted March 25, 2024

Abstract

The concept of impact, referring to short-term effects resulting from the implementation of sustainability practices and initiatives, and its connection to the longer-term perception of sustainability for the brand, is becoming increasingly pervasive in various businesses, including the sports industry, attracting attention of different stakeholders, from scholars to practitioners, institutions, sport-teams, and their fans. A significant portion of extant theory indicates a direct link between sustainable practices and positive effects on the economic, social, and reputational fronts. Through the utilization of a multiple case study methodology, we initially investigated clubs belonging to the top five European football leagues. Subsequently, we developed a theoretical framework connecting the activation of sustainable practices to the development of corporate reputation, as perceived by multiple stakeholders. Moreover, we clarified how the interplay of various factors can either reinforce or weaken these cycles, serving as basis for both managerial plans and future research avenues.

Keywords: Impact management, football industry, sustainability, brand reputation, esg, stakeholder management.

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Corporate Governance and Research & Development Studies, n. 1-2024
(ISSN 2704-8462-ISSNe 2723-9098, Doi: 10.3280/cgrds1-2024oa16792)

Sommario

Il concetto di impatto, riferito agli effetti a breve termine derivanti dall'attuazione di pratiche e iniziative di sostenibilità, e la sua connessione con la percezione a lungo termine della sostenibilità del marchio, sta diventando sempre più diffuso in varie aziende, compresa l'industria dello sport, attirando l'attenzione di diversi portatori di interessi, da studiosi a praticanti, istituzioni, squadre sportive e i loro tifosi. Una parte significativa della teoria esistente indica un collegamento diretto tra le attività sostenibili e gli effetti positivi in ambito economico, sociale e reputazionale. Attraverso l'utilizzo di una metodologia basata sullo studio di casi multipli, abbiamo inizialmente investigato club appartenenti alle prime cinque leghe calcistiche europee. Successivamente, abbiamo sviluppato un quadro teorico che collega l'attivazione di pratiche sostenibili allo sviluppo della reputazione aziendale, come percepita da diversi portatori di interessi. Inoltre, abbiamo chiarito come l'interazione di vari fattori possa rafforzare o indebolire questi cicli, fungendo da base sia per piani manageriali che per futuri percorsi di ricerca.

Parole chiave: Impact management, industria del calcio, sostenibilità, brand reputation, ESG, stakeholder management.

1. Introduction

Despite an industry-wide shift towards entertainment, fostering passion-based relationships with highly dedicated, loyal fans, increasing the engagement of occasional fans, and attracting new potential fans remain critical for soccer organizations. These efforts are essential for maintaining authenticity, strengthening brand equity, and, through psychological commitment and behavioural consistency (Mahony, Madrigal and Howard, 2000) generating tangible economic, social, and reputational value. Particularly, new, or less dedicated young fans exhibit heightened awareness of social concerns. This sensitivity constrains their engagement with clubs that are not actively fostering a strong sense of inclusive community (ECA, 2022), showing a clear direct logical connection between the implementation of sustainable initiatives and the longer-term impact on Brand Reputation. Relevant stakeholders, including fans, sponsors, and institutions, are increasingly considering the social impact of clubs as a determining factor in their decisions, and overall dedication to football (Blumrodt, Bryson and Flanagan, 2012). Aligning with this trend, 14% of German fans opt to support a soccer team based on the team's image and its representation of social values (Bühler, 2021). This phenomenon is especially pertinent in the case of second-team preferences or for those who are new to sports support. Consequently, shifting away from a purely short-term financial perspective and striking a balance between

business and society could potentially help reverse concerning trends, such as the declining number of children engaging in regular outdoor activities, including soccer training (ECA, 2022).

One opportunity is granted by the fact that sports teams are deeply ingrained in local communities, with their roots often traced back to their founding cities. A sports club can have a positive effect on social dynamics through its activities, serving as a role model and advocating for social inclusion and well-being (Hildebrandt, 2014). Indeed, many stakeholders are interested in how companies create shared value through core activities (Porter and Kramer, 2018), generating “impact”, which refers to short-term effects resulting from the implementation of sustainability practices and initiatives, as well as longer-term positive perceptions of sustainability for the brand—an element that might affect brand reputation.

While numerous national federations and companies are involved in various community-level initiatives, only a small percentage have a clearly defined short-term “Impact” and long-term “Sustainability” strategy. This limitation not only hinders their BrandTelling potential (Giorgino and Mazzù, 2018) but also restricts their potential to develop Power Brands with a defined purpose (Mazzù and Perrey, 2011).

In this context, to the best of our knowledge, no integrated framework exists to steer companies in designing and carrying out Impact Initiatives that foster virtuous dynamics in the interplay between sustainability perception and brand reputation for clubs and stakeholders in the sports sector.

Consequently, this paper, through a multiple case study methodology aimed at analyzing the state of the art in the field of sustainability in five top football leagues, aims at proposing an integrated framework that can support research and manager to understand:

- (i) how shorter-term impact initiatives can be connected to longer terms effects in terms of sustainability perception and brand reputation, and
- (ii) In which way an impact-oriented model could be capable of generating shared value for the club and the stakeholders.

The remainder of the paper is structured as follows: initially, we introduce the methodology and review previous research on reputation, impact, and sustainability. Subsequently, we present the study’s findings. Lastly, we discuss the primary implications, highlight the limitations of our work, and suggest avenues for future research.

2. Literature review

The definition of sustainability has evolved and increasingly intersects with Environmental, Social, and Governance (ESG) factors and their development over time (Clément, Robinot and Trespeuch, 2022). With specific attention to the social aspect, which is often measured through the impact (Bernett *et al.*, 2020; Gomez-Trujillo *et al.*, 2021) on communities and suppliers, recent research has focused on the interlinkage of reputation with “social impact” (Islam *et al.*, 2021) often understood as “the attribution of an organization’s activities to the overall social outcomes in the longer term” (EVPA, 2013; Islam *et al.*, 2020).

More broadly, “Impact management” refers to the reconciliation between economic interests and the social value generated by a firm. It demonstrates how an organization can intentionally foster positive change for stakeholders over an extended period, representing a broader and sequential advancement beyond the principles of Corporate Social Responsibility (CSR) and Sustainability.

More specifically, while CSR activities might be developed to influence stakeholders’ reactions, often with an external focus, these may not necessarily be connected to the core business of the firm but are aimed at fostering stronger relationships between firms and stakeholders (Peloza and Shang, 2011), such as supporting the construction of infrastructure, hospitals, or museums.

On the other hand, sustainability, more directly linked to the core activities of a company, concentrates on initiatives aimed at maximizing the positive benefits and externalities that a company can have for the environment and society.

Therefore, “Impact Management” envisions a set of activities closely intertwined with the core business of a company, inherently crafted to generate positive economic, social, and environmental value for all stakeholders. In the context of sustainability, it included the tangible outcomes and effects that results from deliberate activities of a company. Effects might be various, with shorter-term impact that include improvement in the work conditions of direct and indirect employee, reduction in carbon footprint, better community engagement, and positive changes in the areas where the club operate overtime.

This concept involves a well-structured process (Zaccone, Minciullo and Pedrini, 2022) comprising four phases: (a) “planning”, aimed at developing strategies and establishing objectives, rules, and initiatives to meet the socio-environmental expectations of various stakeholders (e.g., players, fans, sponsors, investors); (b) “implementation and management”, encompassing the

organizational structures and processes that support implementation; (c) “monitoring” of undertaken activities and policies related to socio-environmental issues, and “evaluation” of their positive social, environmental, and economic effects; (d) “reporting and communication” for transparent communication and dissemination of the generated impact, and how this value is shared among different shareholders.

While sustainability is the focus, extant research clarified the interplay between the effective implementation of activities and the development of a strengthened brand reputation (Siltaoja, 2006). In other words, the link between sustainable practices and positive effects on the economic, social, and reputational fronts (Todaro, McCullough and Daddi, 2023) is becoming increasingly pervasive also in the sports industry (Slack, 2014).

Reputation involves the – positive or negative – assessment stakeholders make about an organization and is widely acknowledged as a valuable, intangible asset. Reputation is associated with substantial outcomes, including the attraction of customers, the recruitment of top employee talents, the generation of positive media coverage, and the receipt of positive commentary from financial analysts (Coombs and Holladay, 2006). Since reputation represents the manifestation of corporate behaviour intended to distinguish the company from its competitors within the context of competitive rivalry, it is constructed through a collective perception developed by stakeholders and influenced by the corporate branding process, providing companies with an edge over their rivals (Czinkota, Kaufmann and Basile, 2014). Reputation is cultivated through the dynamic relationship between an organization and its stakeholders, which evolves through interactions and communication. Constructive engagement with stakeholders contributes to the accumulation of reputation capital (Coombs and Holladay, 2006). In this context, sustainability positively influences the company’s reputation, enhancing legitimacy and encouraging isomorphism with desired outcomes seen in other virtuous companies within the same sector (Czinkota, Kaufmann and Basile, 2014). Additionally, it enhances brand trust (Deheshti *et al.*, 2016), credibility, equity, and reputation (Wang *et al.*, 2021), also reducing potential scepticism toward the brand, increasing efficiency of communication with multiple stakeholders (Kim and Ho, 2020). On the other side, once Brand achieve higher reputation standards, they have a higher social pressure (Cantele and Zardini, 2020; Almagtome *et al.*, 2020) to support sustainable initiatives, generating a positive and continued impact loop on multiple stakeholders.

3. Research methodology

We employed a mixed-method approach conducted in three main steps. First, we utilized a Multiple case study approach, research that involves conducting cross-case analysis, which entails a thorough comparison to uncover both similarities and differences across cases and their implications for findings. Each case is examined independently to assess commonalities and distinctions among multiple cases. This initial exploratory analysis focused on the five major European Football Leagues (Premier, Bundesliga, LaLiga, Ligue 1 and Lega Serie A), mapping their ESG projects, the level of involvement of clubs, and identifying the drivers that guide clubs in generating impact. We then refined the analysis exploring the inclination toward social impact of major representative clubs in each top League, as well as their ability to generate economic return and to reach large/global audiences. A proper selection of those most representative individual cases can in fact embody uniqueness vs. representativeness, in order to scrutinize potential conflicting theoretical findings. Moreover, they served to provide a foundation for structuring insights into the dynamics of how the different identified variables are interlinked. Third, we derived a logical framework to connect the identified drivers, that was subsequently validated through a single case study for framework validation, with specific focus on Borussia Dortmund.

4. Results

4.1. Multiple case study – Exploratory analysis – Leagues

For the chosen Leagues, we analysed a set of drivers to understand their posture toward impact management and provide a comparative analysis (Table 1). Qualitative evidence (Berchmans, 2022) and quantitative data have been collected through multiple public sources including official websites (GBS, 2017), documentary analysis (Bowen, 2009) of sustainability reports, impact reports, individual project reports, and other pertinent documentation, such as reports from consulting firms.

These sources provide detailed insights into the existence of ESG Reporting Systems, Governance, the intensity of activities and projects undertaken, the relative balance between projects, and the extent of the clubs' engagement (Appendix 1).

Table 1 – Comparative analysis of European Leagues

<i>European League</i>	<i>Reporting and evaluation</i>	<i>Sustainability and impact governance</i>	<i>Planning (total projects)</i>	<i>Action (project distribution)</i>	<i>Club Involvement</i>
Premier League	2022 Economic and social Report (Impact report prepared by the Premier League)	Football Foundation (founded by the Premier League, The FA and Government-Sport England, Premier League charitable Fund, Premier League Stadium Fund, Premier League Defibrillator Found (founded by Football Foundation, The FA and Sport England)	11	55% (social impact) 36% (CSR) 9% (Sustainability)	Clubs do not appear to be promoters of projects together with the Premier League, they are involved more as target stakeholders in some projects
Bundesliga	DFL Activities Report 2019/2020 and 2020/2021 (Drafted by the DFL Foundation)	Bundesliga has built the DFL Foundation with which to promote projects	6	66% (social impact) 17% (CSR) 17% (Sustainability)	Clubs are involved as partners in numerous projects
LaLiga	Economic, fiscal, and social impact of professional football in Spain 2018; Guide to drawing up Sustainability Reports in professional football, 2020 (Compiled by LaLiga)	LaLiga founded the Fundacion LaLiga with which to promote most of the projects some in collaboration with LaLiga	9	78% (social impact) 11% (CSR) 11% (Sustainability)	Clubs do not appear to be promoting projects together with LaLiga, in a couple of cases they appear, together with other categories of stakeholders, the target of projects
Ligue 1	Jours la Collectif, from 2016-current (promoted LFP-Ligue de Football Professionnel)		0	0	As no plans have been received from the French league, the involvement of Ligue 1 clubs is dropped
Lega Serie A			16	25% (social impact) 69% (CSR) 6% (Sustainability)	Involve clubs

4.2. Multiple case study – Exploratory analysis – Clubs

One prominent Football club for each of the five main European Leagues have then been analysed showing contextual factors influence the choices of individual football clubs related to impact management (Table 2). Brands have been selected based on their relevance in terms of sustainability activities and brand reputation.

Table 2 – Analysis of the main football clubs at European level

<i>League</i>	<i>Clubs</i>	<i>Reporting and Evaluation</i>	<i>Sustainability and Impact Governance</i>	<i>Planning and action</i>	<i>Stakeholder engagement</i>	<i>Brand reputation</i>
Serie A	A.C. Milan	Yes	Fondazione Milan	Yes	Yes	73/100 Football Sustainability Perceptions Index 2023 by Brand Finance
Premiere League	Liverpool	No	Foundation	Yes	Yes	86/100 Football Sustainability Perceptions Index 2023 by Brand Finance
La Liga	Betis Siviglia	No	Fundación Real Betis Balompié	Yes	Yes	83/100 Football Sustainability Perceptions Index 2023 by Brand Finance
Ligue 1	Stade Reims	NF	NF	NF	NF	77/100 Football Sustainability Perceptions Index 2023 by Brand Finance
Bundesliga	Borussia Dortmund	Yes	CSR Department and “leuchte auf” Foundation	Yes	Yes	Best sustainable club for Standard Ethics European Football Index; 60/100 Football Sustainability Perceptions Index 2023 by Brand Finance

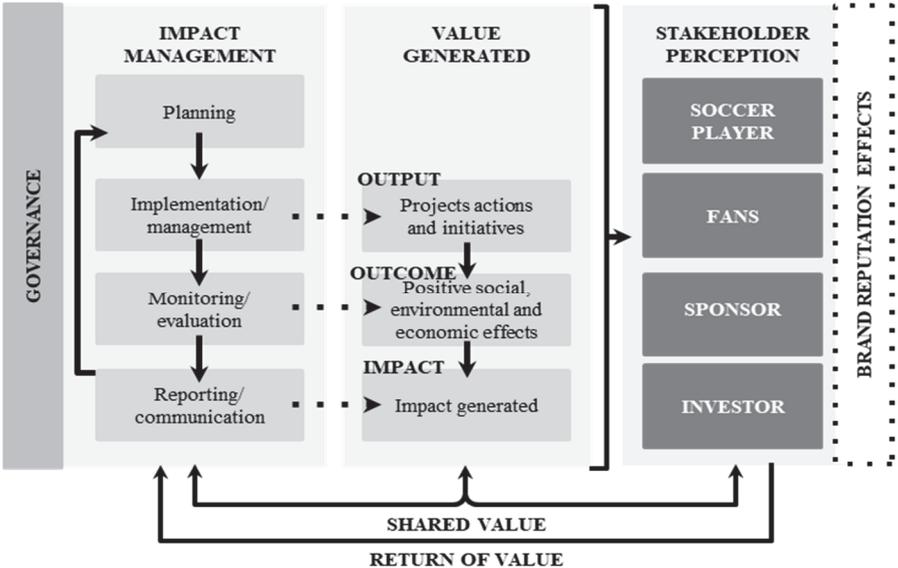
The panel emphasizes the necessity to intensify the concentration on sustainability concerns, although some good practices exist, as Borussia Dortmund that became the benchmark for integrated impact management,

fostering positive outcomes for the local community and enhancing its brand reputation. This pertains to both the enhancement of disclosure and information transparency, as well as the formulation of impact-driven initiatives.

4.3. Reference framework

The variables identified were then logically interconnected, forming a coherent series of value flows: social and economic for stakeholders, reputational for clubs. In this perspective, Impact Management processes, along with the corresponding actions implemented by a football club, influence outcomes across various stakeholders and relevant communities, consequently affecting brand reputation. Effective communication of the actions undertaken by each club can strengthen virtuous cycles and enhance stakeholders’ understanding and sensitivity toward these matters (Figure 1).

Figure 1 – The impact management model



4.4. Single case study for framework validation: Borussia Dortmund

The case of Borussia Dortmund (later referred to as BVB), one of the oldest and most important football clubs in Germany, represents a best practice in orientation towards impact, thus serving as a validation of the proposed model. The company has taken a clear path to sustainability, integrated the principles of “impact” throughout the value chain and incorporated them into top-down and bottom-up decision-making processes. Its organization prioritizes impact from various perspectives, ranging from active engagement with multiple stakeholders, the establishment of a sustainability office, meticulous reporting, and a structured action plan (Table 3). Specifically, on “reporting and evaluation”, BVB, as of 2017/2018, adopted the Standard Global Reporting (GRI) approach for its non-financial activities. In line with the materiality principle, the club identified 22 themes categorized into seven areas: Professional Football, Dortmund Youth, Fans and Community, Stadium and Surroundings, Environmental Responsibility, Holistic Human Resource Development, and Economic Approaches. Regarding “Sustainability and impact governance”, BVB initiated a comprehensive dialogue with stakeholders, regularly updated with the support of a Corporate Responsibility Department. Established in 2019, the area is responsible for strategic planning, for reinforcing the club’s identity, and incorporating environmental sustainability and social impact principles throughout the company.

Concerning “Planning and Actions”, BVB’s undertakes various initiatives led by the club and supported by the affiliated “*leuchte auf*” Foundation. Established in 2012, focus is on aiding projects and non-profit organizations, particularly in the Ruhr region and the city of Dortmund. The Foundation contributed over 1.5 million euros to more than 170 projects with significant social impact, and a substantial increase in investments over the last nine years. Projects encompass primarily education for youth and children, as well as training programs for unemployed adults. Additionally, the focus extends to “diversity”, emphasizing ethnic inclusion and integration, “engagement”, which involves encouraging community volunteering among citizens, and “health and well-being”, supporting initiatives aimed at combating sedentary lifestyles and promoting healthy nutrition (Table 3). Selected information of the Foundation Impact Reports is also integrated into Borussia’s Sustainability Reports.

BVB is exposed to a large and diverse set of stakeholders (Figure 2), displaying a comprehensive set of initiatives for actively engaging with both local and international communities. This covers various ESG themes that contribute to creating a positive social impact. At the local level, BVB’s projects range from investing in CO₂ emission reduction at the “Signal Iduna

Park” to initiatives geared towards the youth, such as anti-bullying programs, career guidance, fostering social integration, promoting intercultural dialogue, addressing social inequalities, encouraging civic courage, emphasizing teamwork, combating right-wing extremism, supporting personal development, promoting violence prevention, and encouraging a healthy lifestyle.

Table 3 – Main initiatives promoted by the “leuchte auf” Foundation in collaboration with Borussia Dortmund

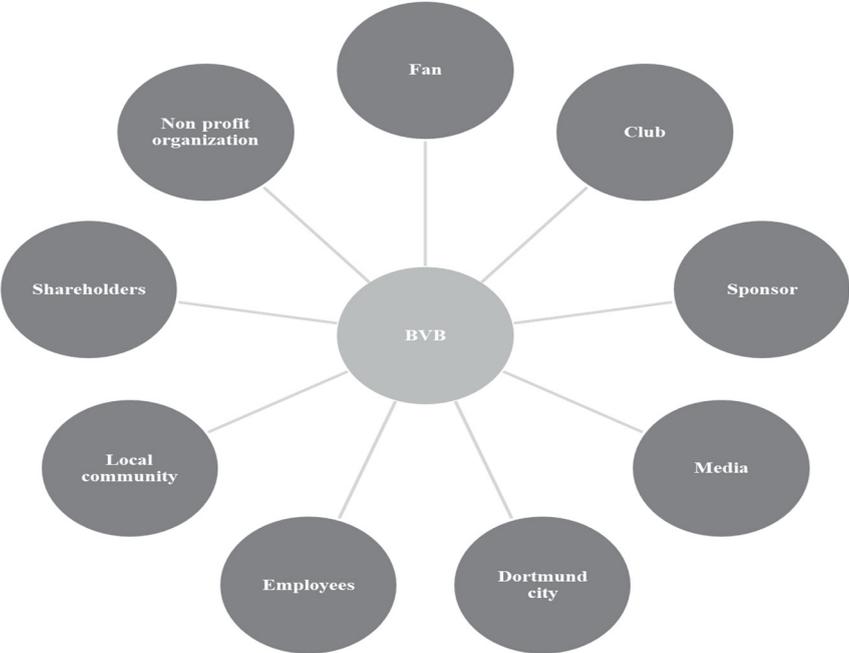
<i>Areas</i>	<i>Descriptions</i>	<i>Projects</i>
Future	Projects in education and training for socially disadvantaged children, youth, and elderly individuals.	“90 Minutes Against the Right” is a project active since 2009 where the Foundation and BVB organize free workshops in schools against right-wing radicalism, aimed at young children and students.
Diversity	Projects that support ethnic inclusion and integration, and combat racism, extremist political orientations, or intolerant attitudes.	“BVB Learning Center” is a learning facility that provides education for young people within the stadium as a “place of learning.” The offerings of the BVB Learning Center are available to approximately 3,000 individuals who visit the facility each year.
Engagement	Projects aimed at activating and promoting volunteer and charitable activities among the citizens and fans.	“Fan Club Announcement Black and Yellow Family” is a project aimed at including fans in the social projects and work of the BVB Foundation. Through announcements, the foundation engages the public and fans in its volunteer projects.
Health and wellbeing	Projects aimed at improving health through sports for children, youth, and adults.	“Children’s Clinic Dortmund” is a project supporting the paediatric hospital in Dortmund. The clinic acquired a magnetic resonance imaging (MRI) scanner for children with the contribution from the foundation.

On an international scale, BVB has a presence through about 150 fan clubs globally, contributing significantly to the growth in the total fan base from 59,000 in 2019 to 66,000 in 2021. This expansion has facilitated a more widespread presence of “impact projects” within various foreign communities. The other side of BVB’s structured and broad involvement in ESG practices is reflected in its brand reputation. In an annual study of 36 clubs in the top two German football leagues (Woisetschläger *et al.*, 2019), Borussia Dortmund ranked first in the “brand index” and the “most attractive club”

category, second in the “highest-quality club” category, and third in “likeability”. This positioning showcases how the club is a reference case in effectively linking social commitment to perceived reputation. BVB’s virtuous case, exemplary effort to long-term active engagement and focus on impact management showcase the positive influence across various communities. This commitment has been acknowledged by different stakeholders and reflected in its top position in international ESG sports rankings.

One instance is the SE European Football Index by Standard Ethics, which offers an overview of sustainability within the football industry and community, tracking the progress that European clubs are making in this domain. In 2022, BVB secured the leading position in the “Corporate SREs” category, attributed to its transparency and dedication to implementing ESG principles.

Figure 2 – Main stakeholders of Borussia Dortmund



5. Discussion and conclusions

While organizations initially relied on Corporate Social Responsibility as a primary tool for promoting responsible corporate management, the contemporary business landscape requires more than the voluntary approach and singular accountability towards external stakeholders often associated with CSR. Multiple stakeholders are now interested in how companies can “Create Shared Value” through their core activities (Porter and Kramer, 2018). In this context, integrating Impact Management and CSR initiatives into the company’s reputational paradigm (Yang and Basile, 2021) has emphasized the relationship between these elements and various factors associated with different categories of stakeholders. First, fan engagement, and their behaviour as customers, implies that they are less likely to purchase sustainable products from companies that are not acknowledged as sustainable (Friedman, 1996). Second, the strength of the relationship with partner companies (Fombrun and Shanley, 1990; Fombrun, Gardberg and Barnett, 2000; Fombrun, 2005), or sponsors in the specific case of football clubs. Third, the trajectory of financial performance (Burke and Logsdon, 1996; Griffin and Mahon, 1997; Orlitzky, Schmidt and Rynes, 2003; Roberts and Dowling, 2002) and the improvement of relations with banks and investors (Spicer, 1978).

In conclusion, a comprehensive “impact management” process should involve the complete integration of these action plans, consequently fostering positive perceptions among all categories of stakeholders involved. From stakeholders and sponsors, who benefit from the positive impact on brand reputation, to investors, who appreciate the coherence between actions, reporting, and governance systems.

Several managerial implications can be derived from this research. Companies prioritizing “impact orientation” can both yields positive ESG effects within the community and improve stakeholders’ perception of the club. The subsequent tangible outcomes derived from the implementation of impact-focused strategies might then generate an increased stakeholder engagement, longer-term brand reputation as well as avenues for monetization.

Our work is not exempt from limitations, that could be investigated by future research streams. Firstly, we examined five major leagues and employed a single reference case for validation, whereas future studies could expand the number of analysed clubs or delve into specific variables in greater detail. Second, collecting further first-hand primary data through direct interviews with pertinent stakeholders could verify the evidence obtained from qualitative analysis and secondary data. Third, the proposed model could be validated by obtaining insights from managers operating in the field, leading to a comprehensive generalizability of the results.

Funding: the research received non-conditional funding from ItaliaCamp S.r.l.

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Appendix

Details of projects by European Leagues

Premier League (PL)						
<i>Title</i>	<i>Year</i>	<i>Objective</i>	<i>Promoters</i>	<i>Stakeholder</i>	<i>Partner</i>	<i>Typology</i>
No Room for Racism Action Plan Commitments	2021	Increase diversity in leadership positions	Premier League	Employees		social impact
Rainbow Laces	2021-2022	Promote equality and acceptance of identity among young people	Premier League and Stonewall	Community LGBT+	Stonewall	CSR (Cause Promotion)
Signing the Sports for Climate Action UN	2021	Reduce its emissions by 50% by 2030 and achieve net zero emissions by 2040	Premier League and ONU	Local communities, fans, environment	United Nations	Environmental Sustainability
Premier League Stadium Fund	2022	Financially supporting clubs to improve their stadiums through the Premier League Stadium Fund	Football Foundation	English clubs		CSR
Premier League Primary Stars	2019-on-going	School program that aims to develop skills on and off the field	Premier League Charitable Fund	School teachers, school-age youth		Social Impact
Premier League Kicks	2006-on-going	Promote opportunities for playing, coaching and refereeing, and improve physical and mental well-being	Premier League Charitable Fund	Young people from needy communities in England and Wales		Social Impact
Premier League Inspires	2019-on-going	Improve well-being, personal, practical and business skills	Premier League Charitable Fund	Young people from 11 to 25 years old		Social Impact
Grass Pitch improvement Programme	Ongoing	Resurfacing 20 thousand fields by 2030	Football Foundation	Clubs and local communities	Grounds Management Association	CSR
Local plans Programs	Ongoing	Mapping soccer facilities needed in all English inland areas through report writing	Football Foundation	Local communities	FAs and local authorities	Social Impact
Active through Football Programme	Ongoing	Promote physical activity among citizens	Football Foundation	Local communities		Social Impact

Installation of defibrillators	Ongoing	Install defibrillators (AEDs) at 2,000 sites, accessible to about 1.5 million people	The FA, Sport England, Premier League and Defibrillator Fund	Local communities and soccer players		CSR (Cause promotion)
Premier League Social Impact	2022	Reporting on social and economic impact	Premier League	Fans, clubs, general public, employees		Social Impact

Bundesliga

<i>Title</i>	<i>Year</i>	<i>Objective</i>	<i>Promoters</i>	<i>Stakeholder</i>	<i>Partner</i>	<i>Typology</i>
Soccer meets culture	2007 (born project and since 2012 promoted by DFL) - ongoing	Develop language and physical skills	LitCam non-profit organization	Children from 3 to 6 years old	DFL Foundation	Social Impact
Stage place of learning	2009-ongoing	Develop education on social issues	Robert Bosch Foundation	Young people 14-18 years old	DFL Foundation	CSR (Social Sponsorship)
Promotion of young elites	2013-ongoing	Provide financial support to talented athletes so they can prioritize their sports careers	DFL Foundation	Young athletes in financial difficulties	German Sports AID Foundation	Social Impact (Financial Support)
Welcome to soccer	2015-ongoing	Ensure refugee youth access to sports and promote integration	DFL Foundation, Federal Government Commissioner for Migration, Refugees and Integration; German Children and Youth Foundation	Children and young political refugees	Bundesliga and Bundesliga 2 clubs, local educational institutions, civic initiatives or municipal stakeholders, and amateur soccer clubs	Social Impact
Step kick!		Counter-acting inactivity and sedentary-ness in children	DFL foundation and fit4future foundation	Fourth and fifth graders	GmbH, think tank fischimwasser GmbH and sports scientist Prof. Dr. Ingo Frobose	Social Impact
Foundation DFL Activities Report	2019/2020 2020/2021	Reporting on social and economic impact	DFL	Fans, clubs, local communities, employees, sponsors, institutions, associations, nonprofits		Social Impact

LaLiga

<i>Title</i>	<i>Year</i>	<i>Objective</i>	<i>Promoters</i>	<i>Stakeholder</i>	<i>Partner</i>	<i>Typology</i>
Social Fair Play Project		Maximize the social impact of Club and Foundation projects by integrating social responsibility into the clubs' corporate management model	Fundación LaLiga	Club, community, environment		Social impact
Futura Aficion		Combat violence in sports in all its manifestations and promote fair play and cooperation in sports	Fundación LaLiga and LaLiga	Children from 3rd to 6th grade in all educational centers in Spain		Social impact
Laliga Genuine Santander		Normalize the practice of soccer in a group of people with intellectual disabilities	Fundación LaLiga and LaLiga	Young people over the age of 16 with intellectual disabilities		Social impact
Volunteer Program	2020-2022	Promote sports volunteerism among professional football federations	Fundación LaLiga and La Plataforma de Voluntariado de Espana (sports volunteer platform)	Soccer foundations and dependents	Ministry of health, consumption, and social security	CSR (Community volunteering)
San Salvador Agreement	2016-on-going	Increase youth social inclusion through sports (construction of 22 Soccer Schools, reaching more than 2,000 boys and girls)	Fundación LaLiga and Comune di San Salvador	Salvadoran youth at risk of exclusion	Comune di San Salvador and Municipal Institute of Sports and Recreation (IMDER)	Social impact
LaLiga, Values and Opportunities		Increase social inclusion and promote environmental education	Fundación LaLiga	Young people of school age	National Institute of Sports (INDES) of El Salvador.	Social impact
Anantapur Socio-Sports Project		Promote social inclusion and gender equality	La Liga Foundation, Vicente Ferrer Foundation and LaLiga Women's	Girls from rural India	Vicente Ferrer Foundation and the La Liga Women's Soccer	Social impact

			Soccer Department.		Department.	
Laliga-Social Project Za'atari		Improving the quality of life for Syrian refugee children and youth by using soccer as a tool for social inclusion	La Liga Foundation, LaLiga Sports Projects Area.	Syrian refugee children and youth	Area Progetti Sportivi LaLiga, AFDP Global (Asian Football Development Project)	Social impact
Economic, fiscal and social impact of professional football in Spain	2018	Economic, financial and social evaluation report of the League's activities	LaLiga	Fans, clubs, general public, employees, sponsors, suppliers, institutions, non-profits		Social Impact (Impact report)
Guide to drawing up Sustainability Reports in professional football	2020	guide to writing non-financial reporting reports	LaLiga	Entities of Spanish professional soccer		Sustainability (Methodological guide to report writing)
LaLiga Business School	2018	Attract and train talent, thus providing the sports industry with added value in the form of human capital	LaLiga	Employees of Spanish clubs (sustainability course); soccer players, professionals with many years of experience in soccer (for MBA); Graduates (for master's degrees); interested general public (short courses)		Social Impact

Ligue 1

<i>Title</i>	<i>Year</i>	<i>Objective</i>	<i>Promoters</i>	<i>Stakeholder</i>	<i>Partner</i>	<i>Typology</i>
Report JOUNONS LA COLLECTIF	2016-on-going	Reporting on the social impact initiatives of French Ligue 1 clubs	LFP (Ligue de Football Professionnel)	Fans, clubs, general public, employees, sponsors, suppliers, institutions, associations, nonprofits		Social Impact (Impact Report)

Lega Serie A

<i>Title</i>	<i>Year</i>	<i>Objective</i>	<i>Promoters</i>	<i>Stakeholder</i>	<i>Partner</i>	<i>Typology</i>
4 weeks 4 inclusion	Season 2021/2022	Valuing diversity and inclusion with webinar Lega Serie A & Football Special: United for Inclusive Football	Lega Serie A	Employees of partner companies	200 companies	Social Impact
Junior Tim Cup – Keep Racism Out	Season 2021/2022	countering racism and promoting inclusion	Lega Serie A	Under-14 teams from oratories in 16 cities where Serie A TIM 2021/2022 is being played	Tim and Italian Sports Center	Social Impact
#ON-EREDTOVIOLENCE	Season 17/18 – ongoing	Awareness day on the issue of violence against women	Lega Serie A, WeWorld	Fans, audiences, clubs	---	CSR (Cause promotion)
Score goals for the environment	Season 2021/2022	Fight climate change	Lega Serie A	Players, audience and fans	TIM, AWorld	Environmental sustainability conveyed with a campaign to promote the cause
The Kick-starter	Season 2021/2022	Raise awareness and rebuild the value of integration, interculturalism and anti-racism	UISP, Lega Serie A	Secondary school boys, coaches and boys from spring teams in 15 Italian cities	Serie A League Clubs	Social Impact
THE TEAM OF CHANGE	2021	Awareness day on the importance of long-distance adoption of a child	ACTION AID	General public	Serie A league, athletes and coaches	CSR (Joint promotion)

RED TO THOSE WHO TOUCH	2021	Raising awareness against violence	AIA	General public	Serie A league and clubs	CSR (Cause promotion)
A GOAL FOR RESEARCH	2021	Raising funds for cancer research	AIRC	General public	FIGC, Lega Serie A, TIM, AIA	CSR (Cause promotion)
AISOS DAY	2022	Fight against Osteosarcoma	AISOS	General public	Lega Serie A	CSR (Joint Promotion)
BEYOND AUTISM	2022	Autism awareness campaign	Italian Football Coaches Association	People with autism	Serie A league and coaches	CSR (Cause promotion)
#READING-FORWHY	2021	Promote the creation of school libraries	Italian Publishers Association	General public	Serie A league and clubs	CSR (Joint Promotion)
WORLD RED CROSS DAY	2022	promote the work of the Red Cross	Red Cross	General public	Lega Serie A and clubs	CSR (Joint Promotion)
GOLD THREAD ALLOY	2021	Awareness and fundraising day at the Golden Thread League	Golden Thread League	Young people with disabilities	League Serie A and goalkeeper clubs	CSR (Joint Promotion and Fundraising)
CARE IN THE HEART OF CONFLICT	2021	Awareness and fundraising day at Doctors Without Borders	Doctors Without Borders	Children in conflict-affected territories	Lega Serie A	CSR (Joint Promotion and Fundraising)
SPECIAL OLYMPICS DAY	2022	Awareness day against prejudice toward people with intellectual disabilities	Special Olympics and UEFA	Athletes with intellectual disabilities	Lega Serie A	CSR (Social Sponsorship)
Memorandum of Understanding for the dissemination of sports practice in schools	2022	Promote training for young people, refresher training for technicians and staff	Ministry of Education, Presidency of the Council, Lega Serie A	School-age children and youth, Serie A clubs, club teaching and staff personnel		Social Impact