



EASM 2024

ABSTRACTS BOOK



The EASM conference was held in Paris from 6 to 9 September 2024. Nearly 450 proposals for papers were submitted for this conference. Each proposal was reviewed by two experts to select the papers to be presented during the conference. This expert assessment is a guarantee of the scientific quality of the EASM conference. It is also the product of the hard work of a community of academics, who carry it out efficiently and to very tight deadlines. This book is an opportunity to thank them, as their work is essential to the organisation of the conference and the scientific quality of the discussions.

This book is also an opportunity to publish and promote the abstracts of the papers presented during the conference and to share the work of the researchers.

Pierre-Olaf Schut
Head of LOC

Co-chairs of the scientific committee

Kostas Alexandris
Tim Ströbel
Pierre-Olaf Schut

Track chairs

Best Conference Paper: Kostas Alexandris
Broader, New and Critical Aspects of Sport Management: Mathew Dowling
Diversity and Inclusion Issues in Sport Management: Claudio Rocha
E-Sport, Innovation and Technology: Anna Gerke
ESMQ New Researcher Award: Simon Shibli
Olympic and Paralympic Games: Dikaia Chatziefstathiou
Public Health and Physical Activity Management: Karin Book
Sport Consumer Behaviour: Daniel Lock
Sport Development and Socio-Cultural Perspectives: Claire Jenkin
Sport Governance, Sport Policy and Sport Law: Johan Norberg
Sport Management Education: Anna-Maria Strittmatter
Sport Marketing and Sponsorship: Tim Ströbel
Sport Tourism and Events: Rui Biscaia
Sport, Media, and Communication: Argyro Elisavet Manoli
Strategy, Leadership, and Stakeholder Management in Sport: Géraldine Zeimers
Sustainability and Sport Management: Pascal Stegmann
Workshops: Tim Ströbel, Kostas Alexandris

Reviewers

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Corporate Social Responsibility and Legitimacy Management in Charitable Sport Foundations: Evidence from Major League Soccer Clubs

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Aim and Research Questions

This study aims to examine the strategic corporate social responsibility (CSR) and legitimacy management of Major League Soccer (MLS) clubs and their associated community foundations by addressing the two following research questions (RQs):

RQ1) What are the core CSR initiatives promoted by the league and implemented by the 29 MLS clubs and their community foundations?

RQ2) What are the salient legitimization strategies associated with CSR implementation and communication processes?

Theoretical Background and Literature Review

The theoretical framework of this study is grounded in legitimacy theory (Suchman, 1995). Legitimacy is an inherent mechanism for organisations to conform to societal norms and standards. In the MLS context, the establishment of club-affiliated community foundations is a notable phenomenon that demonstrates the extent to which clubs have normatively institutionalised philanthropy into their organisational culture. This study emphasises the role of foundations as a prominent CSR delivery mechanism for football clubs (Zeimers et al., 2018) yet remains relatively under-investigated (Hyndman & Liguori, 2024). Managerial perspectives suggest that legitimacy is a strategically manageable organisational resource, with foundations considered as a primary vehicle for CSR practices due to their

dynamic affiliation with their core clubs (Anagnostopoulos et al., 2022).

An emerging research stream has explored organisational and strategic issues related to football clubs and charitable foundations (e.g., Anagnostopoulos et al., 2017; Anagnostopoulos et al., 2022; Hyndman & Liguori, 2024), yet a prominent research gap still persists with regards to how those entities legitimise CSR initiatives and promote beneficiary impacts amongst stakeholders (Inoue et al., 2013; Kolyperas et al., 2016). Although foundations operate as separate non-profit entities with distinctive strategic features and an influential role in legitimising their founding clubs' philanthropic works (Anagnostopoulos et al., 2022), the extant CSR vis-à-vis football literature has not adequately appraised the notion of legitimacy management from both strategic and theoretical viewpoints.

Methodology

To address RQ1, we examined the key CSR initiatives promoted by MLS Works, which is the league's charitable arm dedicated to executing CSR-oriented programmes, and the CSR initiatives promoted by the clubs and foundations. This web-based content analysis was guided by the codebook of Profumo et al. (2024) which offers a comprehensive checklist of football-specific CSR activities across six key areas: 1) community development, 2) philanthropy, 3) promotion of football and other sports, 4) health, 5) education, and 6) environment.

To address RQ2, we are conducting case studies on specific MLS clubs with exemplary CSR practices using interviews with expert respondents in charge of their clubs' CSR functions (e.g., community relations or foundation managers). The interviews will provide insights into legitimization strategies associated with the CSR implementation and communication processes of the clubs and foundations.

The content analysis is complete, and ethical approval has been granted for the interviews planned for Summer 2024. The conference presentation will include the findings of both the content analysis and case studies.

Findings and Discussion

Regarding RQ1, our content analysis indicates that MLS consistently endorses four key initiative areas: 1) Soccer for All, 2) Kick Childhood Cancer, 3) Greener Goals, and 4) Special Olympics Unified Programme. At the club level, the CSR information communicated by the 29 clubs largely correspond to the four key areas, signalling a normative approach and an isomorphic behaviour towards CSR engagement. However, there is a notable variety in the extent to which certain clubs engage with more and different activities within each area, indicating a diversification trend in their CSR portfolios. In particular, 10 clubs (e.g., Austin FC, FC Cincinnati, FC Dallas, LA Galaxy, New York City FC, San Jose Earthquakes, etc.) have highly active foundations and stand out with a variety in CSR activities beyond the league's key areas.

Regarding RQ2, the interviews aim to emphasise the strategic role of foundations in facilitating and coordinating CSR activities. This perspective is established on the notion that foundations have unique organisational functionalities and strategic goals to serve as a prime CSR delivery mechanism for their core clubs (Anagnostopoulos et al., 2022; Zeimers et al., 2018). In addition to their isomorphic and normative approach, the case studies will explore how foundations demonstrate legitimisation strategies in CSR implementation and communication processes.

Conclusion, Contribution, and Implication

This study explores the strategic linkages between CSR engagement and legitimacy management in the organisational contexts of MLS clubs and their community foundations. This study extends the horizon of legitimacy theory in the niche sport philanthropy area to reiterate the growing normative and strategic importance of CSR practice in the North American football industry. For both academics and practitioners, this study not only provides insights into the strategic role of foundations in CSR engagement for legitimacy building purposes, but also contributes a meso-level analysis of the strategic alignment and dynamic across the league, clubs, and foundations.

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