

## **Athletes & Their Responsibility to the Community**

### **Introduction**

For my SM 434 course, I had to select an ethical issue that is currently facing the sport industry and then make specific recommendations about how I would resolve this issue. As a public relations and community relations intern for the Detroit Red Wings, I have seen firsthand the impact sport can have on the community and the benefits athlete involvement can make to an individual, group, or charity. It seemed natural to select a topic that delved into a team's corporate social responsibility (CSR) or athletes' contributions to society for this paper. After discussing the matter with my instructor, I decided to answer the question, "Does the professional athlete have a responsibility to the community as a role model?"

Like many kids, I dreamed of becoming an Olympic sprinter and looked up to superstar track athletes like Jackie Joyner-Kersey, Michael Johnson, and Marian Jones. The image of Johnson throwing his gold spike Nike shoes into the crowd after winning the 200m dash and shattering the world record with a time of 19.32 seconds is forever etched in my brain. Even though kids are more likely to become doctors or lawyers than professional athletes, the majority of America's youth place athletes on a pedestal. So why do kids look to athletes, of all people, as role models?

It's the fact that these athletes grab the spotlight whether it's million dollar endorsements or highlights on SportsCenter to selling out stadiums and merchandise. Kids want to be like them, but if you've read newspapers at all over the last few years you will have noticed that many athletes have not been living responsibly and have

not lived up to the status of role model. The player may not have signed up for it, but that doesn't mean he or she isn't a role model.

### **Historical Explanation**

#### *History of Athletes in the Spotlight*

Just within the past five years, we have seen countless examples of reasons why athletes should not be considered role models. We know that many athletes are promiscuous, enjoying the women thrown at them on a constant basis but the public lets that slide until the problem becomes more serious like an allegation of rape. When an athlete makes a mistake, the news makes headlines worldwide.

- Marian Jones sentenced to jail for six months after committing perjury (Fitzpatrick, 2009).
- Michael Vick sent to prison for almost two years after running a dog-fighting ring (Clayton, 2007).
- Kobe Bryant was arrested in the summer of 2003 for alleged rape. His case was later dismissed in September 2004 (Kenworthy and O'Driscoll, 2004).
- Michael Phelps was charged with a DUI in 2004 and later photographed smoking marijuana in 2009 (Macur, 2009).

Three reporters for *The San Diego Union-Tribune* combed through hundreds of news articles and public records to create an online document listing citations and arrests of NFL players worse than speeding tickets since 2000 (Schrotenboer, Hobbs, & Monteagudo, 2000). The list was not meant to be comprehensive, but includes 425 entries that briefly detail the incident and the resolution if available. The website explains that there is likely more recent incidents listed as they noted an increase in

media coverage of incidents involving athletes. In fact, there were so many NFL players involved in serious infractions that “attorneys for Tennessee Titans cornerback Adam "Pacman" Jones used the Union-Tribune list in their attempt to have Jones' season-long suspension reduced in May 2007” (Schrotenboer, Hobbs, & Monteagudo, 2000). A recent article in *The Florida Times-Union* noted that a Jacksonville Jaguars’ player has been “arrested or charged with a crime” 13 times in the last two years (Frenette, 2009). It seems like every week there is a different athlete who had a run-in with the law.

David Oakes looked at the crisis communication strategies of three major professional sports leagues in his 2006 paper. He remarked that teams’ and leagues’ public relations departments would likely have to deal with an athlete gone bad as “40% of players in the NBA and 21% of players in the NFL have been charged with a crime” (Oakes, 2006). In fact, the MLB’s PR department was established after the Black Sox Scandal in 1919 in an effort to improve the public’s perception of the league (Oakes, 2006). Athlete misdeeds are certainly nothing new, but these days the coverage of professional athletes has placed athletes’ lives off the field under a microscope. Athletes like Babe Ruth played in a time where the media simply did not report on players’ personal matters, but today the line has blurred between athlete and celebrity. The tabloid-like coverage of athletes by the media came to a head with ‘Stray-Rod’ writes Ethan Skolnick for NBCSports.com when the *New York Post* splashed a picture of New York Yankees third baseman Alex Rodriguez with a mysterious blonde (2008). The tabloids are no longer wary of airing athlete’s dirty laundry for all of their readers to see.

*Corporate Social Responsibility in Athletics History*

Cause-related marketing, which is simply when corporations partner with non-profit organizations for mutual benefit, has become a significant tool in the corporate world since 1984 when American Express marketing guru Jerry Welsh coined the term. Welsh suggested that American Express donate a penny to the Statue of Liberty restoration project each time someone used the card and also donate a dollar every time someone signed up for a new American Express card in the U.S. The campaign generated over \$2 million for the restoration of the Statue of Liberty and noted an increase in the use of its cards by 28% and saw a jump greater than 45% in new cardholders (Jellinghaus, 1987). At the time, Welsh was quoted as saying, "the wave of the future isn't checkbook philanthropy. It's a marriage of corporate marketing and social responsibility" (Jellinghaus, 1987). Since then, companies around the world and in a variety of industries have turned to cause-related marketing to boost their image.

The concept of charity and sport has been around for quite some time, dating back to a partnership between the Boston Red Sox and Jimmy Fund in 1953 that still exists today (Robinson, 2005). In 1973, NFL Charities became the first league foundation and the New York Yankees Foundation was created shortly after George Steinbrenner bought the team to become the first team foundation (Robinson, 2005). By 1987, at least one team in each of the four major sports leagues had started a foundation causing many teams to jump on the bandwagon and create their own between 1990-95 (Robinson, 2005). By 2007, 77% of the teams in the four major sports leagues had team foundations (Tainsky and Babiak, 2008). Team foundations and community

relations departments have enabled athletes to get involved in the community without the need to create their own foundation.

While there is no documentation as to which athlete was the first to establish his or her own foundation, there have been many successful athlete foundations, which were created in the 1980s. Jackie Joyner-Kersey founded the Jackie Joyner-Kersey Foundation in 1988 and has raised over \$12 million since its inception (Athletes for Hope, 2007). Lance Armstrong established arguably the most successful athlete foundation in 1997 while still fighting testicular cancer. The Lance Armstrong Foundation has since raised over \$285 million to fight cancer and support those with cancer (Blumberg, 2009). Since 1994, *USA Today* has recognized an athlete heavily involved with his or her community through its Most Caring Athlete Award (Tainsky and Babiak, 2008). Today, the number of individual foundations, much less athlete foundations, has become a bit overwhelming.

### **Major Stakeholders**

Before drafting recommendations to help resolve this issue, it is important to identify and analyze the major stakeholders affected by it. When asking the question “Does the professional athlete have a responsibility to the community as a role model?”, there are four primary groups of individuals who would be largely affected by the issue and possible recommendations.

#### *Fans*

As I discussed earlier in the paper, fans are a major stakeholder with this issue. While this issue affects all sports fans, the subset of fans under the age of 18 is of particular concern to this topic because of the extent to which they look up to

professional athletes during their formative years. Whether or not you agree that an athlete should be a role model, they are role models for millions of American kids which means that athletes' actions on and off the court can reflect on America's youth.

Giuliano, Turner, Lundquist, and Knight (2007) defined role model as "someone with whom an admirer identifies (i.e., wants to be like)" for their paper entitled "Gender and the selection of public athletic role models" for the *Journal of Sport Behavior*. In 1983, the Miller Brewing Company issued a Miller Lite Report that found "75% of Americans polled believe that athletes are good role models for children, and a large number (59%) felt that athletes are often the best role models a child can have" (Giuliano, et. al). A more recent poll conducted in 2000 by Kaiser Family Foundation found that kids ranked their parents among the most admired people in their lives at 92%, but famous athletes came in second with 73% (Ziemer, 2000).

In March 2008, President George W. Bush urged professional athletes to act with the understanding that they are viewed as role models to millions of American children (Bush: Athletes..., 2008). The 2000 poll by the Kaiser Family Foundation supported Bush's claim as the results showed 52% of the kids believed sports figures commonly used "steroids or other banned substances to get an edge on the competition" (Ziemer, 2000). A 2007 article in the *Washington Post* reports that one out of every 25 high school students has taken steroid injections or pills without clearance from a doctor according to the Centers for Disease Control and Prevention (Barr, 2007). The influence of steroid-taking professional athletes has correlated with

an increase in minors turning to steroids, which is just one example of the impact athletes can have on kids.

### *Teams and Leagues*

Teams and leagues are also key stakeholders in this issue as the actions of a member athlete can either boost or tarnish the image of that team or league. For example, look at the negative impact Michael Vick's arrest and time spent in the media spotlight hurt the Atlanta Falcons. In late July of 2007, hundreds of people lined outside the Falcons' headquarters to demonstrate their frustrations with Vick and, at the time, allegations amid a dog-fighting ring (Colston, 2007). The Falcons experienced a drop in 2008 season ticket sales despite a cut in prices and had to overcome a team that had Vick as the face of its franchise. While there has not been a study publicly released that examined the economic hit the team took as a result of Vick's misdeeds, it's safe to say that the team lost more than just its quarterback on the field.

The athlete can have a negative impact on the team even if he or she stays out of the headlines for bad behavior. Tampa Bay Rays' officials note that fans don't make too much distinction between what charitable activities an athlete does with a team or the community. If a player is really active in the community where the team is located, his individual efforts will benefit the team. However, the athlete could choose to devote his charitable contributions to his off-season community and that can harm the team. "But a high-profile player involved in his own endeavors generally is less likely to participate in club-sponsored programs, which can have a negative effect on the team'" (Robinson, 2005).

Teams aren't the only ones negatively impacted when an athlete goes bad – the league can also have a lot at stake. NFL commissioner Roger Goodell spoke at Washington & Lee University on April 21, 2009, about leadership in sport. At one point in the panel discussion, he was asked about Vick and discussed how it was frustrating to have one athlete's misdeeds outshine the positive actions by the league's other athletes.

"The thing that I get most frustrated about with our player conduct is that our players are, virtually all of them, are wonderful young men. They do great things in their community and when you have a couple that don't behave responsibly, it reflects poorly on all of them and people make assumptions about them and stereotype them. ... They have to recognize that it's a privilege to play in this league, but that it comes with a responsibility and that responsibility is something to be held accountable for because it reflects on all of us" ("Goodell: Vick must...", 2009).

### *Corporate Sponsors*

Companies who sign endorsement deals with an athlete or sponsor a team would also be classified as a major stakeholder when discussing this issue. An athlete who has a strong image and makes charitable contributions in his community can be a strong asset for corporations trying to promote their products. It's hard to watch a single NFL game without catching a commercial featuring Indianapolis Colts quarterback Peyton Manning, who has gained the country's favor with his unique sense of humor and focus on the community through his PeyBack Foundation.

On the other hand, athletes' misdeeds can harm a company's image and corporations have become more wary of celebrity endorsements. "Sales declines attributable to heightened consumer aggravation over the socially unacceptable behavior of professional athletes' have given pause to advertisers thinking about creating advertising campaigns that exclusively associate individual athletes with the

corporate logo” (Stone, Joseph, & Jones, 2003). Other research has found that popular celebrities, including athletes, who generate negative publicity because of their poor behavior harms companies’ ad campaigns and image because “consumers tend to pay more attention to it than to the positive publicity associated with the endorsers” (Stone, Joseph, & Jones, 2003). It’s important to consider corporate sponsors when generating recommendations for this issue.

### *Athletes*

Athletes are the central figure to contemplate when proposing changes or considering this issue. For one, the athlete is the one who must actually choose to get involved with the community or not. Charitable involvement is costly whether it’s simply the amount of time the player gives to the cause or the actual financial contributions made to a charity or issue. Athletes also have a lot at stake when it comes to their actions if they have endorsements or charitable partnerships. With the case of Vick, he not only lost the support of his sponsors from Nike to Coca-Cola to EA Sports. In 2005, Vick ranked second in jersey sales among NFL players but dropped to 33rd by 2007 due to his, at the time, alleged involvement with a dog-fighting ring (Tucker, 2007). Kobe Bryant lost almost all of his sponsors after he was accused of rape and by 2007 still had only one-third of his sponsorship portfolio (Sandomir, 2007).

### **Resolving the Issue**

At the start of this paper, I set out to answer the question “Does the professional athlete have a responsibility to the community as a role model?” I would

simply answer yes. Athletes should not be role models, but since they are considered as such they need to act with the responsibility that comes with it.

Whether or not the athlete wants to be looked up to as a role model, the athlete does have a responsibility to the community and needs to act accordingly. After taking a look at the history surrounding this issue and the major stakeholders, I believe athletes should be required to act in a way that acknowledges this responsibility to the community that the athlete holds. My recommendations are briefly mentioned below and will be expanded upon after the “Basten’s Considerations” section.

- Each athlete regardless of the league he/she plays in should have to participate in at least six team and six individual community appearances or complete at least 50 hours of community involvement each year.
- Each athlete should be required to attend a seminar or webinar every five years, including their rookie season, about the importance of charitable contributions and living responsibly.

### *Basten’s Considerations*

When proposing a solution to this issue, it’s important to consider a variety of factors that may influence the final recommendation. In SM 434, these factors are referred to as Basten’s considerations which one should screen possible solutions and recommendations through before presenting the final option.

First, one should evaluate the legal parameters surrounding the topic. Will this solution break any laws? Put simply, no. My recommendations do not fall under any legal complications nor would it encourage athletes to act immorally. However, that’s

not to say athletes won't break the law simply because they are involved with the community. With such a high rate of players currently facing legal charges worse than a speeding ticket, it would be unreasonable to expect my recommendations to eliminate these run-ins with the law but the recommendations will certainly not break any laws.

After examining the possible legalities, one needs to ensure the solution would work with the organizational or professional rules that have been established like policies mentioned in the employee handbook. Each league currently has their own expectations of their athletes' involvement in the community written in the respective Collective Bargaining Agreement (CBA). According to University of Michigan Sport Management professor Kathy Babiak, the NBA requires its players to attend six team community activities and participate in six individual community appearances. NFL players typically have Tuesday off during the season so many teams and athletes choose to make community appearances on that day. It does not appear that the MLB requires its players to make community appearances, but approximately 109 athletes have agreed to charity clauses within their contract in which they agree to donate a certain amount of funds to the team's foundation or another charity (Ravech, 2009). While each league has their own community requirements, my recommendations are certainly in line with the league's expectations in this realm and essentially expand upon their regulations.

Next, it's important to look at the proposed recommendation in the context of internal situational factors, which are things that have happened or exist in the organization that may not have a direct impact in this case but is something to

consider. Since my issue covers a wide scope of organizations from a league and team level, it's hard to pinpoint internal situational factors that affect one team or athlete and can then apply to the rest of the teams in that league and other leagues as well. The factors that can be considered for this issue include precedent that some leagues already require their athletes to make community appearances (see previous paragraph) as well as the poor economy which only highlights the stark differences between an athlete's large salary and the dire conditions in the local community surrounding the stadium. The current economy will help my recommendation gain traction.

One should also take a look at external situational factors when determining the best solution. These types of factors are things external to the company that may affect the solution one chooses. In this instance, it would be relevant to look at the type of expectations other industries have of their employees when it comes to community involvement. However athletes, particularly high-profile players, are hard to compare to another industry other than celebrity actors and musicians, which do not have a comparable recommendation. How the media would react to the solution is another important external situational factor to consider. The media coverage should be positive of the proposed recommendation if it appears that athletes recognize the extent to which people look up to them and generate a genuine interest in giving back to the community, whether it's where they play or back home.

It's also critical to examine the less tangible factor of the organizational culture. Again, it's hard to exactly pinpoint the culture each athlete would be working in as the teams vary within a league much less between league to league. That being

said, senior executives in all four major sports leagues have discussed the importance of community involvement by their teams and players (Babiak, 2009). Almost every team in each league has a team foundation and community initiatives each year. In addition, the leagues have wide-reaching community programs so it's hard to imagine this recommendation stepping outside the boundaries of the athlete's organizational culture.

Finally, one must consider societal norms when drafting a solution to the ethical problem. As previously discussed, cause-related marketing has become a widely accepted phenomenon by marketing professionals as well as the public. A variety of research has found that consumers are more willing to purchase a product that is associated with a cause and to try a new brand due to a cause-related promotion (Irwin, Lacowetz, Cornwell, & Clark, 2003). It's no longer unique for an individual, product, brand, or company to align themselves with a charitable cause and it seems to become even more expected that companies do this.

### *Recommendations*

My recommendation for athletes to participate in at least 12 community activities each year or complete 50 hours of community involvement is nothing outrageous. As previously mentioned, the NBA already requires its athletes to make six team and six individual appearances in the community. The leagues aren't the only ones to ask this of the players – some agents make similar requirements of their clients. “One such agent, Leigh Steinberg, refuses to represent players who will not get involved. He specializes in negotiating contracts that stipulate contributions to the players' favorite charities, with teams often matching the players' contributions”

(Tainsky and Babiak, 2008). In a personal interview with John Fuller, the founder of Full Athlete Marketing, he told me, “I require every client of mine to be involved with their community in some way. Some have been more involved than others, but it is important for them to know that helping their community is a responsibility as a professional athlete, whether they want it or not.” The public wants to know what players are like off the field and outside of the rink and they even expect them to be involved with the community in some capacity whether it’s through the team, another non-profit organization, or their own charity.

While any time spent volunteering in the community is certainly a positive regardless of a person’s status, it would not be sufficient to simply ask for one or two appearances each year. My recommended requirements of at least six team and six individual community appearances or at least 50 hours of community involvement each year (not season, but calendar year) ensures that the athlete truly gets involved with the community and increases the likelihood that the player devotes some time to the local community of the team he or she plays for. A minimum of 50 hours would also encourage athletes to find a cause they are passionate for because they’re going to spend a fair amount of time doing that.

By requiring athletes to make community appearances, I am not suggesting that each athlete should create their own foundation – far from it. Too many players have started up their own foundations without the proper resources, knowledge, time, and personnel to make it succeed. Even superstars like Michael Jordan have watched their foundations fail for one reason or another. A player’s heart should be in the right place for the foundation to truly be successful. “Many athletes start their own

foundations, but not all of them have a passion for running it. I think sports fans and businesses in general can sense when the athlete's heart isn't behind the foundation" (Fuller, 2009). I do suggest that each athlete should be required to attend a seminar or webinar every five years, including their rookie season, about the importance of charitable contributions and living responsibly. This type of seminar would instill in the athletes a sense of importance about this issue and that it's not important for them to stay out of trouble just for their own personal image, but also because there is a community looking up to them. This seminar would also explain the differences between being involved with a non-profit and creating one's own foundation, which will hopefully diminish the number of failed attempts by athletes to create their own foundations and boost the number of athletes getting involved with their community.

### *Conclusion*

"Does the professional athlete have a responsibility to the community as a role model?" Yes. While the athlete may not want to be classified as a role model, he or she is one for many children across America. As a result, players have a responsibility to the community to get involved and make charitable contributions in addition to living responsibly.

### Works Cited

- Athletes for Hope (2007). Retrieved April 22, 2009, from <http://www.athletesforhope.org/>
- Babiak, Kathy (2009, March 30). The role and relevance of corporate social responsibility in sport: A view from the top. Manuscript prepared for consideration for publication in *Journal of Management and Organization*.
- Barr, Josh (2007, October 3). Redskins warn prep athletes about steroids. *Washington Post*. Retrieved April 21, 2009, from [http://www.washingtonpost.com/wp-dyn/content/article/2007/10/02/AR2007100202230\\_pf.html](http://www.washingtonpost.com/wp-dyn/content/article/2007/10/02/AR2007100202230_pf.html)
- Blumberg, Ivan (2009, April 23). Even in Tough Times, Some Athletes Find Ways To Give Back. Retrieved April 22, 2009, from <http://www.onphilanthropy.com/site/News2?page=NewsArticle&id=7787>
- “Bush: Athletes have role model responsibility.” *Associated Press*. Retrieved April 4, 2009, from [http://www.usatoday.com/sports/baseball/2008-03-01-bush-radio-address\\_N.htm](http://www.usatoday.com/sports/baseball/2008-03-01-bush-radio-address_N.htm)
- Clayton, John (2007, December 10). Sentence puts Vick’s NFL career in jeopardy. *ESPN*. Retrieved April 22, 2009, from [http://sports.espn.go.com/nfl/columns/story?columnist=clayton\\_john&id=3148767](http://sports.espn.go.com/nfl/columns/story?columnist=clayton_john&id=3148767)
- Colston, Chris (2007, July 27). Vick protests dominate opener of Falcons camp. *USA Today*. Retrieved April 22, 2009, from [http://www.usatoday.com/sports/football/nfl/falcons/2007-07-26-camp-scene\\_N.htm](http://www.usatoday.com/sports/football/nfl/falcons/2007-07-26-camp-scene_N.htm)
- Fitzpatrick, Frank (2009, April 24). Marian Jones talks of her fall and new beginning. *Philadelphia Inquirer*. Retrieved April 25, 2009, from [http://www.philly.com/inquirer/sports/20090424\\_Marion\\_Jones\\_talks\\_of\\_her\\_fall\\_and\\_new\\_beginning\\_.html](http://www.philly.com/inquirer/sports/20090424_Marion_Jones_talks_of_her_fall_and_new_beginning_.html)
- Frenette, Gene (2009, April 22). Jaguars look to put rowdy reputation aside in draft. *The Florida Times-Union*. Retrieved April 25, 2009, from [http://www.jacksonville.com/sports/football/jaguars/2009-04-24/story/jaguars\\_look\\_to\\_put\\_rowdy\\_reputation\\_aside\\_in\\_draft](http://www.jacksonville.com/sports/football/jaguars/2009-04-24/story/jaguars_look_to_put_rowdy_reputation_aside_in_draft)
- Giuliano, T.A., Turner, K.L., Lundquist, J.C., & Knight, J.L. (2007). Gender and the selection of public athletic role models [Electronic version]. *Journal of Sport Behavior*, 2, 161-199.
- “Goodell: Vick must change to return.” (2009, April 22). *Associated Press*. Retrieved

- April 25, 2009, from <http://sports.espn.go.com/nfl/news/story?id=4087592>
- Irwin, R.L., Lachowetz, T., Cornwell, B., & Clark, J.S. (2003). Cause-related sport sponsorship: An assessment of spectator beliefs, attitudes, and behavioral intentions. [Electronic version] *Sport Marketing Quarterly*, 2, 131-139.
- Jellinghaus, Fritz (1987, March 27). BUSINESS FORUM: DOUBTS ABOUT 'CAUSE-RELATED' MARKETING; Profits Have a Place in Philanthropy. *The New York Times*. Retrieved April 22, 2009, from <http://www.nytimes.com/1987/03/29/business/business-forum-doubts-about-cause-related-marketing-profits-have-place.html?scp=1&sq=cause-related%20marketing&st=cse>
- Kenworthy, Tom and Patrick O'Driscoll (2004, September 1). Judge dismisses Bryant rape case. *USA Today*. Retrieved April 21, 2009, from [http://www.usatoday.com/sports/basketball/nba/2004-09-01-kobe-bryant-case\\_x.htm](http://www.usatoday.com/sports/basketball/nba/2004-09-01-kobe-bryant-case_x.htm)
- Macur, Juliet. (2009, February 10). Phelps Disciplined Over Marijuana Pipe Incident. *The New York Times*. Retrieved April 22, 2009, from <http://www.nytimes.com/2009/02/06/sports/othersports/06phelps.html?ref=othersports>
- Oakes, David. (May 2006). The Crisis Communication Strategies of the Three Major Professional Sports Leagues: A Comparative Historical Analysis. [Electronic version]. *University of Nevada*.
- Ravech, Karl (2009, March 22). MLBPA wants charitable clauses out. *ESPN*. Retrieved April 22, 2009, from <http://sports.espn.go.com/mlb/news/story?id=4003867>
- Robinson, Rebecca (2005, May 17). Sports Philanthropy: An Analysis of the Charitable Foundations of Major League Teams. Unpublished manuscript.
- Sandomir, Richard (2007, August 1). In Endorsements, No Athlete Is a Sure Thing. *The New York Times*. Retrieved April 22, 2009, from [http://www.nytimes.com/2007/08/01/sports/football/01sandomir.html?\\_r=1&oref=slogin](http://www.nytimes.com/2007/08/01/sports/football/01sandomir.html?_r=1&oref=slogin)
- Schrotenboer, B., Hobbs, E., and Monteagudo, M. Arrests/citations: NFL players, 2000-Present. *The San Diego Union-Tribune*. Retrieved April 22, 2009, from <http://www.signonsandiego.com/sports/nfl/arrests.html?appSession=744164462612656&RecordID=&PageID=2&PrevPageID=2&cpipage=4&CPISortType=desc&CPIorderBy=Team>
- Skolnick, Ethan J. (2008, August 4). In modern sports coverage, it's all fair game. *NBC Sports*. Retrieved April 22, 2009, from <http://nbcsports.msnbc.com/id/25998182/>

- Stone, G., Joseph, M., & Jones, M. (2003). An exploratory study on the use of sports celebrities in advertising: A content analysis [Electronic version]. *Sport Marketing Quarterly*, 2, 94-102.
- Tainsky, Scott and Babiak, Kathy (Nov 2008). Sport business and charitable employees: Philanthropy and professional athletes. Manuscript prepared for consideration for publication in the *European Sport Management Quarterly*.
- Tucker, Tim (2007, 19 July). Vick's jersey sales and commercial visibility plummet. *The Oxford Press*. Retrieved April 22, 2009, from [http://www.oxfordpress.com/sports/content/shared/sports/stories/2007/07/FBN\\_VICK\\_MARKETING\\_0719\\_COX.html](http://www.oxfordpress.com/sports/content/shared/sports/stories/2007/07/FBN_VICK_MARKETING_0719_COX.html)
- Zierner, Tracy M. "Study says kids emulate athletes." *ABC News*. Retrieved April 23, 2009, from <http://abcnews.go.com/Sports/Story?id=100296>