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Navigating the Rough on and off the Course: Best Practices for Reputation Management and Image Repair in Professional Golf

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Dedication

In loving memory of

The most compassionate and selfless woman, my Nonna Josephine "Joy" Angelo and my furry

friend of the last 17 years, Zeus.

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Abstract

Reputation management is a challenging yet necessary process for athletes in need of image repair. This study, focused on the golf industry, compares the scandals and image repair processes of professional golfers Tiger Woods and John Daly. By analyzing William Benoit's 1995 Image Repair Theory message strategies, the researcher was able to measure change in Woods' and Daly's reputations. This study found that when properly implemented, these message strategies can aid in the rebuilding of a damaged reputation. These findings supported the creation of a list of best practices for image repair which in turn, provide the golf industry with an effective reputation management tool.

Keywords: Image repair, Image Repair Theory, reputation management, golf, Tiger Woods, John Daly, case study, effective, best practices.

Navigating the "Rough" on and off the Course:

Best Practices for Reputation Management and Image Repair in Professional Golf

Chapter 1

Statement of the Problem

Reputation-damaging scandals are nothing new to the sports industry. Athletic scandals have occurred more than 2,000 times over the past decade (Gorse & Chadwick, 2010). Maintaining a positive image is one of the necessities of being a successful athlete and there are many ways to manage image repair in order to combat negativity when crisis strikes. Specifically, in the golf industry, both Tiger Woods and John Daly are known to be rather controversial for their past transgressions and scandals which resulted in negativity among their reputations and the golf industry overall. The industry has dealt with its fair share of crises, which is unconventional to this world-class sport, but in turn, shows how easily and quickly a crisis can occur and dismantle the reputation of any athlete.

Current research discussing image repair highlights the reputation management tactics used by athletes dealing with crisis, but many of the analyses do not provide an understanding of the most effective image repair strategies. Studies that do provide suggestions for successful image repair are mostly linked to large organizations and businesses, not athletes. Therefore, the golf industry is lacking credible resources that inform athletes about appropriate apology strategies and how to properly rebuild a reputation following a crisis. This study will examine which strategies are most successful in the image repair process by applying William Benoit's Image Repair Theory. These two high-profile cases will provide insight needed to create a list of best practices for proper image repair within the golf industry.

Image Repair Theory

For athletes aiming to rebuild a tarnished reputation, many crisis and reputation-focused theories have been analyzed such as, Image Repair Theory, Situational Crisis Communication Theory, and Apologia Theory. For the purpose of this research, William Benoit's Image Repair Theory will be examined among the scandals and repair strategies implemented by Tiger Woods and John Daly, in order to better aid the golf industry in the image repair process. Image Repair Theory suggests various approaches for generating deliverables used to respond to crises (Benoit, 1997), and consists of five message strategies: denial, evasion of responsibility, reducing offensiveness, corrective action, and mortification (Benoit, 1997; Benoit, 2015). Many of these strategies have been utilized by athletes in apology statements, but research has not been conducted on the effectiveness of the strategies in rebuilding positive reputations. It is important for athletes to understand this theory, the various message strategies, and how to properly implement them following the eruption of a crisis.

Public Relations and Image Repair in the Sports Industry

Public relations practitioners who work in the sports industry are responsible for assisting in the implementation of various communication strategies in order to salvage the image of the athletes they represent (Blaney, Lippert & Smith, 2013). According to Ferguson, Wallace, and Chandler, the relevance of crisis communication to these practitioners stems from their ability to identify factors that influence the public's perception of a crisis, and in recognizing the proper strategies that are effective in image restoration, including the use of "language, persuasive message strategies, and symbolic actions" (2012, p. 2). Image is a critical element to the public relations field. Properly "managing the image of athletes is important for their financial success and using the right strategies to respond to an attack on an athlete's image can help protect their

assets," and the future of their career (Brown, 2013, p. 12). Public relations practitioners work to maintain positivity among their clients' reputations, but if crisis strikes, they aim to rebuild the clients' reputations as quickly and efficiently as possible.

Image Repair Theory message strategies can assist practitioners in crafting appropriate apology statements intended to mend their clients' tainted images. Public relations practitioners and athletes in all sports industries, including golf, are lacking the concrete resources and applications that are most effective in rebuilding a reputation. These practitioners are responsible for educating their clients on the importance of crisis communication and helping them to cope with a crisis situation in order to maintain positivity among their fans (Hwang, 2017). To do so, they need access to resources that highlight the best practices for image repair, specifically for athletes. Having more resources available could lead to more athletes successfully repairing their reputations, if a crisis strikes, and salvaging their sporting careers.

Purpose of the Study

It is imperative for athletes to address their behaviors when they are caught in a scandal. A proper apology as well as restoring stability and trust of their fans can contribute to a long and successful career. Knowing which steps to take when crisis occurs is crucial to their future. The golf industry will benefit from the development of a concrete guide that highlights the best practices for professionals to use to repair a tarnished image.

Tiger Woods and John Daly are among a plethora of athletes that have dealt with image repair and public scrutiny. Image repair is a common notion within the sports industry and even in the "gentleman's game" (Miceli, 2013) of golf because these athletes are constantly under public watch. As a public figure, both personal and private matters can become career threats.

Although some former athletes were not successful in their efforts to rebuild a reputation, athletes need to know there is a way to combat negativity and strive to repair a tarnished image.

Current research has shown examples of athletes accepting blame, apologizing, and applying Benoit's message strategies to atone for their wrongdoing. Depending on the delivery, athletes can either work to rebuild a positive reputation or be forced out of their career. Scholars have examined the types of message strategies that have been previously applied by athletes working to rebuild their reputations. While these examinations can educate athletes on Benoit's message strategies, they do not inform them of the most effective strategies to combat image repair or repair a reputation, emphasizing a gap between the understanding and implementation of the strategies. One or more of the message strategies can be implemented when working to rebuild an image but must be done so in an efficient manner that best suits the circumstances of the problem. Therefore, a list of best practices will be created to better inform and prepare the golf industry of appropriate image repair, which in turn, fills the gap in the research examined in the golf industry.

This project examines the role that Image Repair Theory message strategies have played in the rebuilding of professional golfers' reputations while highlighting the need for proper resources to aid future athletes in the reconstruction of their images, and by answering the research question: How can properly implemented message strategies aid professional golfers in rebuilding a damaged reputation? In the next chapter, the literature will be reviewed in the following sections: reputation management, Image Repair Theory, image repair in the sports industry, and image repair in professional golf. Chapter 3 will discuss the selected methodology and data collection, followed by the findings of the study in Chapter 4, and discussion and recommendations in Chapter 5.

Chapter 2

Review of the Literature

Scandal and the need for image repair are becoming more prominent in the sports industry. As stated in Chapter 1, more than 2,000 athletic scandals have occurred over the past decade (Gorse and Chadwick,2010). Sports organizations, teams, and even individual athletes strive to protect the reputation they have earned (Hwang, 2017), but it can be easily damaged by a publicized transgression. When an athlete's wrongdoing becomes public knowledge, it can be detrimental to their craft and personal affairs. Apologizing in response to a scandal or crisis is an effective step toward restoring relationships and reputations; in fact, research shows apologizing often leads to less negativity expressed by the audience (Hu, Cotton, Zhang, & Jia, 2018). An appropriate and effective apology can be crafted with the help of theory, most notably, by applying one or more of the message strategies that stem from William Benoit's Image Repair Theory (Benoit, 2015).

Image Repair Theory consists of five message strategies: denial, evasion of responsibility, reducing offensiveness, corrective action, and mortification (Benoit, 2015). Within the sports industry, scholars have emphasized that these strategies should be implemented when an athlete is assumed to have committed a wrongful act and the act is characterized as offensive (Benoit & Drew, 1997). This review of the literature discusses reputation management and Image Repair Theory in relation to the previous athletic scandal of professional golfer Tiger Woods, as well as the reputations of Tiger Woods and John Daly. The latter chapters of this study will further examine Daly's previous transgressions and compare the strategies implemented by Woods and Daly in order to measure a change in overall reputation.

Reputation Management

Reputation Management is an important yet challenging process, especially for an athlete. In order to better understand reputation management, the definition of reputation is discussed below and highlights the role of the audience in the athlete's reputation.

What is reputation? The word *reputation* comes from the Latin word *reputationem*, which translates to "consideration," according to vocabulary.com. The Penguin English Dictionary defines *reputation* as the "overall quality or character as seen or judged by others," or as "recognition by other people of some characteristic or ability" (as cited in Griffin, 2014, p. 2). Reputation is formed by the audience's subjective beliefs, feelings, and opinions (Campbell, 2019). The reputation embodies how one is labeled or considered by their audience—whether it's positive or negative.

Managing an athlete's reputation. In order to maintain a positive image, reputation management for a professional athlete is a constant pursuit and is especially necessary when public scandal strikes. Individuals and athletes alike do not have the power to determine their own reputations. It is defined by their audience's or fan's presumptions and beliefs. Reputation, above all, is something that needs to be protected especially when it's in danger of being tarnished (Blaney et al., 2013; Griffin, 2014). A negative reputation can be detrimental to an athlete's career, both on and off the playing field

Foste and Botero (2012) stated that maintaining a positive reputation is crucial. Athletes who hold a positive reputation are thought to be of higher status, more talented, and more trustworthy (Gioia & Sims, 1983). Athletes' reputations go far beyond their sporting capabilities. Attractiveness, expertise, and trustworthiness also play a major role in an athlete's image and

how the audience views them (Spry, Pappu, & Cornwell, 2011). An athlete's reputation is the driving force that can determine the trajectory of his or her career.

Reputation management is an ongoing process, considering reputations are highly susceptible to change (Heath, 2013), especially when a crisis or sport scandal strikes. Hughes and Shank (2005), define a *sport scandal* as, "doing something illegal or immoral that has a profound impact on the sport or contest" (p. 214). A scandal or crisis is sometimes unpredictable but can be expected according to Heath (2013), especially for athletes who are constantly under public watch.

Given the prominence of sports and athletics in American culture, it is no surprise that professional athletes are labeled as role models (Blaney et al., 2013; Finsterwalder, Yee, & Tombs, 2017). When an athlete is careless with their image, the media and fans are quick to make assumptions, and the athlete is expected to respond. According to Allen & Caillouetm (1994) and Benoit (1995), "crisis response strategies involve words (verbal aspects) and actions (nonverbal aspects)" (as cited in Coombs, 2015, p. 144). Fans want to see that the athlete is willing to correct his/her mistakes through an apology and action. Benoit's Image Repair Theory message strategies are critical tools for athletes striving to rebuild a damaged reputation because they allow these athletes to craft apologies specific to their predicament. As such, a deeper discussion of Image Repair Theory is needed to fully understand its potential impact.

Image Repair Theory

William Benoit's Image Repair Theory has a singular overarching goal: to repair one's reputation or image (Benoit, 2015). Benoit defines *image* as the perceptions of a person held by an audience, shaped by the words, deeds, and actions of that source, as well as by the discourse

or actions of other related actors (Meng & Pan, 2013; Benoit, 2000). Image is essential to an individual (Benoit, 1997) and especially to athletes whose reputations are a key element to the success of their careers. According to Brown and Levinson (1978), people can be expected to defend their image when threatened, as do athletes. It is a natural reaction to unwanted negativity, especially for an athlete who is constantly under public scrutiny. Image Repair Theory was not originally designed for athlete image repair, but stems "from Benoit's background in political communication" (Brown, 2013, p. 10). Athletes need to invoke proper image repair skills similar to political candidates who work in the public eye. Over time, this theory has been used by various researchers (Benoit & Hanczor, 1994; Blaney et al., 2013; Brown, 2013; Finsterwalder et al., 2013; Husselbee & Stein, Meng & Pan, 2013; Sanderson, 2010) to analyze the scandals and apologies of numerous professional athletes including Tiger Woods, which will be discussed in detail later in this chapter.

Benoit states that organizational reputations are not standard or unitary, and this applies to individuals and athletes as well (Benoit, 2000). Therefore, the image of an organization or an athlete "is dynamic and almost certainly cannot be 'restored' to exactly its state before the offensive act" (Benoit, 2000, p. 42). Benoit's theory consists of five image repair message strategies that can be useful when attempting to restore an image to its greatest potential. These message strategies, including denial, evasion of responsibility, reducing offensiveness, corrective action, and mortification, act as a guide for crafting appropriate apology statements (Benoit, 2015). A brief discussion of each of these strategies is included below. Table 1, found on page 11, provides a breakdown of each message strategy and simplified definitions for each of their variants.

Table 1:

Definitions of Message Strategies Based on Benoit's 1995 Image Repair Theory

Message Strategy	Definition
Denial	
	Simple Denial
	Stating that the individual is not responsible
	Shifting Blame
Evasion of Responsibility	
	Provocation
	Scapegoating or claiming the actions were provoked by another
	Defeasibility
	Lack of information about or control over a situation
	Accident
	Good intentions
Reducing Offensiveness	
	Bolstering
	Strengthen the audience's positive feelings for the accused
	Minimization
	Lessen the negativity associated with the act
	Differentiation
	Distinguish the act from other similar, yet more offensive acts
	Transcendence
	Position the act in a more favorable context
	Attacking the accuser
	Criticizing the accuser to make the accused seem less guilty
	Compensation
	A type of repayment to make up for the offensive act
Corrective Action	
	Corrective action
	Correct the problem(s) caused
Mortification	
	Mortification
	Apologize, admit fault and ask for forgiveness.

Note. Based on William Benoit's theory from his book, *Accounts, Excuses, and Apologies, Image Repair Theory and Research,* 2nd ed. (State University of New York Press, 2015).

Denial. The first strategy, denial, allows for the individual to deny or reject the claim made against them. One may try to deny that the act was performed, that it occurred at all, or that it was harmful in any manner (Benoit, 1997). This message strategy consists of two variants, *simple denial*, that can only be successful if there is no supporting evidence against one's denial and *shifting the blame*. Here, an individual may accuse someone else of the wrongful act. This strategy "provides a target for any ill will the audience may feel," and allows the "ill feeling" to be shifted away from the originally accused (Benoit, 2015, p. 22).

Evasion of responsibility. Individuals who are "unable to deny performing the act in question" may be able to evade responsibility (Benoit, 2015, p. 23), by employing a combination of the four variants of this strategy. *Provocation*, or simply scapegoating (Benoit, 2015), suggests that the accused individual may claim the wrongful act was performed in response to being triggered or provoked by someone else. If justified, Benoit states that the provocateur can be held responsible, instead of the originally accused. The second variation, *defeasibility*, involves pleading lack of control or information about a situation (Benoit & Drew, 1997; Benoit, 1997; Benoit, 2015). The third variation, *accident*, aims to convince the audience that the completed act was done accidentally, therefore holding the accused less accountable. The last variation is *good intentions*, which asks the audience "not to hold the actor fully responsible," since the act was intended to be positive (Benoit, 2015, p. 23).

Reducing offensiveness. According to Benoit and Drew (1997) and Benoit (1997; 2015), reducing offensiveness involves an attempt by the accused to reduce the negative perceptions associated with the act. This strategy includes six variations: *bolstering*, which is employed to strengthen the audience's positive feelings towards the accused; *minimization*, to lessen the negativity associated with the act; *differentiation*, in which the act is distinguished from other

similar, yet more offensive situations; *transcendence*, or arranging the act in a more favorable context; *attacking the accuser*, where an individual will try to diminish their accuser's credibility in hopes of abating their own accusations; and lastly, *compensation*, in which the accused offers positive reinforcements or a type of payment to try to mitigate the negativity associated with the offensive act (Benoit, 2015).

Corrective action. *Corrective action* states that the accused will take the necessary steps to alleviate the problems they are responsible for; however, this can be done without admitting fault or accepting blame (Benoit, 2015).

Mortification. The final and most complex message strategy is *mortification*. This strategy is complex because there is no universal definition of an apology. The accused may admit their wrongdoing and ask for forgiveness, but as stated by Benoit, the phrase "I'm sorry" is rather ambiguous and therefore the accused may try to exploit this apologetic language (Benoit, 2015). For example, one can admit guilt without truly confessing, or apologize without admitting any guilt. It is only if the audience feels the given apology is sincere, that the wrongful act may be pardoned (Benoit, 2015).

Understanding the five message strategies. These multifaceted message strategies can be overwhelming when dealing with the pressures of repairing an image. Having a solid understanding of each of these strategies can ease the image repair process and assist athletes in selecting appropriate strategies, but as stated by Koerber and Zabara (2017), before choosing a strategy, athletes should consider the community and any factors that could help or hurt their situation. These message strategies provide a framework for athletes to follow, and if implemented properly can lead to positive image repair.

Image Repair Theory in the Sports Industry

For years, athletes in all sports have been implementing strategies for reputation management and image repair. Benoit's Image Repair Theory has become a foundational tool for athletes working through the image repair process. Although some athletes have failed in utilizing Benoit's message strategies causing their reputations to suffer, many have been successful in properly applying these strategies which in turn, can educate other athletes on how to handle the image repair process.

In 2004, five years before Woods' scandal erupted, professional basketball player Kobe Bryant was accused of sexually assaulting a hotel worker. Although the charges were eventually dropped, Bryant delivered a statement built on Benoit's message strategies (Meng & Pan, 2013) in order to keep his reputation from being pummeled under a sex scandal. According to Meng and Pan, Bryant used evasion of responsibility (good intentions), reduction of offensiveness (minimization), and mortification in his statement. He apologized and tried to claim that he understood the encounter between himself and the hotel worker to be consensual, therefore minimizing the backlash and suggesting that the act was completed with only good intentions. According to Donegan (2009), Bryant was very open and forward about the allegations against him. His transparency, openness to his fans, choice of strategies, and strong delivery salvaged his image in the end.

When athletes use message strategies poorly, there are consequences that can affect their reputation and career. The cases of former professional athletes Lance Armstrong and Tonya Harding, "illustrate the limits of image repair" (Benoit, 2015, p. 86). Their inconsistent stories, lies, and poor public apologies weakened their credibility, which inevitably cost them their careers. Unlike both Harding and Armstrong, Bryant had been able to maintain his reputation.

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He "has had a very successful career and continues to be popular with the fans" (Meng & Pan, 2013, p. 92), similar to professional golfers Tiger Woods and John Daly who also overcame harsh public criticism in order to foster strong reputations on and off the course.

Unavoidable crises and scandals happen within every sport, and golf is no exception. Although it seems to be contrary to the culture of the game, golf like any other sport has dealt with its share of scandals and wrongdoing brought on by other professionals. Aside from Tiger Woods and John Daly, golfers Dustin Johnson, Patrick Reed, and Sergio Garcia have been known for causing public upheaval within the golf industry and having to make amends. Tiger Woods' massive public scandal sent shock waves across the entire sports industry. Although under unfortunate circumstances, he set an example for his fellow golfers and other athletes on the ability to repair a shattered reputation and how Benoit's message strategies can be effective when utilized properly.

Image Repair Theory in Professional Golf

Much research has been conducted on Tiger Woods' extramarital affairs and public apology statement. On the contrary, no research has been conducted about the numerous transgressions that professional golfer John Daly has brought upon himself and the game of golf. Since its establishment as an American sport, golf has fostered a reputation of class and privilege (Kirsch, 2009), and the scandals and various transgressions that Woods and Daly have endured reflect poorly on their own character and the historically upscale and tasteful game of golf.

Golf: A gentleman's game. The first semblance of golf can be dated back to fifteenth-century Scotland, and by 1457 it was known as a game of "national importance and popularity" (Jenchura, 2010, p. 7). Golf was an endeavor available to all with the proper equipment. It wasn't

until its inception in America that golf gained its exclusive and wealthy reputation—A gentleman's game. The late 1800s brought about the country club movement in which those individuals infatuated with the sport of golf began to establish private clubs, build elaborate clubhouses, and modify the rules of the game (Kirsch, 2009). This is thought to be a reaction of the upper-class fighting "against forces that were threatening the status of white, Anglo-Saxon Protestants," and the modernization of America. (Kirsch, 2009, p. 25).

The contemporary game of golf has long been branded as "a gentleman's game" (Miceli, 2013, para. 7). This reputation stems from the early rules and regulations that are still prevalent in the game today. Opponents are civilized with one another, even during competition, and they "embrace a fundamental responsibility to protect the field from violations of the rules" (Miceli, 2013, para. 8). The players in the industry are expected to show the utmost respect for each other and the sport, and publicized scandal or transgressions reflect poorly on this expectation. Tiger Woods is the most notable golfer that comes to mind when discussing public scandal within the golf industry.

Tiger Woods. In November 2009, news broke that the international golf icon, Tiger Woods, was accused of having extramarital affairs with numerous women (Husselbee & Stein, 2012; Meng & Pan, 2013; Kozman, 2013). Soon following, Woods took an indefinite leave from golf to focus on his marriage and family, but he gave no public explanation or apology (Husselbee & Stein, 2012; Meng & Pan, 2013; Kozman, 2013). According to Husselbee and Stein, three of Woods' major sponsors, Accenture, Gatorade and AT&T, ended their relationships with him during his leave of absence. Woods remained silent in the face of this scandal and was reported to have checked into therapy to privately address his struggles and work to better himself (2012).

During his hiatus from golf, more women came forward to disclose their relationships with Woods, and his reputation continued to decline. Unlike Kobe Bryant's transparency strategy previously mentioned, Woods hid from the media in the wake of the scandal (Donegan, 2009), and received an immense amount of media scrutiny because of his private behavior (Sanderson, 2010). Upon the completion of his therapy, Woods finally addressed the issue in a televised public apology (Husselbee & Stein, 2012; Meng & Pan, 2013). Here, Woods displayed reducing offensiveness (compensation strategy), corrective action, and mortification strategies to accept blame and work toward repairing the shattered reputation he had previously built over years of hard work and dedication to the sport.

Reducing offensiveness. Woods applied compensation strategy specifically in his apology to his ex-wife, Elin. Woods claimed that his apology to Elin would not be done through words, but through his behaviors over time ("Tiger Woods," 2010; Meng & Pan, 2013). Woods was willing to pay for his wrongdoing through action and change, no matter how long it took Elin to accept his apology.

Corrective action. Woods utilized corrective action by discussing his inpatient therapy program. Although not much detail was given, he wanted to prove to his fans that he was correcting his mistakes in order to prevent them from happening again. Woods claimed he had difficulties admitting he needed help, but he was "taking the first steps in the right direction" ("Tiger Woods," 2010).

Mortification. During his public apology, Woods made numerous mortification statements. He began his apology by publicly repenting, accepting blame, and taking responsibility for his actions ("Tiger Woods," 2010). Woods added that he had caused his fans to question his character and said, "I am embarrassed that I have put you in this position" (Meng &

Pan, 2013, p. 96). Woods never tried to deny the allegations. He took ownership of the situation and asked for forgiveness.

  Woods' reputation. When word spread of Woods' scandal in 2009, his reputation immediately crumbled, and fans began to form their own opinions about his apology statement. Former Yankees public relations director claimed Woods' apology was arrogant and "basically an infomercial," while CBS's David Feherty was impressed with Woods' vulnerability ("Reaction Divided," 2010, para. 5) Public relations expert Howard Rubenstein believed Woods was "beyond PR redemption," and claimed there was not a public relations specialist on Earth who could restore Wood's image (Goldman, 2009, para. 1). Rubenstein also claimed that Woods would never be able to reestablish his family man image but could hope to eventually regain his image as a golf champion (Goldman, 2009). No one expected Woods to successfully rebuild his image, fan base, or overall golf empire.

  Although it has taken many years, Woods had worked tirelessly to rebuild the image he once held. According to Hess (2018), Woods' name still drives consumer purchasing and increases television ratings —a phenomenon known as the "Tiger Effect." His presence generates the masses of people that flock to tournaments. Woods' reputation is strong because of his history with the sport. Being the first African American and the youngest player to ever win the Masters ("Tiger Woods," 2010), Woods changed the game of golf.

  According to professional golfer Justin Thomas, Woods extensive fan base stems from his progress. He is the greatest golfer of all time and has accomplished what no one thought could be done (as cited in Harig, 2017, para. 12). Even with all his success, no matter how many more titles he captures, Woods will never be looked at quite the same after 2009 (VanSickle, 2009), but his atonement and self-correction has transformed his image, and research shows that

his personal brand continues to endure (Schonbrun, 2018), as well as his rankings. As of March 24, 2019, Woods still tops the career earnings charts with $115 million according to the PGA Tour.

John Daly. Professional golfer John Daly has dealt with numerous public transgressions and personal struggles that have forged his rather contradictory reputation to that of the PGA Tour. Daly started his career off strong by qualifying for and winning his first PGA Championship in 1991 (Daly & Waggoner, 2007), but the tournament withdrawals, sponsorship terminations, and rehab stints soon followed. Contrary to the research conducted on Tiger Woods and his public apology, Daly had never delivered a public apology the way Woods did, but he did make several statements that addressed his wrongdoing.

Daly's reputation. Daly is both admired and disliked. It is his constant antics that draw the crowds, whether it is for a show or a meltdown (Lynch, 2018). Daly is considered to be an "anti-modern" golfer in which all of his vulnerabilities and flaws are in plain view and he doesn't conceal his true identity from the fans ("Tour Confidential," 2017, para. 3). His flaws and spontaneous outbursts contribute to his popularity on the PGA Tour (Hawkins, 2017), along with his given nickname, "Wild Thing" (Raymond, 2016, para. 1). According to an article from Golf Magazine, Daly doesn't apologize, but he does own up to his mistakes and for that, the fans continue to forgive and admire him (Shipnuck, 2016).

Although Daly's image may not be spotless, he has been able to preserve his reputation by "giving those few fans what they want" (Lynch, 2018, para. 18). According to Hawkins (2017), many tournament directors are quick to extend an offer to Daly because of his ability to sell tickets and encourage fan attendance. Although he can be a burden, he brings a unique dynamic to the tournaments, which the fans enjoy. It is Daly's very presence that attracts the fans

to a tournament (Schupak, 2017), whether it's for positive or negative reasons. Daly's current ranking is 178 spots below Woods with career earnings of $10.2 million, most of which has been gambled away or spent on his numerous divorces. Regardless, Daly still fascinates his fans and is "all the more appealing in a bad-boy, real-life, coloring-outside-the-lines kind of way" (Brennan, 2017, para. 7), even though to others he is seen as immature and lacking professionalism and respect for the game (Lynch, 2018).

On the Course. Reputations aside, Daly and Woods are both well-known for their golf skill and notable careers. According to Shipnuck (2016), "very few players have combined power and touch like Daly and Woods (p. 27). Tiger maximized his gifts, becoming a legend. Daly will always be one of the game's greatest what-ifs." Regardless of their scandalous pasts, Woods and Daly are known as successful professionals to this day. Although they may also be known as two of the most controversial players in golf (Chriswell, 2017) due to their personal strife, they will always be remembered for overcoming those personal struggles and finding success on the course.

Summary

The implementation of Image Repair Theory and its five message strategies has been beneficial for multiple struggling athletes, including Tiger Woods, and could have greatly impacted John Daly's reputation. Utilizing proper message strategies can alleviate the criticisms associated with public scandal and assist in repairing athletes' reputations. Woods employed multiple message strategies and over time was able to rebuild his once tarnished image and dominate the industry again. Daly, never truly addressing his mistakes, has somehow managed to keep his fans happy and entertained. Although he has endured a great deal of negativity and wrongdoing, prior to this study research has not been conducted on his reputation in relation to

Image Repair Theory. The study of athletes and their reputations has become increasingly popular, but a concrete guide has not been developed to instruct athletes on the most effective strategies to implement. Future athletes struggling to make amends and repair a damaged reputation need to know the best practices for image repair, so they can avoid mistakes that were made by previous athletes.

The following chapter will discuss the methodology of this study; specifically, the parameters of a comparative case study examining the message strategies implemented by John Daly, against those of Tiger Woods. The subsequent chapters will discuss the findings, recommendations and best practices for image repair in the golf industry, and the resources necessary to prepare future athletes facing the image repair process.

Chapter 3

Methods

Method Selection and Overview

The purpose of this study is to inform the golf industry of proper image repair by answering the research question: How can properly implemented message strategies aid professional golfers in rebuilding a damaged reputation? In order to achieve this, a comparative case study was conducted to examine the message strategies implemented by John Daly, which were then compared to those implemented by Tiger Woods. Articles from various media outlets were analyzed in an effort to detect Daly's and Woods' implemented message strategies to further identify any impact. Lastly, Woods' and Daly's implemented message strategies were analyzed against William Benoit's *Suggestions for Effective Image Repair Discourse* (Benoit, 1997), which outlines key elements that positively affect image restoration. Overall, these findings aided in the creation of the study's artifact—a list of the *Seven Best Practices for Image Repair in the Golf Industry* (see appendix A), grounded in the research and historical experiences of both Woods and Daly. A deeper understanding of the use and importance of case study methodology is discussed in the following section.

Case studies. Since various disciplines employ case studies differently, there are several ways they have been defined (Schwandt & Gates, 2018). For the purpose of this research, case study is defined as an in-depth examination of a unit, case, or example in order to learn from previously encountered problems and clarify concepts of a larger phenomenon (Denzin & Lincoln, 2018; Reagan, 2006; Schwandt & Gates, 2018). Case studies methodology has a relatively long history dating back to 1920 (Wiebe, Durepos, & Mills, 2010). Over time, case

studies have garnered much interest within the social sciences including the disciplines of sociology, anthropology, psychology, and humanities (Denzin & Lincoln, 2018). Aside from these disciplines, case studies are also popular teaching and professional tools utilized by the public relations field.

According to Cutler (2004), case study methodology makes up "as much as a third of the research in public relations journals" (p. 366). Case studies are widely used in the practice and teaching of public relations. They are prominent in textbooks and help students better understand the concepts of public relations strategy and implementation (Cutler, 2004; Kugler, 2004). The significance of case studies in public relations and other scholarly research is a key factor in the selection of this method.

Further, case study methodology was selected because it allows for an in-depth exploration of one particular phenomenon to create a better understanding of what is being explored (Baxter & Jack, 2008). The examination of John Daly's implemented message strategies is just one example of the broader phenomenon known as image repair (Gerring, 2004). In current literature, scholars have utilized case study methodology to discover which message strategies have been implemented by other athletes. For example, studies conducted by Meng and Pan (2013) and Sanderson (2010), as discussed in Chapter 2, explore Image Repair Theory against athlete's apology statements to gather the message strategies that were utilized in their cases. In order to inform the golf industry of the best ways to manage image repair, a comparative case study was selected to better determine the effects of implementing Image Repair Theory.

Data Collection

To begin the data collection process, articles highlighting various transgressions that affected John Daly's life, Tiger Woods' cheating scandal, and both Daly's and Woods' current reputations were compiled from multiple media outlets. These articles were analyzed over a two-month period from December 1, 2018, to January 25, 2019, and categorized within a coding sheet (see Appendix B) by the climate of the article and the implemented message strategies. The study examined if the message strategies implemented by Daly and Woods affected their current reputations. These findings contributed to the study's artifact—a list of the Seven Best Practices for Image repair in the Golf Industry. This artifact was later distributed to specific communication personnel within the golf industry for feedback and critique. An in-depth breakdown of the steps taken to fully answer the research question is discussed below.

Sample. The sample consisted of 19 articles collected from various news outlets to determine the implemented message strategies and measure the impact of both Daly and Woods' reputations. In order to first identify the message strategies implemented by John Daly, nine articles were selected (coding sheet I.D. 1-9) from outlets including the *New York Times*, *ESPN*, *Sports Business Daily*, the *Sun Sentinel*, *Chicago Tribune*, *SWX*, the *Washington Post*, and the *Orlando Sentinel*. Each article referred to one of the following publicized incidents that affected Daly's life and career: Daly's drinking relapse in 1996, Daly's voluntary admission to rehab in 1997, and Daly's loss of his Callaway Golf sponsorship in 1999. These three incidents were selected because Daly specifically discussed how these affected his life and career in his autobiography, *John Daly: My Life in and out of the Rough*.

Another three articles selected discussed Tiger Woods' cheating scandal and his 2010 public apology (coding sheet I.D. 10-12). Selected articles were published by *CNN*, *ESPN*, and

The Washington Post. Each article aimed to reinforce the message strategies identified by previous research mentioned in Chapter 2 including reducing offensiveness (compensation), corrective action, and mortification strategies.

The last seven articles of the sample focused on the current reputations of both Daly and Woods (coding sheet I.D. 13-19). Articles were collected from *Golf Magazine*, *USA Today*, *Golfweek*, the *New York Times*, *CNBC*, and *NBC* in order to analyze and measure the impact of the implemented message strategies and determine if those strategies had any positive effect on Daly's and Woods' current reputations.

Utilizing a Google search, the sample was confined to specific publication dates. The sample was also derived from both sported-focused and national media outlets to encompass a wide scope of coverage and potentially varying climates among the different outlets. Those articles that discussed Daly's three incidents and Wood's cheating scandal were published within one week of the occurrence. This timeline was selected because, *timeliness*, or "the relatedness to an important event that has just taken place" (Diggs-Brown, 2013, p. 139), is a key element in gauging the newsworthiness of an article. The element of *impact* (Diggs-Brown, 2013) also played a role in the sample selection because the articles directly influence both Daly and Woods, and in turn the golf industry. Articles discussing Daly's and Woods' current reputations were published within the last four years.

Article climate categorization. Each of the sample articles was categorized as positive, negative, or neutral. In order to categorize each article, the article title, a single quote from each article that highlighted the main idea, and the connotative language used within the article was analyzed to determine the overall climate being portrayed to the reader. To accurately categorize the climate of each article, the language utilized by the authors of each sample article was

examined. Each article was then categorized as positive, negative, or neutral based on the

vocabulary shown below in Table 2.

Table 2:

Determining the Climate of an Article as Positive, Negative or Neutral

Connotative Vocabulary		
Positive	**Negative**	**Neutral**
Article is framed in a positive light and utilizes vocabulary from the following list:	Article is framed in a negative light and utilizes vocabulary from the following list:	Article does not include the use of any positive or negative specific words, phrases or sentences. Portrayed in a respectable, unbiased manner.
Attraction, advantage, believe, beloved, comeback, endure, favorite, hero, influential, integral, likable, opportunity, presence, powerful, real, recognized, relatable, support, sensation, triumph, talented, unique, winner	Arrest, bad, breach, behavior, erratic, deny, fired, hurt, horrible, incidents, notorious, nil, problem, peevish, refuse, ramification, regret, relapse, sad, setback, struggle, suspend, stupid, sulky, self-destructive, stressful, trashed, tedious, terminate, unbecoming, wreck	Strictly states the facts presented with terms such as: said, stated, etc.

Note. These categories and definitions were created by the researcher for this study.

Message strategy categorization. Articles (I.D. 1-12) discussing Daly's and Wood's

previous transgressions were then categorized by one of Benoit's five message strategies of

Image Repair Theory: denial, reducing offensiveness, evasion of responsibility, corrective action,

and mortification (Benoit, 2015). The quote selected from each article aided in the determination

of the message strategies implemented by Daly, as well as reinforced those strategies previously

implemented by Woods.

The strategies found to be implemented by Daly were then compared to those previously

implemented by Tiger Woods and further examined against Benoit's *Suggestions for Effective*

Image Repair Discourse in order to gauge the impact each message strategy had on their image repair process and current reputations.

   Suggestions for effective image repair discourse. Once the message strategies and climates of each sample article were confirmed, the researcher identified strengths and weaknesses in Woods' and Daly's image repair process by examining their implemented message strategies against William Benoit's *Suggestions for Effective Image Repair Discourse* (Benoit, 1997). These suggestions include:

1. Avoid making false claims; provide adequate support for claims, develop themes throughout a campaign; avoid arguments that may backfire.

2. A company (or individual) that is at fault should probably admit this immediately.

3. Those accused of wrongdoing may, in fact, be innocent.

4. At times, it is possible to successfully shift the blame.

5. If factors beyond one's control can be shown to have caused the offensive at, this may alleviate responsibility and help restore a tarnished image.

6. It can be extremely important to report plans to correct and/or prevent recurrence of the problem. While people frequently want to know whom to blame, it is more reassuring to know that steps have been taken to eliminate or avoid future problems.

7. Minimization cannot always be expected to improve one's image.

8. Multiple strategies can work together.

9. The powers of persuasion are limited. Sometimes all that can be is to wait until most consumers (or fans) have forgotten the incident.

   Although these suggestions are aimed at organizational image repair, as mentioned in Chapter 2, Benoit states that organizational reputations are not standard or unitary, and this applies to athletes as well (Benoit, 2000). Therefore, these suggestions are transferable among

both organizational and individual reputations, however, not every suggestion will be applicable to this study. Only those that directly correlate to the message strategies implemented by Woods and Daly will be taken into consideration.

Overall, the identification of Woods' and Daly's implemented message strategies, the climate of the sample articles, and the comparison to Benoit's *Suggestions for Effective Image Repair Discourse* provided instrumental data for the creation of this study's artifact, in order to combat the issues addressed in Chapter 1.

Artifact validation. Upon the completion of the study's artifact—a list of the *Seven Best Practices for Image Repair in the Golf Industry*, directors and employees from the Travelers Championship, a tournament on the PGA Tour, were asked to provide feedback on the seven best practices. Their comments and critique further solidified the best practices by providing industry-driven credibility and validity. In the following section, the limitations of this study will be discussed in order to identify the problem areas within this research.

Limitations

As a frequently used method in the study of public relations, case studies can be limiting. According to Cutler (2004), case studies are often criticized for their lack of generalizability. The study aimed to identify which message strategies are most effective, but the effectiveness of an implemented strategy can differ among the situation it is applied to. For example, as mentioned in Chapter 2, Tiger Woods utilized compensation strategy in his public apology. Even though he found success in this strategy, there is no guarantee that another athlete implementing compensation strategy will also have success. This holds true for Daly as well. The message strategies he implemented may have aided in rebuilding his reputation, but it may not directly

transfer to other athletes. When implementing Image Repair Theory each strategy should be carefully chosen in order to properly craft an apology that best applies to the circumstances of the crisis situation.

Another limitation of the study stems from the lack of articles about John Daly published by sports-specific media outlets. Of the nine articles, only three of the eight outlets are considered sports-focused. These include *ESPN*, *Sports Business Daily*, and *SWX*. The majority of articles collected were published by national media outlets, including the *New York Times* and *Chicago Tribune,* among others. This absence of industry-focused articles specific to John Daly disallowed both the golf and sports industries to let their voice be heard about Daly's struggles and the negative impacts they may have had on the sport. This absence could lead one to believe that the golf-industry was disinterested with Daly's antics and chose to not draw any attention to misconduct.

Summary

The findings from this comparative case study aim to answer the research question: How can properly implemented message strategies aid professional golfers in rebuilding a damaged reputation? Nineteen articles were collected from various media outlets, focusing on three incidents that have impacted Daly's life and golf career, the Tiger Woods cheating scandal, and both Daly's and Woods' current reputation. These articles were then categorized by the climate—positive, negative, or neutral, and by the implemented message strategies identified within each sample article. Those message strategies implemented by Daly were then compared to those implemented by Woods in his 2010 apology statement, to identify the impact it may have had in sustaining their current reputations. Lastly, the findings of this study along with scholarly research and the influences of both Daly's and Woods' experiences, aided in the

creation of a list of the *Seven Best Practices for Image Repair in the Golf Industry*. The validation of this artifact provided the golf industry with a more credible and effective tool for managing reputations and overcoming crises as effortlessly as possible.

In the following chapter, the findings from this data collection presented above will be analyzed. The implemented message strategies, climate of the sample articles, relation to *Benoit's Suggestions for Effective Image Repair Discourse*, and change in reputation will be examined through the context of Woods and Daly's situations.

Chapter 4

Findings

In the previous chapters, the gap in the research was addressed which indicated a need for proper image repair strategy in the golf industry. The current literature was also explored, and the methods for this study outlined. The findings presented in this chapter were gathered from the implemented methods discussed in Chapter 3, a comparative case study between Tiger Woods and John Daly, in order to answer this study's research question: How can properly implemented message strategies aid professional golfers in rebuilding a damaged reputation? In this chapter the findings from the following categories will be discussed: The message strategies implemented by Tiger Woods and John Daly in each sample article, the climate of each sample article, and the current reputations of Woods and Daly in relation to Benoit's *Suggestions for Effective Image Repair Discourse*. The key takeaways gathered from these findings aided in the development of the study's artifact— a list of the *Seven Best Practices for Image Repair in the Golf Industry*.

Implemented Message Strategies

Tiger Woods. Table 3 outlines the message strategies implemented by Tiger Woods during his 2010 apology statement, as reiterated in Chapter 2.

Table 3

Wood's implemented message strategies

Article I.D.	Denial	Evasion of Responsibility	Reducing Offensiveness	Corrective Action	Mortification
#10				✓	
#11					✓
#12			✓		

Reducing offensiveness. Woods utilized one of the variants of reducing offensiveness, known as compensation strategy, in sample article #12. In his apology statement, he publicly declared that his real apology to ex-wife "will not come in the form of words, it will come from my behavior over time" (Sheinin, 2010, para 10). He claimed that his actions would serve as a form of repayment to her.

Corrective action. In utilizing corrective action in sample article #10, Woods emphasized that he was taking those steps needed to better himself. He expressed the difficulty in admitting his need for help and acknowledged his "long way to go" in order to fully atone for his wrongdoing and prevent those transgressions from reoccurring ("Tiger Woods," 2010, para 11). He openly discussed his hiatus from golf and the continuation of his therapy sessions.

Mortification. In sample article #11, Woods utilized mortification strategy by apologizing to his fans and saying, "I have made you question who I am and how I could have done the things I did. I was unfaithful, I had affairs, I cheated, what I did was not acceptable. ("Tiger says," 2010, para 3-5). He admitted his faults, accepted the blame, and expressed genuine sincerity and remorse.

John Daly. Table 4 outlines the message strategies implemented by John Daly during three selected incidents that affected his life and career: Daly's drinking relapse in 1996, Daly's voluntary admission to rehab in 1997, and Daly's loss of his Callaway Golf sponsorship in 1999.

Table 4

Daly's implemented message strategies

Article I.D.	Denial	Evasion of Responsibility	Reducing Offensiveness	Corrective Action	Mortification
#1	✓				
#2	✓				
#3	✓				
#4					✓
#5					✓
#6					✓
#7				✓	
#8				✓	
#9				✓	

Denial. Sample articles #1-3 from the coding sheet revealed Daly's implementation of denial strategy. Daly consistently denied having any addictions with alcohol or gambling. In 1999, Daly was caught drinking at a casino which urged Ely Callaway, the former CEO of Callaway Golf and one of Daly's sponsors, to recommend Daly to a rehabilitation facility. Daly refused to attend rehab, leading Callaway to terminate their sponsorship two years early for breach of Daly's agreement to remain sober. In a statement released at the close of the sponsorship, Ely Callaway said, "we're just very sorry he doesn't see the need for getting some really good, solid professional help. (Brown, 1999, para 9). Daly's consistent and repetitive patterns of denial cost him 2 million dollars' worth of sponsorships, and even with this loss, he did consider his struggles to be problematic.

Corrective Action. Sample articles #4-6 discussed Daly's 1997 self-admittance to rehab and highlighted his use of corrective action strategy. Following another drunken bender, Daly found himself deeply depressed and in need of some lifestyle changes. Daly willingly checked himself into the Betty Ford Rehabilitation Center for treatment. Realizing the caliber of his

disease, Daly decided, "with the support of family and friends," to let others help him (Shapiro, 1997, para 3). He began to turn his life around by taking necessary action to correct and learn from his past transgressions. PGA Tour Commissioner Tim Finchem acknowledged and commended Daly for fully addressing his disease and relapse and making the right choice to seek professional care (Babineau, 1997).

Mortification. Sample articles #7-9 highlighted Daly's use of mortification strategy following the spread of rumors about his drinking relapse. Daly and his agent took to mortification and released a statement in which Daly accepted responsibility for his behavior. He admitted to his recent drinking and assured his fans that it was not excessive since he had been focusing more on his golf career. Mortification strategy does not always include a straightforward apology, as in this case, or ensure forgiveness from the audience. As mentioned in Chapter 2, Benoit claims that mortification is a complex strategy, especially since there is no universal definition of an apology (Benoit, 2015). Daly sincerely acknowledged his relapse, stating he did not want to disappoint his fans or others who cared for him. He revealed his plans to continue counseling and overcome his struggles in a more positive manner (Mayo, 1996), and aimed to justify his decisions to his fans, hoping they would be accepting of his choice; however, he did not apologize or ask forgiveness for his behavior.

Climate of Sample Articles

Tiger Woods. Table 6 shows the climate (positive, negative, or neutral) presented in each sample article and highlights the change in climate from Woods' apology statement in 2010 to his current reputation as of 2018/2019.

Table 5

Variation of Climate in Woods sample articles

Article I.D.	Positive	Neutral	Negative
#10		✓	
#11		✓	
#12		✓	
#17	✓		
#18	✓		
#19	✓		

Sample articles #10-12 discussed Wood's cheating scandal and 2010 apology statement. One hundred percent of these articles were categorized as neutral. These articles strictly reported the facts of his apology statement without contributing any personal bias, positive or negative, from the author. The climate from sample articles #17- 19 was 100% positive. These articles highlighted Wood's current reputation and provided positive remarks about his image, personal brand, and presence in the golf industry.

John Daly. Table 6 exhibits the climate (positive, negative, or neutral) presented in each sample article and highlights the change in climate from the three selected incidents that occurred in Daly's life to his current reputation as of 2018/2019.

Table 6

Variation of Climate in Daly sample articles

Article I.D.	Positive	Neutral	Negative
#1			✓
#2			✓
#3			✓
#4			✓
#5			✓
#6			✓
#7		✓	
#8		✓	
#9		✓	
#13	✓		
#14	✓		
#15			✓
#16	✓		

Of the first nine sample articles, 66.6% were found to be negative and 33.3% were neutral. Sample articles #1-3, which discussed Daly's loss of his Callaway Golf sponsorship were all categorized as negative. The message strategy identified within these articles was denial. Similarly, sample articles #4-6 focusing on the rumors of Daly's 1996 relapse were categorized as negative. The message strategy identified within these articles was mortification. Lastly, sample articles #7-9 discussing Daly's voluntary admittance to rehab were categorized as neutral, with corrective action as the identified message strategy.

Articles #1-3, displaying denial strategy, were categorized as negative because Daly, an admitted alcoholic, denied his need for professional help and tried to cover up the serious issues affecting his personal life and career. Articles #4-6 which featured mortification strategy were also categorized as negative because Daly, though he did sincerely admit to his poor choices, did not apologize or ask forgiveness of those he disappointed. Articles #7-9, which displayed corrective action, were categorized as neutral because neither positive nor negative biases were

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presented by the authors within these articles. Here, Daly admitted himself to rehab knowing he needed to take corrective actions to fix his mistakes, and those facts were reported in a straightforward manner. In sample articles #13-16, 75% were categorized as positive (articles 13, 14, and 16) and 25% as negative (15), indicating a slight increase in Daly's reputation from his identified transgressions in the late 1990s to the present.

William Benoit's *Suggestions for Effective Image Repair Discourse*

Utilizing Benoit's *Suggestions for Effective Image Repair Discourse* as a framework, the researcher was able to further examine the effectiveness of Woods' and Daly's implemented message strategies. Only those suggestions that were applicable to the message strategies implemented by Woods and Daly are examined below. This includes suggestions one, two, six, eight, and nine.

1. **Avoid making false claims.** In order to achieve effective image repair, Benoit suggests avoiding false claims or any arguments that could backfire. Daly, utilizing denial strategy in sample articles #1-3, continued to deny his publicly-known struggles with addiction. These false claims negatively impacted Daly's reputation. Woods, on the other hand, was honest and never tried to cover up the truth once his scandal became public knowledge. Woods benefited from the use of this suggestion by being transparent with his audience.

2. **If at fault, admit it immediately.** When Daly's relapse became public knowledge in 1996 (sample articles #4-6), he released a statement that was published in media outlets within 24 hours. His statement openly acknowledged the relapse in a timely manner. Contrastingly, Woods remained silent for about three months before making his public apology. This allowed

the media and his fans to form their own negative assumptions about him, further damaging his reputation.

6. **Report plans to correct and prevent the problem.** In this suggestion, Benoit discusses the importance of reporting one's plans to correct mistakes and prevent a recurrence. Both Woods and Daly utilized corrective action strategy to alert their audiences of the steps they were taking to resolve their wrongdoing and prevent their mistakes from reoccurring.

8. **Multiple strategies can work together.** Applicable in Woods' case, utilizing more than one message strategy can be effective. Woods implemented reducing offensiveness, corrective action, and mortification strategy, and over many years, his reputation began to flourish again.

9. **The powers of persuasion are limited**. In his final suggestion, Benoit discusses persuasion. As powerful as message strategies and image repair tactics can be, they are occasionally ineffective, no matter how persuasive. Sometimes the best option is to wait until one's audience has forgotten the incident, no longer cares, or has forgiven the offense. For example, the magnitude of Woods' scandal meant it was going to take many years for him to recover. Although he implemented 3 strong strategies, it would take time for the fans to move on, forget, or forgive his mistakes. Time has been a beneficial factor for Woods in this situation.

Change in Reputation

Tiger Woods. The findings presented above indicate a shift in Woods' reputation from neutral to positive. The research outlined in Chapter 2 discussed the negativity that Woods' image endured and the belief by many that he would never be able to restore his reputation. Properly implementing reducing offensiveness, corrective action, and mortification aided in the restoration of his reputation, as 100% of the articles discussing his current reputation were

categorized as positive. According to White (2018), "Woods' draw is powerful enough that, even after sustaining multiple scandals, experts say his brand cachet will endure" (para 14). Today, Woods' presence drives consumer sales and television ratings—a phenomenon known as the "Tiger Effect" (Hess, 2018, para 5).

Although some mistakes were made during his image repair process, those strategies from Benoit's *Suggestions for Effective Image Repair Discourse* that were implemented by Woods, proved to effectively aid the image repair process. Woods failed to immediately admit fault (suggestion 2), but successfully avoided false claims (suggestion 1), reported his plans to correct the problem (suggestion 6), and made multiple strategies work together (suggestion 8). Woods also surrendered to the limits of persuasion (suggestion 9) by working for years to regain respect and rebuild his reputation.

John Daly. The findings presented in the above information indicate a slight shift in Daly's reputation. Seventy-five percent of those articles discussing Daly's current reputation conveyed a positive climate. The majority of the articles discussing his past transgressions were negative. Articles discussing his loss of sponsorship (denial strategy) and relapse rumors (mortification strategy) were not viewed positively, because Daly was not honest and transparent about his struggles. The absence of a sincere apology contributed to his audience's lack of acceptance and forgiveness. As mentioned in the literature, there is much disagreement over the likability of Daly. Fans and members of the golf industry are either fully in favor of or against Daly. For example, some reporters feel that Daly's antics are immature and show a lack of professionalism for the game (Lynch, 2018), while others disagree. *Sports Illustrated* writer Alan Shipnuck claims that Daly is "among few players who not only draw the biggest share of the gallery on the

course but whose presence at a tournament also attracts swarms of fans through the gate" ("Tour confidential", 2017, para 4).

In reference to Benoit's *Suggestions for Effective Image Repair Discourse*, it is evident that these recommendations, when properly implemented, do contribute to a more successful image repair process. Daly reported his plans to correct his problems successfully (suggestion 6) and immediately admitted fault when necessary (suggestion 2) but failed to avoid making false claims (suggestions 1), which was viewed negatively by the audience. Those strategies that were properly implemented were essential in sustaining a more positive reputation overall.

Summary

In this chapter, the findings of the implemented message strategies from each sample article were identified, and the climate (positive, negative, or neutral) of each article was determined. This chapter also outlined Woods' and Daly's image repair processes in relation to Benoit's *Suggestions for Effective Image Repair Discourse* and their change in reputation over a 10 to 20-year period. These findings helped to answer this study's research question: How can properly implemented message strategies aid professional golfers in rebuilding a damaged reputation, by indicating which message strategies had a greater positive impact on the rebuilding of Woods' and Daly's image. In the final chapter, the recommendations, which shaped the study's artifact that is presented in the appendix, the limitations, and future research will be discussed.

Chapter 5

Discussion

This study answers the research question: How can properly implemented message strategies aid professional golfers in rebuilding a damaged reputation, by utilizing case study methodology. After locating the gap in the research that indicated the industry's need for effective image repair tactics in Chapter 1, this study comparatively examined two cases of professional golfers—Tiger Woods and John Daly. Their past transgressions and current reputations were analyzed in an effort to determine if the message strategies they each implemented were factors that aided in the rebuilding of their reputations. Upon the gathering of the study's findings, the recommendations outlined in this chapter were constructed which further informed the study's artifact— a list of the *Seven Best Practices for Image Repair in the Golf Industry*.

Answering the Research Question

The following is a breakdown of each message strategy implemented by Woods and Daly. Woods' 2010 apology statement utilized reducing offensiveness (compensation strategy), corrective action, and mortification, where Daly, from 1996, 1997, and 1999, implemented denial, corrective action, and mortification. Here, the researcher highlights how each message strategy did or did not effectively aid the repair of Woods' and Daly's reputations.

Denial. Daly's implementation of denial was not successful. The sample articles that outline his use of denial strategy were categorized as negative and discussed Daly's ongoing battle with alcoholism. Instead of confronting his issues, he continued to undermine his need for

professional help which inevitably cost him $2 million in sponsorships and conveyed a careless and negligent attitude.

Reducing offensiveness. Woods' use of reducing offensiveness in the form of compensation strategy was successful. Here, Woods explained in his public statement that his apology to his wife would be a form of reimbursement. Over time he would repay his debt to her by showing a positive change in his actions, that would, in turn, alleviate some of her negative feelings toward him. The sample article discussing Wood's compensation strategy was categorized as neutral, and his current relationship with his ex-wife continues as they successfully co-parent their children.

Corrective action. Both Woods and Daly implemented successful corrective action strategy by informing their audiences of their next steps toward image repair. The sample articles discussing both Woods' and Daly's corrective action were categorized as neutral. Woods and Daly upheld their promises to their fans by vowing to fix their problems and prevent any reoccurrence. Woods took a leave from golf and completed therapy, while Daly readmitted himself to a necessary rehabilitation program.

Mortification. Both Woods and Daly utilized mortification strategy. Woods successfully implemented this strategy by acknowledging his poor choices, accepting blame, and apologizing to all those affected, however, Daly did not. Sample articles discussing Daly's mortification strategy were categorized as negative because although he took ownership of his drinking relapse and accepted fault, he did not apologize. Here, his audience is witnessing the repetition of his poor choices and did not feel the sincerity in his words. Contrastingly, Woods' public apology emitted genuine remorse and sincerity.

Pre-crisis reputations. These two professionals possessed vastly different cultural upbringings and personalities at the onset of their golf careers which ultimately contributed to their unique reputation management processes. Woods' former family man image (Goldman, 2009), was completely severed at the onset of his scandal. Strategic planning and implementation were key factors in his image repair process, although, it is unlikely that he will ever regain family man status. Contrastingly, Daly, from the start of his career, was defiant and impulsive. His presence as an "anti-modern" golfer on tour ("Tour Confidential," 2017) justified his transgressions and mitigated his image repair processes since his fans were accustomed to this type of behavior. Their backgrounds and known characteristics prior to each scandal played a role in their overall reputation management methods, in how their audiences reacted, and in their abilities to rebuild their reputations.

Proper implementation. Benoit's image repair theory message strategies can aid professional golfers in repairing a damaged reputation when properly implemented, as discussed above. Woods' apology statement exhibited three examples of properly implemented message strategies—reducing offensiveness, corrective action, and mortification, which aided in the repair of his image. Daly's use of corrective action positively affected his reputation, but his poor use of denial and mortification strategies failed him.

Both Woods' and Daly's past transgressions welcomed an influx of negative media criticism which tarnished their reputations. Over time and with the right strategies, they were able to rebuild their reputations. Although Woods' scandal might not be forgotten, he is still known as the greatest golfer of all time (Harig, 2017) and continues to draw in the fans and consumers with his history in the industry. Daly, though he failed to implement some of the

message strategies correctly, has managed to maintain his controversial reputation. His flaws continue to build his popularity (Hawkins, 2017), and the fans adore his atypical mannerisms.

Overall, proper image repair strategy linked to Benoit's *Suggestions for Effective Image Repair Discourse,* aided in both Woods and Daly overcoming their past struggles and maintaining positive images among their fans and followers. Their experiences, both positive and negative, helped to shape the recommendations listed below and this study's artifact.

Recommendations

Based on the findings discussed above and in Chapter 4, the following recommendations for an effective image repair process have been outlined by the researcher and further reinforce the study's artifact— a list of the *Seven Best Practices for Image Repair in the Golf Industry*.

Think before you act. The first recommendation suggests that an athlete struggling with a public transgression should consider which message strategies will be most effective prior to implementing them. According to Koerber and Zabara (2017), before choosing a strategy, the community and any factors that could help the athlete in their situation should be considered. Woods and his public relations team are an example of thinking before taking action because they strategically chose to implement three message strategies that best suited the circumstances of his scandal and his apology statement—reducing offensiveness, corrective action, and mortification. In his case, some of the other message strategies, such as denial, may have been more hurtful in trying to salvage what was left of his reputation.

Understand your audience. Secondly, an athlete needs to understand their audience and how the crisis may affect them. One's audience may expect a formal apology, or some form of repentance and the athlete needs to be receptive of the audience's expectations. Wood's public

statement was necessary to outwardly address his struggles and express his apologies to his fans and the golf industry. PGA Tour Commissioner Tim Finchem stated that Woods clearly recognized the serious impact his scandal had on many organizations and individuals ("Woods says," 2010).

Time is of the essence. It is important to make a public statement or apology as quickly as possible. It is best if the athlete can get ahead of the media and/or rumors and let their voice be heard before the audience can form their own negative perceptions. Daly was quick to make necessary statements. Amid the rumors of his relapse in 1996, Daly provided a statement that was published in national news outlets the following day, therefore squashing the spread of any more rumors. Woods, on the other hand, remained silent for months when his scandal became public knowledge. This allowed his audience to form negative perceptions of him before he released his statement.

Sincerity is key. If the athlete shows sincerity in their words and actions, the audience is more likely to be forgiving. According to Benoit (2015), if the audience believes one to be truly sincere in their delivery, it is more likely that the wrongful act will be pardoned. Following Wood's apology statement, many opinions were being formed about his delivery. A variety of television personnel from ABC's George Stephanopoulos to CBS's David Feherty commented on his highly impressive emotion and vulnerability ("Reaction Divided," 2010), which further emphasized the sincerity in his statement.

Lies lead to distrust. The audience will lose all trust in an athlete who is caught lying or being dishonest. As stated by Benoit (1997), making false claims can undermine an individual's credibility. In a study conducted by Kitchin and Purcell (2017), multiple public relations practitioners were interviewed, all of whom explicitly warned against lying. One practitioner

even claimed, "If the media think you tell lies you might as well go and get another job" (Kitchin & Purcell, 2017, p. 14). Daly's implementation of denial strategy ultimately backfired because his struggles with alcoholism were not a secret, yet for years, he continued to deny it. Similarly, as mentioned in Chapter 2, many other athletes, such as Tonya Harding and Lance Armstrong, who lied or tried to conceal the truth were ultimately forced out of their careers.

Let your actions be known. It is best for an athlete to be transparent by keeping the audience informed of their plans to correct their wrongdoing and continue the image repair process. According to Benoit (1997), a firm commitment to correct one's mistakes and prevent future mistakes from occurring is an important element of the image repair process. Although it took months to make his initial statement, Woods outlined the steps he planned to take in order to combat his struggles and prevent any of his mistakes from reoccurring. He emphasized his efforts to change and become a better person by attending therapy, taking a leave from golf, and working on his relationship with his wife and family. Daly was also open about his corrective actions. He shared his plans to return to rehab amid his ongoing battle with alcoholism and the steps he was taking to better himself.

Above all, apologize. An athlete's most effective steps in the image repair process are to acknowledge the problem, accept fault, and genuinely apologize. Although Benoit (2015) states that an apology doesn't guarantee the audience's forgiveness, accepting blame can reduce any further damage to one's reputation. For example, Woods' formal apology and acceptance of fault was a step in the right direction towards recovering his once positive reputation.

Artifact Validation.

After distributing the study's artifact to the tournament director, media director, and various team managers and employees from the Travelers Championship, feedback was provided. Overall, the employees agreed with the effectiveness of the seven best practices for image repair. Employees found them to be easy to understand and well-defined with adequate, industry-driven examples. This feedback provides greater credibility and validity of the effectiveness of these best practices. Although many aspects of this study, including the artifact, are rooted in scholarly research and the experiences of Tiger Woods and John Daly, this study still yields certain limitations. These limitations will be discussed in the following section.

Limitations

This study has certain limitations. The past transgressions of only two professional golfers, Tiger Woods and John Daly, were examined, limiting the implemented message strategies. Only four of the five message strategies from Image Repair Theory were studied. Denial, reducing offensiveness, corrective action, and mortification were implemented by Woods and/or Daly, but evasion of responsibility was not, therefore the analysis of this strategy was excluded from the study. The recommendations and artifact were based solely on the findings of the four implemented message strategies. Although not every message strategy was considered when developing the study's artifact, it is still relevant to reputation management in the golf industry because it was developed from the positive and negative experiences of both Woods and Daly. While these best practices are golf-specific and only provide examples from Woods' and Daly's cases, they are still transferrable among the sports industry. Athletes of all sports can educate themselves on the various recommendations outlined in the artifact and recognize how the suggested strategies may aid in their own image repair processes.

Secondly, the sample collected for this study only examined articles published within a certain time frame. Each of the chosen sample articles discussing Woods' and Daly's past transgressions was published within one week of the occurrence of the incident. Although this time restraint was implemented to ensure newsworthiness of the sample articles, the specified time limit may have excluded some reputable industry articles that did not meet the requirement.

Future Research

Future studies on image repair and reputation management in relation to golf can impact the industry in many ways. As discussed in the previous chapters, golf is known as a professional and conservative, "gentleman's game" (Miceli, 2013). One direction this research could take includes examining the standards that athletes of various sports are held to in terms of their communication, presence, and in overcoming "sport scandal" (Shank, 2005). A future study could examine if athletes in golf versus those of other sports are held to higher standards in a time of crisis.

Another direction future research could take would be to analyze race and gender in association with "sport scandal," especially by examining if women or athletes of other races may be treated differently in lieu of a crisis. Both Tiger Woods and John Daly were able to overcome scandal in the golf industry and maintain relevance on the PGA Tour. If this study had examined two female athletes, the outcomes, expectation, and image repair process may have been much different. Similarly, one can examine image repair between athletes of different races. In doing so, one could observe the image repair processes implemented by Woods and Daly and determine if race had any influence. Daly, a Caucasian male, has been loved and adored by fans for his childish behavior, regardless of the transgressions he has endured, whereas Woods, a Caucasian, black, Indian, Asian male, dealt with years of public scrutiny and worked tirelessly to

rebuild his reputation. Although their scandals and career status were vastly different in magnitude, one might still argue that the expectations of Woods and Daly could have been influenced by race.

Conclusion

The findings presented in this study answer the research question: How can properly implemented message strategies aid professional golfers in rebuilding a damaged reputation and begin to close the gap in the current research. This gap indicated a need for proper image repair strategy in the golf industry. After implementing case study methodology, findings revealed that in order to aid the image repair process, message strategies must be properly implemented. William Benoit's *Suggestions for Effective Image Repair Discourse* act as a framework for proper strategy implementation and demonstrate how athletes can prevent further damage to their reputations following a crisis.

Woods properly implemented reducing offensiveness, corrective action, and mortification strategy, yet failed to do so in a timely manner. Daly properly implemented corrective action but failed to fully utilize mortification and wrongfully executed denial. Both their properly and improperly applied strategies helped to shape the study's artifact—A list of the *Seven Best Practices for Image Repair in the Golf Industry*, which outlines the most effective steps to take when implementing image repair in order to preserve a reputation. These best practices also act as a reputation management tool for the sports industry, in general, because they are transferable among all athletes. This study provides the golf industry with a new inquiry into reputation management and image repair as well as considerations for future research on this topic.

Appendix

Appendix A: Artifact— Seven Best Practices for Image Repair in the Golf Industry

1. **Think before you Act**
    Consider which message strategies will be most effective prior to implementing them. According to Koerber and Zabara (2017), before choosing a strategy, the community and political-economic factors that could help the athlete in their situation should be considered.
    Example:
    - Woods and his public relations team chose to implement three message strategies that best suited the circumstances of his scandal and his apology statement— reducing offensiveness, corrective action, and mortification.

2. **Understand your Audience**
    It is important to understand how crisis affects your audience and what they will expect in return.
    Example:
    - Wood's public statement was necessary to outwardly address his struggles and express his apologies to his fans and the golf industry.
    - PGA Tour Commissioner Tim Finchem stated that Woods clearly recognized the serious impact his scandal had on a wide range of organizations and individuals ("Woods says," 2010).

3. **Time is of the Essence**
    Make your statement as quickly as possible. Get ahead of the media and/or rumors and let your voice be heard before the audience can form their own perceptions.
    Example:
    - When Woods' scandal became public knowledge, he remained silent for months before making his public statement which allowed his audience to form negative perceptions of him before he released his statement.
    - Contrastingly, Daly was quick to make necessary statements. For example, amid the rumors of his 1996 relapse, Daly provided a statement that was published in the *Sun Sentinel* within 24 hours, therefore squashing the spread of any more rumors.

4. **Sincerity is Key**
    The audience's willingness to forgive lies in the sincerity of the athlete's delivery. According to Benoit (2015), if the audience believes one to be truly sincere in their delivery, it is more likely that the wrongful act will be pardoned.
    Example:
    - Following Wood's apology statement, a variety of television personalities such as ABC's George Stephanopoulos and CBS's David Feherty were highly impressed

with his emotion and vulnerability ("Reaction Divided," 2010), which further emphasized his sincerity throughout his statement.

5. **Lies lead to Distrust**
   Lying or denying truthful information will only contribute to the audience's distrust. As stated by Benoit (1997), making false claims can undermine an individual's credibility.
   In a study conducted by Kitchin and Purcell (2017), multiple public relations practitioners were interviewed, all of whom explicitly warned against lying. One practitioner even claimed, "If the media think you tell lies you might as well go and get another job" (Kitchin & Purcell, 2017, p. 14).
   Example:
   - Daly's implementation of denial strategy ultimately backfired since his behavior indicated his persistent struggle with alcoholism, yet for years he continued to deny it.
   - Many other athletes, such as Tonya Harding and Lance Armstrong, who lied and denied truthful information were ultimately forced out of their careers (see Chapter 2).

6. **Let your Actions be Known**
   Be transparent and open about your actions by informing the audience of your plans to correct the problem and continue the image repair process.
   According to Benoit (1997), a firm commitment to correct one's mistakes and prevent future mistakes from occurring is an important element of the image repair process.
   Example:
   - Although it took months to make his initial statement, Woods outlined the steps he would take to fix his mistakes and prevent them from reoccurring. He emphasized his efforts to change and become a better person by attending therapy, taking a leave from golf, and working on his relationship with his family.
   - Similarly, Daly was open about his plans to return to rehab amid his ongoing battle with alcoholism and the steps he was taking to better himself.

7. **Above all, Apologize**
   Image repair is a challenging yet necessary process to rebuild a reputation and begins with acknowledging the problem, accepting fault and genuinely apologizing. Although Benoit (2015) states that an apology doesn't guarantee the audience's forgiveness, accepting blame risks further damage to one's reputation.
   Example:
   - Woods' formal apology and acceptance of fault was the first step in the right direction toward image repair.

Appendix B: Coding Sheet

Outlines the 19 sample articles and the climate and message strategies identified within each.

I.D.	Incident	Article Title	Author	Date of Publication	Entity Type: Industry (self/sports specific)	Entity Type: National	Source	Quotation Capturing Article Topic	Climate of the Article Contents: Positive	Climate: Neutral	Climate: Negative	Connotative Vocabulary: Positive	Vocab: Neutral	Vocab: Negative	Denial	Reducing Offensiveness	Evading Responsibility	Corrective Action	Mortification
1	Daly scandal- Loss of Callaway Sponsorship	GOLF; Callaway Ends Sponsorship of Daly	Clifton Brown	9/16/1999		✓	New York Times	Callaway: "He said he was sorry and that he understood. He's a wonderful person in many ways, a very good person. He did a remarkable job staying sober and playing golf under some extremely difficult conditions, being a recovering alcoholic on the world's stage. We're just very sorry he doesn't see the need for getting some really good, solid professional help."					✓	"The battle to stay sober has been a struggle for Daly" Breaching Terminate Setback Struggle	✓				
2	Daly scandal- Loss of Callaway Sponsorship	Daly doesn't regret falling off the wagon	No author	9/23/1999	✓		ESPN, Golfonline.com	Daly: "I want to gamble and I want to have few drinks now and then. Basically it (trying to stay sober) had taken over my life, and I was miserable. It's like I've said before, there's no way I'd never drink again."					✓	"Daly's gambling has been as notorious as his drinking" Sad Trashed Relapse	✓				
3	Daly scandal- Loss of Callaway Sponsorship	Callaway or the Highway: Daly dropped by Major Sponsor	No author	9/16/1999	✓		Sports Business Daily	Callaway VP, Dorman: "Ely was basically urging him, begging him to submit to professional care. John understood what the ramification were, but he didn't want to do it.					✓	"It's a very sad day for John Daly and Golf" Violated Refused Ramifications Nil	✓				
4	Daly scandal- 1996 Rumors of Relapse	Troubled Daly is once again in the Drink	Miochael Mayo	10/6/1996		✓	Sun Sentenial	Daly: "I do not want to disappoint my many supportive fans and the other people who care about me, so I will do everything I can to justify their faith in me. I plan to continue my counseling program and I hope I will be able to deal with my problems in a positive way."					✓	"He strikes you as stupid and self-destructive" problem struggle horrible					✓
5	Daly scandal- 1996 Rumors of Relapse	Daly says he still Drinks	Larry Dorman	10/5/1996		✓	New York Times	Daly: "It is true that I have had a few beers on several occasions this summer, but I have not been involved in any alcohol-related incidents. I have not been drinking to excess, and this has not been the reason the level of my play lately has been below my usual standards. In fact, I have put more time and effort into my golf game than I have at any time in the past."					✓	"This is the sort of behavior that has been raising eyebrows" Problem Incidents					✓
6	Daly- scandal 1996 Rumors of Relapse	Daly admits hes resumed drinking but no "incidents"	No author	10/6/1996		✓	Chicago Tribune	John Mascatello (Daly's agent): "The thing we don't want is for this to be portrayed as John Daly falling off the wagon. John believes he can handle this."					✓	"He has been twice suspended for conduct unbecoming a professional" Deny Suspend Arrest Bad					✓
7	Daly scandal- Willingly enters Rehab, again	Daly enters Betty Ford Clinic for Rehab	AP	3/31/1997	✓		SWX	Daly: "I apologize to others who struggle with me in fighting this disease. I'm going to do my best and hopefully we will previal together."		✓			Utilizes neutral terms to provide only the facts. No sufficent use of positive or negative vocabulary					✓	
8	Daly scandal- Willingly enters Rehab, again	Daly enters Alcohol Rehab Program again	Leonard Shapiro	3/31/1997		✓	Washington Post	Daly: "I've come to realize this terrible disease is much tougher than I thought as have decided with the support of my family and friends to let others help me."		✓			Utilizes neutral terms to provide only the facts. No sufficent use of positive or negative vocabulary					✓	

#	Topic	Headline	Author	Date			Source	Quote						Neutral vocabulary		Positive vocabulary			
9	Daly scandal- Willingly enters Rehab, again	Daly checks out of Tour and into Alcohol Rehab	Jeff Babineau	3/31/1997		✓	Orlando Sentinel	Tim Finchem (PGA Tour Commissioner): "It is an important step for John to continue to recognize and acknowledge his disease and his relapse."		✓			Utilizes neutral terms to provide only the facts. No sufficent use of positive or negative vocabulary					✓	
10	Tiger 2009 cheating scandal	Tiger Woods says, "I am so sorry," in public apology	No author	2/20/2010		✓	CNN	Tiger Woods regarding his continued therapy: "It is hard to admit that I need help, but I do and I have a long way to go."		✓			Utilizes neutral terms to provide only the facts. No sufficent use of positive or negative vocabulary					✓	
11	Tiger 2009 cheating scandal	Woods says he'll continue to get help	No author	2/20/2010	✓		ESPN	Tiger Woods apologizing to fans: "I have made you question who I am and how I could have done the things I did. I was unfaithful, I had affairs, I cheated, what I did was not acceptable."		✓			Utilizes neutral terms to provide only the facts. No sufficent use of positive or negative vocabulary						✓
12	Tiger 2009 cheating scandal	Tiger Woods apologizes, admits he cheated and says he is undergoing therapy	Dave Sheinin	2/20/2010		✓	Washington Post	Tiger Woods: "As Elin pointed out to me, my real apology to her will not come in the form of words, it will come from my behavior over time."		✓			Utilizes neutral terms to provide only the facts. No sufficent use of positive or negative vocabulary			✓			
13	Daly's Current reputation	Tour confidential: Does John Daly still move the needle?	Golf Wire	5/7/2015	✓		Golf Magazine	Shane Bacon, golf analyst Fox Sports: "Anything John Daly has done his entire career moves the needle. He is the anit-modern golfer in every possible way and that fits perfectly on the PGA Tour Champions."	✓			"Daly moves the needle" Real Talented						
14	Daly's Current reputation	John Daly has nothing to hide, and that's why he's still a fan favorite	Christine Brennan	5/26/2017		✓	USA Today	John Daly on his popularity: "I screw up and I admit it and I go on. I don't hide anything. There's just nothing to hide with me. I've always just been straight up with you guys. I'm not one of those guys that's going to lie to anybody about what's going on in my life."	✓			Lovable Facinating Appealing Joy Fun						
15	Daly's Current reputation	19th Hole: John Daly is at last beyond the benefit of the doubt	Eamon Lynch	7/1/2018	✓		Golfweek	Eamon Lynch of Golfweek: "Daly regularly gives those few fans what they want- clubs tossed into the water, a fan's camera smashed- but seldom what most fans deserve: professionalism, courtesy, a simple bloody effort to justify their ticket price."		✓				"Maturity seems no nearer at hand" Tedious Unbecoming Peevish Sulky				
16	Daly's Current reputation	John Daly gets back in the Swing- on his own terms, of course	Adam Schupak	2/20/2017		✓	New York Times	Adam Schupak of the NYT: "Even at 50 years old, John Daly still draws a crowd. He is among few players who not only draw the biggest share of the gallery on the course, but whose presence at a tournament also attracts swarms of fans through the gate."	✓			"Daly, is the main attraction on the PGA Tour Champions" Presence Beloved Sensation						
17	Tiger's current reputation	Tiger Woods is back. Will sponsors buy in?	Zach Schonbrun	3/31/2018		✓	New York Times	Ryan Dotters of Full Swing Golf: " We felt no matter what Tiger had gone through in the past, we knew his brand was extremely strong. We thought there was a big opportunity there."	✓			"He still had this halo effect" Believe Favorite Relatable Likable Influential						
18	Tiger's current reputation	Tiger Woods is still the highest-paid golfer on Earth- here's how much he makes	Abigail Hess	8/10/2018		✓	CNBC	Fromer Bridgestone CEO Angel Ilagan: "Despite his facing career-threatening injuries and public scandals, his name can still drive consumers to stores and viewers to their televisions- a phenomenon known as the "Tiger Effect."	✓			"He drives consumer purchasing" (aka The Tiger Effect). Star Legend Relaxed Happy						
19	Tiger's current reputation	Now that Tiger is out of the Woods, will endorsements follow?	Martha White	9/24/2018		✓	NBC	Martha White for NBC: "Woods' draw is powerful enough that, even after sustaining multiple scandals, experts say his brand cachet with endure.	✓			Hero Winner Beloved Advantage Powerful						

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