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Impacts of Betting in Sports Management

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Master in Management

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Iscte – Instituto Universitário de Lisboa

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Resumo

A integração das apostas desportivas na gestão do desporto encerra várias oportunidades económicas e desafios éticos em igual medida. A presente dissertação pretende, portanto, estudar os impactos das apostas desportivas, que oneram cada vez mais a indústria do desporto, centrando-se num equilíbrio entre os benefícios financeiros e os riscos para a integridade desportiva e o bem-estar público. As mudanças tecnológicas aceleraram o crescimento dos mercados de apostas online e incorporaram as apostas na cultura desportiva. Embora este facto tenha gerado receitas e patrocínios significativos para as organizações desportivas, também suscita uma série de preocupações relacionadas com a dependência, os danos sociais e até a viciação de resultados. A tendência para uma maior regulamentação a nível mundial continua a proteger a integridade do desporto e defende as apostas responsáveis. No entanto, este crescimento dramático indica que a indústria necessita constantemente de vigilância, cooperação internacional e melhoria da educação para minimizar as consequências sociais adversas. Por último, a gestão das apostas desportivas deve equilibrar os benefícios económicos e a responsabilidade social para garantir a integridade do desporto a longo prazo, bem como a saúde pública.

PALAVRAS-CHAVE: Apostas Desportivas, Gestão Desportiva, Integridade no Desporto, Impacto Económico, Manipulação de Resultados, Jogo Responsável, Quadros Regulamentares

Abstract

The integration of sports betting into sports management harbors various economic opportunities and ethical challenges in equal measure. This dissertation, therefore, intends to study the impacts of sport betting, which is increasingly burdening the sport industry, while focusing on a balance of financial benefits with risks to sports integrity and public welfare. Changes in technology have accelerated growth in online betting markets and embedded betting into sports culture. While this has generated significant revenue and sponsorships for the sports organizations, it also raises a number of concerns around addiction, social harm, and even match-fixing. The trend of greater regulation in the world continues to protect the integrity of sport and advocates responsible betting. Yet, this dramatic growth indicates that the industry is in constant need of vigilance, international cooperation, and improvement in education to minimize adverse social consequences. Finally, management of sport betting must balance economic benefits against social responsibility for long-term integrity in sport as well as public health.

KEYWORDS: Sports Betting, Sports Management, Integrity in Sports, Economic Impact, Match-Fixing, Responsible Gambling, Regulatory Frameworks.

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Chapter I - Introduction

The historical roots of sports betting are profound, emanating from ancient times (Evans and McNamee, 2007). However, technology has influenced this activity in great form in modern times, especially in the development of mobile platforms for betting and internet-based betting. These developments in technology have not only opened up access to sports betting but also greatly influenced the very way people relate to sport. From a passive activity, gambling has become interactive and real-time, with live services allowing people to gamble on any events happening anywhere in the world. The contemporary sports bet has also turned into a more interactive and, at times, addictive form of entertainment. This has been stipulated in works by Derevensky et al., 2019, Raymen & Smith, 2020, and Rolando et al., 2020.

In this regard, the development of technology has played a big role in the development of the sports betting market worldwide. Changes in legislation that legalized online betting have enabled growth in Portugal. In particular, it was Decree Law No. 66/2015 that regulated this market legally for the first time (Moriconi & Almeida, 2019). Whatever the case, related to online betting issues have grown that have also engendered serious concerns above all with respect to the integrity of sport. The fact that online betting operates at an international scale has, according to Moriconi and Almeida, helped transnational criminal networks manipulate the regulatory gaps and commit more incidents of match-fixing. The "Jogo Duplo" case in Portugal is an example of how organized crime manipulated football events for betting gains by pointing at failures in the national regulatory system.

In the face of these challenges, the Portuguese State has implemented several legal measures to deal with the manipulation of sports competitions. Law No. 14/2024 devised tougher punishments against match-fixing and other corrupt practices while introducing education and prevention as core elements in safeguarding the integrity of sports.

Furthermore, the commercialization of sport through betting sponsorships and advertising has done little to assuage ethical concerns. Those in Portugal, as elsewhere, have seen the gambling industries become some of the key economic sponsors of sports organizations, notably increasing their revenues. On one hand, such financial support may carry risks of normalizing gambling behavior within the culture of sports, especially among vulnerable groups such as juveniles and those at risk of problem gambling (Lopez-Gonzalez & Griffiths, 2018). The ubiquity of logos and promotions from gambling companies in sports events has created what

is described as the "gambification" of sport, whereby spectators' interest shifts from the inherent pleasure of the action to the potential monetary gains through betting.

The focus of this study is an attempt to analyze the consequences of the rapid diffusion of sports betting in Portugal, with particular attention to the problems that this creates for sports integrity and for ethical questions linked to its commercialization. It seeks to interrogate the legal, social, and economic implications of sports betting so as to stand better informed on how to regulate this fast-growing industry in such a way as to reconcile the economic benefits with the need to preserve values and integrity in sport. The sector, while creating significant economic opportunities, also creates enormous challenges with regard to maintaining sport integrity and ethical implications for its growing influence. The following research will add to the existing debate on how the industry should be optimally regulated in such a manner as to ensure sustainability while minimizing negative impacts on society.

Chapter II – Literature Review

2.1. Evolution and Financial Growth of Sports Betting

The global sports wagering market was valued at around USD 93.62 billion in 2023 and is expected to grow further at a CAGR of 10.78%, reaching nearly approximately USD 190.48 billion by 2030. In other words, certain factors that have shaped this market—among them the global shift to digitization in leisure and entertainment—have high-jacked online betting platforms to the level that creates such amazing growth. This, of course, also includes added accessibility of these platforms along with the legalization of online gambling in a number of regions, which only serves to fuel this continued rise in participation and revenue (Maximize Market Research, 2024).

Preciado (2023) asserts that the most significant regulatory change transpired in 2018 when the United States Supreme Court abrogated the Professional and Amateur Sports Protection Act (PASPA). This decision let each state decide on how to handle sports betting, therefore greatly increasing the total amount of countrywide legal wagers. Preciado says that in the United States, more than \$73 billion was legally wagered in 2022, a clear promise of economic trend for sports betting in newly legalized markets. Sports betting revenue has dramatically risen in Australia.

According to Snape (2023), overall, revenue from all sports betting in Australia for the financial year 2021–22 exceeded \$50 billion. This has been due to the significant inroad betting organizations have made into the sport ecosystem via sponsorship agreements and advertising campaigns that promote betting as part of being a sports fan. The interdependence between betting firms and sports federations has remarkably created economic prosperity where a significant portion of the budget of sports clubs is sustained by betting money. One of the examples of economic prosperity in regard to sports betting was evidenced by the United Kingdom through the passing of the 2005 Gambling Act.

This Act removed limitations on gambling ads, permitting betting companies to publicly promote their services. Light (2007) asserts that this transition rendered sports betting more conventional, as gambling enterprises formed alliances with sports clubs and leagues. This alteration not only enhanced the earnings of gambling enterprises but also established sports betting as a culturally sanctioned form of entertainment. For instance, Lopez-Gonzalez and

Griffiths (2018) consider that liberalization of gambling restrictions made possible a wider cultural shift embedding betting in common leisure.

Until recently, bettors associated sports betting with off-shore gambling by placing bets on fixed odds, usually through bookies. Traditional sports betting - examples include football pools - was seen as a relatively passive form of gambling in which the bettor usually makes the bets at the outset of the sport event and waits for the outcome of this event. However, with the emergence of mobile technologies, this has transformed the nature of the modern sports betting experience towards an activity now centered on in-play bets, as customers are initiating an active role through the display of real-world events (Lopez-Gonzalez et al., 2017).

Moriconi and Almeida (2019a) illustrate how a Malta-based operator facilitates an individual in Asia to engage in live betting on a match between African and Latin American teams in Australia. The worldwide interconnection has rendered sports betting a genuinely borderless endeavor (Moriconi & Almeida, 2019a).

The international scope of online betting presents issues concerning regulation and enforcement. Individuals attempting to participate in unlawful activities such as match-fixing and money laundering may take advantage of regulatory deficiencies arising from the absence of standardized legal frameworks across various jurisdictions. Moriconi and Almeida (2019b) contend that inadequate or absent controls in the enforcement of sporting and legal norms have established opportunities for match-fixing and exploiting gambling operations for financial gain (Moriconi & Almeida, 2019b).

2.2. Impact on Integrity Issues and Corruption in Sports Betting

The rapid expansion of sports betting markets has generated serious concerns about the integrity of competitive sports. Forrest and Simmons (2003) state that this increasing diversity in the range of betting products—notice novelty bets and in-running bets—has created new opportunities for fraud and match-fixing. One well-known incident occurred in 2010 when some players accepted a bribe and bowed no-balls deliberately with the intention of affecting the outcome of the match (Scott, 2011).

It is especially systemic corruption within sports organizations, most especially that which involves FIFA. Corruption scandals revealed by former FIFA president Joseph Blatter really drew into the limelight the profound governance failures that allow such practices to thrive in the first place. (Journalists' Resource, 2023). Such cases of governance lapses provide

the breeding ground for corruption, and this calls for urgent action toward greater transparency and accountability in managing sports.

These scandals not only undermine the integrity of individual contests themselves but also broader public confidence in all of sport.

McNamee (2013) argues that the computerized setting of bets in weakly regulated environments enables corrupt individuals to manipulate athletic events at relatively low risks. The international nature of many online betting businesses poses significant challenges to regulatory enforcement, as these platforms often operate across multiple jurisdictions with conflicting demands. Moriconi and Almeida (2019) argue that inconsistent legislation among different countries provides enabling conditions for match-fixing, where offenders can use legal loopholes for corrupt activities. It is in the wake of such contexts that match-fixing has become an increasing problem for most sporting bodies around the world, especially in those countries with disjointed or lax legal structures.

Tak, Sam, and Choi (2020) propose to address such integrity issues through international collaboration and consistent regulatory mechanisms. Authors are of the view that only such combined enforcement efforts can help in preserving sports integrity from the emergent threat of corruption. The implementations involved are not simple to carry out because of different legal systems and varying levels of enforcement standards across different countries.

One of the main concerns considered to come with the expansion of internet sports betting is what it could do to the integrity of the sport itself. The term match-fixing has been explained as "an intentional arrangement, act or omission that is aimed at an improper alteration of the result or the course of a sports competition" and thus threatens the integrity of competitive events (Council of Europe, 2014). Carpenter 2012, FIFPro 2012, Hill 2008, Interpol & IOC 2015 describe the infiltration of organized crime into betting-related match-fixing as one of modern sport's most serious threats.

Such risks have been increased through technological advancement and the globalization of the betting markets. The liberalization of gambling markets and the invention of live betting, according to Forrest (2012), have placed even trivial sporting events in positions where substantial betting can take place, hence the high possibility of manipulation.

2.2.1. Match-fixing

Match-fixing, according to Sharman (2022), is where there is an intentional manipulation of sports events for a given result. Mostly because of financial gains through manipulating the betting markets, this act betrays the integrity of sports, not in a single match but in the entire league. With increased online betting, there is more scope for manipulation against organized criminal syndicates in football, cricket, and tennis.

Match-fixing traditionally had been a local problem; this spread to become an international malaise with the proliferation of digital betting sites. Jones, Pinder, and Robinson (2020) discuss how the globalization of sport and the subsequent development of online gambling give rise to breeding grounds for match-fixing across borders where weak governance can be manipulated by international crime syndicates. An Asian criminal syndicate was behind one match-fixing ring; the 2013 Europol investigation unfolded (Sharman, 2022).

As Lopez-Gonzalez and Tulloch (2015) go on to explain, the digitalization of betting has made real-time betting both easier and harder to control, with bets across a number of time zones. In addition, as the sports leagues go into poorer governance regions, the risks continue to deteriorate.

However, match-fixing does not only destroy the reputation of athletes and teams but also raises questions about the ethics of commercialization in sports, where gambling will also have a role to play. Bunn et al. (2019) argue that sponsorship-driven normalization of gambling in sport has created environments that may be more accepting of match-fixing. However, moving forward, scholars such as Regan et al. (2022) asserted that increased regulation of gambling sponsorship coupled with greater education for the athletes might reduce the risks of match-fixing. Similarly, international cooperation among various sports bodies, betting regulators, and the police needs to be undertaken to tackle this rising menace.

2.3. Ethical Concerns, regulatory and policy responses

The ethical issues can be very wide-ranging concerning problem gambling, sports integrity, and the commodification of sports. Moriconi (2018) presents some clear moral barriers to the highly publicized publicity of gambling, especially its impact on vulnerable groups such as minors and problem gamblers. In countries like the UK and Australia, slack regulations on advertising have

practically opened the floodgates for gambling companies to swamp sports events with ads, which further embeds gambling in the culture of sport.

As Sharman (2022) also notes, international organizations such as FIFA and the IOC have demanded more workable anti-corruption measures. Nevertheless, cross-border cooperation remains inadequate. Ambiguity within the legal environment of different countries concerning sports betting further exacerbates the situation because match-fixing operations realize and exploit inconsistent regulations (Lopez-Gonzalez & Griffiths, 2018b).

Partly because of these ethical concerns, governments have enacted more strict regulations against this type of gambling in certain countries. For example, Italy has introduced draconian restrictions on advertisements for gambling products, reflecting a more precautionary approach to the regulation of gambling's social impacts. Purves & Critchlow, (2019) In the UK, initiatives such as the whistle-to-whistle ban on gambling advertising around live sport form part of voluntary action that safeguards young people from gambling promotion.

Hing et al. (2016) suggest comprehensive harm reduction programs that include self-exclusion tools and public awareness campaigns to reduce the potential harms. Ethics in Gambling Sponsorship: It involves multifaceted issues. First is the normalizing of gambling through its association with healthy activities like sports. Research by Deans et al. (2017) and Pitt, Thomas, & Bestman (2016) suggests that the pervasiveness of gambling branding in sport is itself serving to neutralize perceptions of the risks associated with gambling. This process of normalization is further enhanced by the "health halo effect," whereby the positive qualities of sport are transferred to gambling companies, making them less injurious (Maher, Hu, & Kolbe, 2006).

Other ethical issues refer to the exposure of vulnerable groups, namely minors and problem gamblers. Due to several gaps in advertising legislation, despite the respective regulatory efforts in countries like Australia and the UK, minors are often exposed to gambling sponsorships (Lopez-Gonzalez & Griffiths, 2018b). The role of social media regarding promoting gambling to youth is specifically significant and problematic because the content that underage users come across is difficult to control (Hoernle et al., 2019).

Several countries have tried to counter the negative influences of sponsorship using regulatory measures. For example, the whistle-to-whistle ban in the UK prohibits gambling advertisements during the live broadcast of sports events in order to avoid the exposure of young people to gambling ads (Purves et al., 2020). In the case of Australia, attempts at reducing gambling sponsorship within AFL and NRL have had mixed outcomes with the gambling firms so entrenched in the financial setups of both leagues

(Thomas et al., 2012; Lindsay et al., 2013). However, the particularly poor record of regulatory self-monitoring by gambling companies to prevent gambling harms is laid bare in Regan et al., 2022.

In a bid to quell this growing threat, there have been several measures of prevention by sports organizations and political institutions. Various federations and regulatory bodies have come up with measures regarding awareness, codes of conduct, and integrity packs trying to educate athletes, referees, and coaches about the risks entailed in manipulation and the care needed to maintain fair play. For instance, the sports actors in Europe have devised educational campaigns in the framework of the "3Rs" scheme—recognize, resist, and report—as a way of providing them with the necessary pragmatic tools to identify and resist any proposal for match-fixing.

Some countries have already integrated the duty to report any known corruption of matches into their criminal laws; among them is Portugal. This is a good measure; however, in too many cases, the athletes are facing personal and professional risks by reporting match-fixing attempts, which further complicates the enforcement of integrity policies, as noted by Moriconi & De Cima (2020), raising questions in respect to the effectiveness of these measures.

International and national sport organizations have proposed a variety of countermeasures, ranging from educational prevention campaigns and codes of ethics to new legal frameworks, to consolidate concerns over the integrity of sport and match-fixing. For instance, the European Union prioritizes combating match-fixing in its Work Plans for Sport. The Macolin Convention, among other initiatives, started laying down a formal framework of the ways in which coherent prevention and measures are in place to deal with manipulation of sports competitions. However, in most countries, its operationalization into laws is not uniform; therefore, its enforcement becomes very difficult. For instance, Portugal signed the Macolin Convention in 2015 and drafted another legal framework regulating online gambling, through which the operating market, when amended, went from a monopoly one to a license-based one (Moriconi & Almeida, 2019a). In spite of that, many issues persist with regard to how to put such regulations into practice and deal effectively with the specific features of modern sports bet markets.

2.3.1. Monitoring and Reporting Systems

Monitoring and reporting mechanisms essentially make up a very fundamental aspect of match-fixing control. The setting up of mechanisms, such as the IOC Integrity Betting Intelligence

System (IBIS), helps in highlighting irregular betting patterns and any other fraud in sports competitions. Whistle-blowing systems have been set up to let athletes and sports administrators secretly report any integrity breaches.

In 2005, The International Betting Integrity Association was formed, IBIA - a nonprofit association - is the leading global voice for integrity in the licensed betting industry. Members share a common purpose of combating betting corruption to protect both the integrity of sport and of their businesses. Their membership includes many of the world's largest regulated betting operators, which have businesses across six continents.

The establishment of this national reporting mechanism in Portugal for the match-fixing cases reveals a major step forward in the direction of addressing the issue. According to Moriconi and Teixeira-Diniz (2016), these channels rely on the willingness of athletes and other sporting institutions to cooperate with law enforcement agencies and other controlling authorities.

2.3.2. Integrity policies in Portugal

The National Plan of Ethics in Sport (PNED) represents the flagship government initiative in this respect, aiming at a diffusion of ethical values in sport, such as truth, cooperation, respect, responsibility, solidarity, tolerance, and mutual aid, especially in the young. However, specific and operational measures to fight against match-fixing were missing, as acknowledged in a questionnaire by the EC expert group on match-fixing. Meanwhile, some sports federations, such as the Portuguese Football Federation and the Olympic Committee of Portugal, have taken steps to close this gap. The representative organizations raise awareness through prevention campaigns, formative actions, and theoretical/practical training, equipping them with practical tools to manage, resist, and report cases of match-fixing and other integrity threats.

There are a total of 115 partners between PNED, according to the IPDJ website, including national and district federations and associations, newspapers, television channels, and others.

2.3.3. Legal Framework in Portugal

Curiously, the Portuguese legal framework concerning gambling has been in constant evolution up to the present date, with the biggest ever reform of legislation occurring between the years 2014 and 2015. This reform allowed online gaming regulation through, among others, the

regimes of licensing and taxation by means of RJO and IEJO, with the purpose of encouraging competition and fresh ideas to equal the growth experienced within the industry, as well as to make it a strong economic pillar. In parallel, however, such legislation is directed at protecting consumers and promoting responsible gaming. Hence, the public has been mixed, sometimes in alarm at problem gambling and social impact, enthrone a variety of protective measures from deposit limits to self-exclusion tools. Whereas that may be the case, modern laws such as Law No. 14/2024 will focus their attention on the protection of sports integrity through, amongst others, match-fixing methods by way of criminalization of unsporting bets. On the other hand, reporting suspicious activities requires punishments for offenses starting from corruption to imprisonment of up to 8 years. This law ensures accountability will lie among the various sports organizations regarding betting offenses and sets a framework that seeks to ensure that the playing fields for all competitive sports are leveled. Recent Sports Betting Legislation Updates In 2024, Law No. 14/2024 was promulgated, furthering sport integrity through the criminalization of match-fixing and reporting of suspicious activities. It prescribes severe punishments, including imprisonment and sanctions like point deductions or exclusion of teams from tournaments. Regulation, Consumer Protection: The protection extends to manipulation in sports competitions and also covers education courses for athletes and officials with corresponding preventive measures. Match-Fixing: The law follows compliance and integrity in sports betting at the national level in coordination with police and international organizations. The following are the requirements: Licensing and Regulation: One has to be licensed to operate with strict adherence to regulation. For the protection of consumers, operators shall be required to implement responsible gambling measures, which may include deposit limits and self-exclusion facilities. Reporting suspicious activity shall be a binding requirement on the part of every sports agent to report bet manipulation and match-fixing. Coordination of Law Enforcement: There shall be tight liaison between judicial police and the sporting body on follow-up and enforcement of betting legislation.

2.3. Marketing Strategies and Their Role in Problem Gambling

The marketing methods utilized by betting organizations have significantly contributed to the normalization and general acceptance of sports betting. Jones et al. (2019) contend that betting companies have systematically integrated their advertising into sports broadcasts, obscuring the

distinction between fandom and gambling. These promotional activities aim to encourage impulsive betting habits by fully embedding gambling into the process of sport consumption. For example, in-play bets-promotions of wagers taken out during live events-have become commonplace. The promotions increase the engagement of consumers whose likelihood of impulsive betting is higher-particularly sport enthusiasts who tend to become attached to the outcomes of events they view.

Gurrieri discusses in 2023 how sophisticated digital marketing is used by betting companies in the activation of particular populations, especially among young people. Targeted advertising, push notifications, and gamified interfaces of frequent interactions with the bet website are just a few. The personalization of promotions, along with the use of psychological nudges, further raises the appeal of sports betting for younger consumers by normalizing gambling behaviors and increasing the potential for problem gambling. Bomberger asserts that the digital aspect of contemporary sports betting allows advertisements to reach a broader audience, particularly among younger demographics, who are more vulnerable to the appeal of tailored promos (Bomberger, 2021).

Deans et al. (2017) demonstrate an association between exposure to betting commercials and the incidence of problem gambling, especially in younger demographics. Deans et al. found that in-play bet advertising, which allows individuals to place bets during the game, increases the excitement and glamour of gambling. Such advertising turns out to be very effective in encouraging impulsive gambling, and the findings support there is a positive correlation between exposure to such advertising and problematic gambling behavior.

The growth in gambling advertising and sponsorship of sport has further provided the opportunity to engage the promotion of betting behavior, especially at a young age and among vulnerable groups. Authors such as Deans et al. (2017) contend that marketing has played a critical role in embedding gambling at the core of the sport consumer experience, often at the expense of downplayed associated risks of gambling behavior. The normalization is particularly pronounced in football, where gambling businesses have emerged as important sponsors of football clubs.

Gambling sponsorship significantly influences consumer brand awareness and behaviors, especially among teens and individuals with gambling issues. Bestman et al. (2015) and Pitt et al. (2016) illustrate that youngsters as young as eight years can recognize gambling brands and link them to their preferred sports teams. The study indicates that children who view sports are more adept at recognizing gambling sponsors, highlighting the ubiquitous presence of these sponsorships (Djohari et al., 2019).

The relationship between gambling and sport has become increasingly intertwined, with gambling companies among major sponsors. Hing, Vitartas, and Lamont (2013) argue that this type of sponsorship has inadvertently helped make gambling more acceptable and can even create an environment that provides an opportunity for match-fixing to take place. Gambling sponsors are very prominent in football, and that raises serious ethical questions about whether the sport is at risk from corruption. Lopez-Gonzalez and Griffiths (2018a) emphasize that the influx of gambling funds enhances incentives for match-fixing, since organized criminal syndicates exploit the relationship between betting markets and athletic events.

The integration of betting into the symbolic culture of sport is a primary issue regarding the intersection of gambling and sport (Deans et al., 2016, 2017a; Gordon & Chapman, 2014; Lamont et al., 2011; Thomas et al., 2015). This method specifically depends on the relationship between wagering and sports, since betting advertisements seek to "sterilize" gambling by linking it to health-related symbols of athletics and physical activity (McMullan & Miller, 2008; Milner et al., 2013). Of primary concern is the potential for high-intensity betting marketing to have major detrimental effects on vulnerable populations, including minors, young adults, and individuals in recovery from gambling issues.

Researchers have identified gambling advertising as a significant contextual element that stimulates gambling engagement, exacerbates problematic gambling, and normalizes gambling in society (Bouguettaya et al., 2020; Shaffer, LaBrie, & LaPlante, 2004).

A considerable number of clubs in various leagues, particularly the English Premier League, are sponsored by gambling companies; Taylor reports that in 2023, eight English Premier League soccer clubs will feature gambling firms as shirt sponsors, collectively valued at an impressive 60 million dollars.

In Portugal, betting companies or casinos sponsor 14 of the 18 teams in Liga Portugal, the main football competition in the country, as shown in the following figure:

Team	Has Equipment Sponsor?	Sponsor Name
Sporting	Yes	Betano
Porto	Yes	Betano
Santa Clara	Yes	Lebull
Vitoria Sc	Yes	Placard
Famalicao	Yes	Placard
Braga	Yes	Moosh
Benfica	Yes	Betano
Moreirense	Yes	Placard
Gil Vicente	Yes	Golden Park
Avs	No	-
Casa Pia	Yes	ESC Online
Rio Ave	Yes	Solverde
Estoril	Yes	Solverde
Arouca	No	-
Boavista	No	-
Nacional	Yes	Solverde
Estrela Da Amadora	No	-
Farense	Yes	Placard

Table 2.1: Sponsorship from betting companies in Liga Portugal

Concerns about the ethical implications of such sponsorship deals have arisen due to the association between betting brands and sports teams, particularly when they expose young audiences to these advertisements during live broadcasts (Lopez-Gonzalez et al., 2017b). Lopez-Gonzalez, Estevez, and Griffiths (2017b) observe that these advertisements frequently create a false sense of control by implying a connection between sports knowledge and betting success, a notion that may mislead novice bettors.

2.4. Impact on Vulnerable Populations

The exposure of adolescents to gambling marketing has been a significant concern in numerous countries. Despite the UK's "whistle-to-whistle" prohibition, which aims to limit gambling marketing during televised sports, there are still loopholes that expose minors to these advertisements. Thomas et al. (2016) discovered that adolescents often encounter gambling logos in the media they consume, including trading cards, stickers, and sports publications.

Not only are sponsorships and ads ethically dubious, but they are also empirically correlated with an increase in gambling practices, particularly problematic gambling, among the general populace. Hing et al. (2015) emphasize the correlation between exposure to gambling promotions and the normalizing of gambling, which has led to increased rates of gambling addiction in numerous countries (Hing et al., 2015).

2.5. Definition of Gambification and Normalization of Betting in Sports

The phenomenon of gambling's growing incorporation into sports is termed "gambification." The deregulation of online betting markets and the advent of new technologies for real-time wagering on nearly every facet of a sports event propel this phenomenon. Sports gambification broadens the betting landscape, transforming each game, set, or point into a prospective wagering opportunity (Lopez-Gonzalez & Griffiths, 2018).

Football broadcasting has seen a flood of live odds, shirt emblems, holograms, and augmented reality messaging populate live match commentary. The relentless exposure to betting-related content has triggered a cultural shift toward the perception of gambling as an intrinsic part of sports. Lopez-Gonzalez et al. (2017) indicate that the amalgamation of gambling advertising and live betting has obscured the distinction between sports fandom and gambling, raising apprehensions over the integrity of sports tournaments (Lopez-Gonzalez et al., 2017).

The gamification of sports has altered fan engagement significantly. Instead of appreciating sporting events for their intrinsic worth, audiences may increasingly perceive them as avenues for monetary profit. The transition from intrinsic delight to intrinsic drive may adversely impact the integrity of sports. Walsh and Giulianotti (2021) contend that the monetization of sports via betting undermines the essential tenets of competitiveness and sportsmanship.

The drive to attain financial returns from betting operations has, in some cases, led leagues and teams to compromise equitable competition for financial reasons. In some cases, this trend has led to decisions that beg many questions and may alter the integrity of the competitions. Such decisions involve the resting of key team players or alteration of strategy for a particular approach that may be helpful in the maximization of betting outcomes. This has raised concerns over the legitimacy of event outcomes.

One of the biggest social implications of such an increase in sports betting is the normalization of gambling through sponsorship and advertising in sports. Lopez-Gonzalez and Griffiths (2018) comment that the exponential growth of gambling sponsorship in sports—particularly football—has commenced a period where the boundary between sports consumption and actual gambling has become increasingly ambiguous. More or less half of the teams in the English Premier League were wearing gambling logos on their shirts for the 2022–

23 season. The constant visibility of gambling logos manufactures a belief among young viewers that wagering is an intrinsic element of sports fandom.

Gambling sponsorship encompasses more than traditional forms of sports sponsorship; it involves social media influencers and brand ambassadors. Gambling brands are therefore endorsed by the athletes and celebrities who receive monetary compensation, which further spreads gambling advertising (Hoernle et al., 2019).

Djohari et al. (2019) caution that repeated exposure to gambling advertisements can have an earlier increase in the uptake of gambling activities among young individuals, hence an increase in risks that can lead to a later path of gambling problems later in life. Gainsbury et al. (2016) raise these concerns, arguing that this continued exposure to betting advertisements desensitizes the audience against the detriments of gambling, hence normalizing such activities to become socially acceptable.

This is also furthered by betting narratives in sports media reporting. Sports commentators are increasingly incorporating odds into their game analyses, changing the narrative from physical achievements to a story of wagering. A shift in this narrative would therefore have implications for how spectators view the game and start looking at sports from the perspective of gambling.

2.6. The hyper-commodification of sports

Experts claim that the deep involvement of professional sports leagues with betting organizations has led to the hyper-commodification of sports. The term describes the rising commercialization of sports, wherein business aspects often dominate over athleticism. Walsh and Giulianotti (2007) contend that sponsorship deals between betting companies and teams epitomize this trend, with such partnerships focused on maximizing profit rather than upholding traditional ideals of sportsmanship and community service.

Anderson (1993) says he is apprehensive that the commercialization of sports through betting sponsorships will deplete the social and expressive value of sports. Anderson (1993) warns that sports clubs, dependent on betting proceeds, will soon lose their character as community organizations and shift their focus from developing athleticism and civic pride to

maximizing profits. This could lead to a decline in the inherent benefits of sports, which include providing entertainment, fostering social bonds, and fostering community pride.

Gurrieri (2023) extends this critique into an examination of how sports commodification affects the nature of fan engagement. In her view, increased financial gain from betting diminishes both the communal and emotional dimensions of being a sports fan. Those for whom sports are a means of profit-making will hardly appreciate the hidden curriculum of respect, shared identity, and community belonging that underpin the game itself. This transactional model of sports consumption has the potential to diminish the collective nature of being a fan, as what was once a communal activity has now become individualistic in the pursuit of money.

Manzo (2022) further emphasizes other concerns about ethical implications of the hypercommodification of sports. He argues that greater embedding of betting into sports culture threatens ethical standards from sports governing bodies. He says that decisions regarding broadcasting, scheduling, and competitive integrity might be influenced by financial interests, as teams might think about the potential outcomes on bets instead of athletic merit alone.

2.7. Social and Psychological Impacts on Fans

Besides addiction and pathological gambling, other psychological and social effects of sport betting are the emotional and behavioral connections developed by fans with the sporting events. The study by Blank et al. 2021 presents evidence to support the claim that a paradoxical effect of sports betting exists on the emotions of the fans, as it reveals that those supporters who normally wager on their favorite teams feel less positive afterward, even if their team ends up winning. That is the paradox of motivation crowding: the external rewards—things like money—weaken the intrinsic ones—things like the love of sport.

Gurrieri (2023) argues that when gambling becomes the primary motivation for watching sports, it reduces the emotional involvement of spectators with the game, thereby diminishing their enjoyment and sense of belonging to this activity. Deans et al. (2017) have studied the social and psychological effects of sport wagering, primarily focusing on its implications for mental health. Regular sports bettors show higher levels of stress, anxiety, and psychological distress caused by financial risks involved in sports wagering. Impacts are strong in impulsive or problematic gamblers who have a high vulnerability to anxiety disorders and major depression. Deans and colleagues stress that only meaningful interventions and harm

reduction strategies can mitigate the psychosocial cost extracted from vulnerable populations by the sport betting industry.

Media channels have done an important job of changing the perceptions of sports gambling among fans. According to Affleck, sports commentators are increasingly setting the focus for sports stories from physical performance to betting outcomes by putting in more and more odds and betting-related analysis in every game broadcast. The placement of this focus can shift the involvement of fans from an appreciation for the sport itself to a more transactional perspective, where sports viewers are primarily interested in the financial return that they may get from placing a bet (Affleck, 2023).

Lucia 2022 and Manzo 2022 also note that major sport networks now dedicate entire shows to sport betting, such as ESPN's Daily Wager. Such initiatives serve to normalize the gambling industry by framing it as a normal and necessary part of consuming sport. According to Manzo, an exclusive focus on gains might cost the emotional and social attachment that generally keeps the fans with their teams; sport is less a social activity, and interest in physical achievement and team loyalty is lessened.

2.8. Regional variations in the impact of sports betting

The effects of sports betting also greatly vary across regions due to several cultural, economic, and legal variables. Mwesigwa (2018) argues that the aggressive marketing tactics of transnational gambling corporations have contributed to rising rates of youth gambling across the African continent, especially amid mounting unemployment rates and underdeveloped social security mechanisms. Very often, such organizations can be found sponsoring renowned sports teams, which increases their visibility and attraction among young gamblers. The problem is worsened by the fact that most African countries are not stern in regulating; hence, minimal safeguards exist for vulnerable groups against the adverse impacts of gaming.

According to Tak et al. (2020), online betting platforms in East Asia have opened up new avenues for corruption in sports like cricket and football. A lack of stringent regulative mechanisms has been further coupled with the development of highly sophisticated betting markets in which match-fixing and spot-fixing occur. The authors emphasized the need for international cooperation and harmonized integrity measures in the face of the identified challenges.

On the contrary, Scandinavian countries have chosen the State-regulated betting systems that strike a balance between revenue generation and minimization of harm. As Vinberg, Durbeej, and Rosendahl (2020) indicated, these countries have committed a portion of their sport betting funds to social sports facilities and other welfare schemes. This model has, hence, provided a leeway for their governments to keep in check the social effects of gambling while allowing sports betting to increase streams of income. However, these models pose a challenge in today's context while online gaming companies continue to operate and flourish outside the reach of traditional legal regimes (Moriconi, 2018).

2.9. Consumption of Sports Betting in Portugal: Drivers, Trends, and Social Impact

Moriconi and Almeida (2019) developed an extensive study that identifies drivers, trends, and the social impact of sports betting.

One of the primary drivers of sports betting is the shift towards a regulated online betting environment, following the enactment of Decree Law No. 66/2015, which established online gambling regulations. This move legalized the operation of international online betting firms, leading to the proliferation of online platforms that provided easy access to the markets for consumers in Portugal. The convenience of placing bets on mobile devices and the allure of high payout rates from licensed online operators have increased the popularity of sports betting. Another driver of this situation is the cultural normalizing of sports betting, particularly in team sports. Betting conversations embedded in locker rooms and team environments institute a sense of camaraderie—a belonging-bolstering view that betting is an enormously common social practice. A perception that sportsbetting is not only significant but also an appropriate means of engaging in sports furthers this sense of normalization.

One emerging trend in sports betting is live or in-play betting, which involves wagering on virtually any event that occurs during the game. For instance, one could wager on who will score the next goal in the match or who will win the current set. This type of betting, which enables fans to wager continuously throughout a match, has led to the rise of more interactive and entertaining sports. Besides, this shift to in-play betting has driven up real-time engagement and attracted a more youthful demographic that sees instant gratification.

Athletes' involvement in betting has also been on the rise, despite strict regulations against it. Decree Law No. 67/2015 prohibits participation by athletes in betting on matches in

which they are involved, yet players still engage in such activities. According to the players, this is based on low enforcement regarding betting laws and a lack of real consequences for breaking such rules.

All of this brings effects on the social side of this subject, as sport betting generally has a dual positive-negative effect in its impact on the social perspective in Portugal. While it generates huge revenues for sport organizations through sponsorships, thus giving teams and leagues financial support, it also renders sports integrity severe challenges. One of the major issues is match-fixing, where athletes, particularly in lower-tier competitions, manipulate the outcomes to profit from bets placed on their own games. Weak regulation and ineffective enforcement further exacerbate these issues, allowing illicit activity to persist.

Such social problems have set in because of the general diffusion of online betting and the absence of awareness about the risks of sports betting among athletes and fans. The governing bodies of sport, including the Portuguese Football Federation, have carried out a few information campaigns to make athletes aware of the risks, but these efforts remain piecemeal and inadequate to address the scale of the issue.

How does the future look? According to a report by Statista, the online sports betting market in Portugal has experienced significant growth in recent years, primarily due to changes in customer preferences and favorable market conditions.

The future outlook for the online sports betting market in Portugal is highly optimistic, supported by projections from Statista as well as favorable trends in the industry. We anticipate revenue to reach €229.60 million in 2024, and a CAGR of 5.52% from 2024 to 2029, leading to a market volume of €300.40 million by 2029. Drivers include the convenience of both mobile and in-play betting, which are increasingly becoming popular due to the fact that they can attract a younger and more tech-savvy audience seeking instant gratification and real-life involvement with sporting events.

Moreover, every day, digitalization is transforming sports betting by incorporating cash-out options and enabling instant fund deposits. In its turn, this extension to mobile betting underlines the general trend of changing customer preferences toward digital platforms. The regulating function of the governments, including the system of licenses, creates credibility for the sector, secures the segment, and attracts more domestic and international operators. In summary, technological advancements, changing consumer behavior, and a supportive regulatory framework will sustain the rapid growth of the sports betting market in Portugal.

2.10. Analysis of data based on news

In general, sports betting has become one of the favorite kinds of leisure activities in Portugal, and it got such economic stability and growth of popularity among Portuguese athletes. Only the industry of online sports betting in Portugal contributed €1.721 billion in 2023, which already means much for the national economy. The influence of sports betting has also grown via sponsorship agreements, with bookmakers sponsoring eight senior championships across six team sports in Portugal during the 2023/24 season (Forbes Portugal, 2023).

This has further changed the outlook of the betting industry in Portugal, with the extension to online channels like Betano and Betclic. Officially, the top-flight football league in Portugal is sponsored by Betclic—a deal running throughout the 2026–27 season. That is an indication of how companies centered on betting have become an integral part of the development of Portuguese football (Forbes Portugal, 2023). In the same line, clubs like SL Benfica of Portugal have signed sponsorship agreements with online betting operators, such as Betano, and seal the importance of such businesses in boosting revenues within the sport (iGaming Business, 2023; PortuGOAL, 2023).

Not everything that speaks about sports betting can be referred to as an advantage, though. Sports betting does have its share of ethical downsides to speak about. The audiences who view sporting events are also bombarded by advertorials for betting, leading to serious issues of normalizing gambling behaviors among a very young audience. This trend has resulted in increased calls for more robust regulatory frameworks that can balance economic gains with the likely social costs of gambling-related harm. (Correia, 2023). While governments have benefited from the tax revenues generated by betting, growth in sports wagering legislation races well ahead of the development of protective measures for vulnerable populations such as college students. (IMGL, 2023).

These have included, for instance, education and awareness programs on responsible gambling practices to reduce addiction. The initiatives further encourage coordination in sports organizations, policymakers, and betting operators in efforts towards reducing adverse ethical and social impacts of wide sports betting. (The Baltic Times, 2023).

Digitalization transformed the sector, with wider access through mobile applications, while real-time data analytics contributed to the steady growth of the sector. This includes developments that are facilitating the means of how such betting companies do reach key markets, such as the U.K. and the U.S., for greater consumer engagement. (FEE, 2023).

In the final analysis, while sports betting realizes some significant economic gains in the realms of job creation and increasing revenues among governments and sporting bodies, this phenomenal growth is accompanied by attendant problems: ethical issues, addiction, and other governance and integrity questions about sport. A balanced approach, one that should combine regulation, education, and responsible gambling practices, will be important for sustaining the industry's growth while moderating its social costs.

Chapter III – Methodology

The research method adopted by this paper is a qualitative one, combining triangulation of secondary data, interpretation during the development of a critical analysis, and a systematic review of literature. Information was obtained from official club and association websites, news outlets, institutional reports, academic papers, and publications. Additionally, the Instagram social media profile institution was utilized to investigate equipment sponsorships for those companies whose activities were related to the sports betting and online casino sectors.

A query was made to a focus group, and also developed two interviews aimed at obtaining opinions and various views from sports agents.

3.1. Outline of the methodology

3.1.1. Systematic Literature Review and Selection

This dissertation is a qualitative study, in which aggregated data and information were used, secondary sources, documentation and document analysis.

The collection of literature was done by searching in websites as Google Scholar, Research Gate. The keywords used to filter relevant information were: “sports betting”, “match-fixing”, “sports integrity”, “sports betting impacts” and “sports management”. This being done, the next step was to take a look at the articles that were mentioned/referenced the most. By reading the abstract of the articles i could filter the articles I needed to this study and to develop a proper dissertation who could answer the research question “what are the impacts of betting in sports management?”

Primary sources gave history and insight into the technological changes driving the development of the sports betting industry. Reports from Maximize Market Research and Statista were utilized to provide figures in respect of the financial growth of the industry.

3.1.2. Focus on Main Themes

The literature could be collated into these major thematic areas:

- Technological progressions: such a review spoke about the development of sports betting on mobile and internet media, which enables round-the-clock gambling for players worldwide.

- Regulatory frameworks, coupled with integrity concerns: in this regard, a significant component of the review has spoken of the fixing of matches along with regulatory gaps in many jurisdictions, together with measures legislated within international conventions.

This review conducted a general analysis of ethical issues about the normalizing of sports betting through sponsorships and advertisements and its impacts concerning at-risk groups, which include minors and people with gambling problems.

3.1.3. Data Analysis

The assessment used both qualitative and quantitative sources of information to undertake an in-depth analysis of issues attributed to sport betting. In this respect, financial data, such as the projection for market growth, were utilized to indicate the economic relevance of the industry, while qualitative analyses focused on the social and ethical implications of betting behavior, including the normalization of betting through advertising and the impact on minors.

3.1.4. Academic Resources Used

The literature review also included industry reports and news articles, in addition to academic literature to provide the most up-to-date financial data as well as actual examples of shifting events in the sports betting market. These industry analyses framed the theoretical and moral arguments presented in the academic literature.

3.1.5. Face to Face focus group and interviews

The primary tool for the collection of data was a standardized questionnaire regarding the efficiency of Law 14/2024. The following study estimated various dimensions of sports integrity, namely: the efficiency of recently established organisms, such as the National Platform to Combat the Manipulation of Sports Competitions and the National Council for Sports Integrity (CNaID); an analysis of reporting channels concerning match-fixing incidents or events that affected the integrity of sport in Portugal as a result of educational and preventive programs.

The sample size comprised seven sports agents involved in different disciplines of sport, selected by virtue of their professional experience and involvement in the sporting tournaments, which had placed them in a good position to provide insight into the regulatory environment.

Each respondent uniquely contributed to the setbacks and successes of the new legal and institutional frameworks.

3.2. Insights from focus group and interviews

A questionnaire was prepared to interview sports agents regarding their perceptions and experiences related to the efficacy and usefulness of Law 14/2024, the new legal framework for sports integrity in Portugal.

The objective was specifically to evaluate the efficacy of the newly established organizations, including the National Platform to Combat the Manipulation of Sports Competitions and the National Council for Sports Integrity (CNaID). It also examined the agents' impressions of reporting systems and the effects of educational and preventive measures.

Seven sports agents engaged in this research, each contributing distinct perspectives to the challenges of sports integrity within the current regulatory framework.

In addition to the questionnaire study, focus group talks and interviews included national and international athletes. These discussions facilitated a more profound exploration of similar themes and common perspectives across various sporting contexts. The sample comprised seven sports agents from various disciplines.

The primary focus areas of the interview were as follows:

1) Follow-up on the Execution of Action Plans: Respondents were inquired about their awareness of the newly constituted entities, including the National Platform and the CNaID, as well as their perceptions regarding the functionality of these bodies and their impact on the enforcement of Law 14/2024.

2) Reporting Obligation: The inquiries in this section of the questionnaire pertained, among other matters, to the newly established legal responsibilities concerning the obligation to report unsportsmanlike behavior, as introduced by the enactment of Article 6 of Law 14/2024.

3) Respondents also commented on the functionality of reporting systems and the allocation of duties within these systems and preventative programs. This section evaluated the perceived efficacy of the reporting systems established by sports federations and the educational campaigns conducted by organizations, including the Portuguese Football Federation, the Portuguese Olympic Committee, and the Portuguese Institute for Sports and Youth.

4) Secure reporting channels: The participants were consulted about which reporting channels required safeguarding and who should oversee these channels. The choices presented included sports governing bodies, police enforcement agencies, and an independent entity.

5) Recent Scandals: This inquiry solicited respondents to delineate any recent match-fixing scandals they were cognizant of, with particular attention on the "Jogo-Duplo" case concerning professional football, which remains the most significant instance of its kind in Portugal.

Outcomes: The study of the responses produced several significant discoveries. The sports sector is characterized by pervasive institutional corruption and a lack of faith in sports federations. Numerous individuals voiced apprehension that these federations frequently succumb to the influences of personal interests and the relevant sectors, thereby compromising the integrity of sport. The sports agents requested structural modifications in competition organizing by decreasing the number of "insignificant" matches. The appropriateness of the restructure for enhancing sports integrity is debatable, as its overall efficacy has been called into question. There seems to be a significant deficiency in education and awareness regarding competition manipulation, the new regulatory framework, and responsible gaming. Only a limited number of sports agents had undergone formal education about contemporary challenges, and the substance of such education was cursory. Sports betting is a prevalent form of entertainment among sports agents; yet, instances of manipulation for motives unrelated to betting have been observed to occur more frequently than those influenced by betting. Ultimately, reporting procedures were deemed hazardous and likely to provoke retaliation inside the sports domain, and they lacked adequate substantiation. The majority of respondents endorsed a more efficient and effective general reporting system led by the police, followed by sport-oriented programs. They emphasized the need for independent protection procedures similar to those employed by bodies addressing doping at both national and international levels.

Chapter IV – Discussion

The rapid growth of sports bets, especially online, increases the risk of corruption and match-fixing, thereby compromising the integrity of sports. Other looming threats on a large scale to sports governance include transnational criminal networks that manipulate the outcomes of games for betting revenues. Portugal was one of the countries where high-profile cases shook the very regulatory vulnerabilities, spurred legislative alignment with the Council of Europe's Macolin Convention, and created national monitoring platforms.

The legal system has faced challenges due to the intricate sports betting market, prompting debates about whether to implement reforms like the initial ones that established a licensing system for betting operators, outlawed match-fixing, and imposed harsh penalties. The recent law consolidates the commitment of Portugal to integrity in sport, especially regarding the promotion of cooperation between national and international agencies and protection of vulnerable populations, notably junior athletes.

Notwithstanding these regulations, sponsorships and advertising from betting companies have nevertheless emerged as significant revenue streams for sporting organizations. While it funds the sport, this may raise ethical questions regarding whether gambling is normalized within sports culture. Further concerns exist related to the wider impacts of sponsorships, advertisements, and in-sport live bets have on vulnerable populations, such as young fans who remain vulnerable to gambling.

Financial stakes, sometimes deemed more important than sporting principles such as fair competition and community pride, have contributed to the changing nature of fan participation. This trend points toward the ethical challenge that commodification brings with it in sport and demands an effective balance in regulatory strategy that helps protect both the integrity of sport and minimizes social harm from gambling.

4.1. Risks to Integrity in Sport

This growth of sports betting, latterly through online providers, has greatly heightened the integrity risks for sport. Match-fixing, which is broadly defined as an intentional act of manipulation of sports outcome for betting gain (Maenning, 2005), has been a recurring problem since the early Olympic Games. The modern development of the online betting market has created new opportunities for criminal activities involving, above all, transnational networks that manipulate sporting results for betting-related profits. In this regard, among the authors who stress match-fixing as one of the most serious problems facing modern sport integrity, one may mention Huggins (2019) and Tak et al. (2018a).

Portugal is no exception to these risks. Among the most infamous examples stands the so-called Jogo Duplo case: manipulation of football matches within the Portuguese leagues by an organized cross-border criminal syndicate. This case has actually revealed very serious loopholes in the regulatory framework and made evident the vulnerability of sports toward such corrupt intentions. Against this growing menace, Portugal became the State Party to Macolin Convention in 2015, aligning itself with the initiative of the Council of Europe concerning combating manipulation in sports competitions. The Macolin Convention was a turning point for the Portuguese government by aiming at consolidation of cooperation in matters relating to match-fixing between national governments, sports federations, and betting companies.

In this regard, Portugal established a national platform intended "to facilitate the information sharing between the interested parties and to monitor suspicious bets placed" (Moriconi & De Cima, 2019). The educational approach has also become one of the core aspects of sports integrity protection policy in Portugal. The COP and the FPF have taken a proactive lead in mounting awareness-raising campaigns amongst athletes, coaches, referees, and other professionals involved in sport on the risks of manipulative practices in competitive sport. These campaigns are underpinned by the 3Rs framework-Recognize, Resist, Report-providing clear guidance and tools regarding what to look out for and how to react to corrupt practices. Between 2016 and 2018, more than 1,200 sports professionals have been trained in ethical behavior and sport integrity (COP, 2018).

The Jogo Duplo scandal gave the impulse for legislative changes about the strengthening of legislation concerning sport betting. The application of Law No. 13/2017 did, however, make a giant leap toward the criminalization of unsporting bets and thus issued far more serious sentences to those implicated in the match-fixing practices, including imprisonment, fines, and even penalties sport-related. This law also made a great contribution toward providing protection accorded to vulnerable groups, especially minors, from risks associated with sports betting and focused on youth competitions. Besides punitive measures, the legislation also put sufficient emphasis on education and training in the prevention of match-fixing and to maintain ethical standards in the internal settings of the sports organization.

Despite all these developments, one of the most serious barriers to rooting out the match-fixing is the Web of silence-omertà-that permeates most sports organizations. It is this culture of silence that makes athletes not report corruption incidents due to fear of retaliation or damage to their careers. Under conditions of delayed or low wages, professional athletes, especially in the lower leagues, are susceptible to financial vulnerability, which is easily targeted by the financial incentives from match-fixing syndicates. This issue underlines that more regulatory oversight and better protection mechanisms concerning whistleblowers are required so that the reporting of corrupt practices can be made without fear of repercussions. A second major regulatory challenge introduced is, in fact, brought about by the globalization of sports betting. While online platforms operate in several jurisdictions, the differences in national regulations will ensure that criminals exploit the gaps, making it hard for single countries to effectively detect and prosecute match-fixing. Accordingly, the only way this increasingly complex problem can be fixed is through international cooperation. As such, scholars like Abbott and Sheehan 2013 argue that Portugal's ratification of the Macolin Convention, coupled with its setting up of a national platform for monitoring suspicious betting activities, becomes very crucial to deal with these challenges. However, this has been accomplished without significant public controversy or substantial investments by the state, and, moreover, sports integrity is unlikely to be secured in the longer term without further investment in education programs and international cooperation. Conclusion Although the progress made by Portugal in mitigating the threats that betting poses to sports integrity has been significant, the complete eradication of match-fixing is unlikely ever to be achieved. The legal changes and educational programs introduced over the last decade have provided a sound foundation from which sports integrity can be safeguarded. With the complexities of cross-border betting on one hand and the financial vulnerabilities of the athletes themselves, on the other hand, more needs to be done-specially in terms of cooperation between national and international authorities-to make the efforts against match-fixing and for the protection of the integrity of sports sustainable in the longer term.

4.2. Changes in Laws and Legislation

The legislative framework governing sports betting in Portugal has gone through serious changes over the past two decades, driven by the rapid development of online betting technologies and the increasing need for a more organized regulatory environment. Throughout a considerable part of its history, Portugal had a very repressive attitude toward gambling. It adopted legislation with the aim of reducing further social issues related to betting, such as addiction and criminality. However, in the early 2000s, it came to the view that those laws were no longer effective to perform proper control over the increasingly complex and internationalized bet market (Moriconi & Almeida, 2019a).

The first major step toward modernizing Portugal's gambling laws was taken in 2005 when the government set up a working group entrusted with developing a national policy on gambling (Jogo Seguro, 2015). This need was felt to be necessary and so the group went ahead to develop a wide legal framework that focused on the realities of this new digital age, especially the development and increase in online betting platforms. This policy laid the way for the establishment of Law No. 73/2014 that had a regulatory framework which included online gambling and more importantly sports betting. While this legislation was further complemented by Decree Law No. 66/2015, whose effect was legally to establish the RJO and simultaneously create a licensing regime for online betting houses (Moriconi & Almeida, 2019b).

Thus, the RJO was one seminal legal milestone in the development of the legislation governing bets in Portugal for the simple fact that it had clearly outlined how online bookmakers would be licensed and their activities regulated. This regime requires operators to adhere to stringent standards in terms of transparency, integrity, and fairness, going so far as to even revoke licenses on grounds of non-compliance by the government. This system ensures protection for the consumer while legalizing the online bets in Portugal in a controlled environment and receiving substantial revenues as taxes in the process.

The most significant tool for the regulation of the betting market was created in 2015 and goes under the acronym IEJO, standing for Special Online Gaming Tax. It turned out very quickly that it would be an elementary tool for revenue, being able to promote responsible gambling at the same time. The tax structure was intended to provide funds not just for the state, but also for public services and the sports sector, further reinforcing the government's commitment to the economic benefits of regulated betting. Portugal had been able to show very positively the impact that a properly regulated betting industry could have on the wider economy by reinvesting a portion of its tax income into public initiatives and sports development.

Other developments followed in 2017 with the passing of Law No. 13/2017, introducing criminalization of unsporting bets to further strengthen the regulatory framework, especially those placed by athletes, officials, and agents who were directly involved in sports competitions. The current law underlined the protection of youth sports where betting on underage competitions was banned, with stringent penalties imposed on persons and entities found to be involved in match-fixing. Furthermore, the law adopted the need for sports organizations to promote yearly training on the importance of ethical behavior and the risks pertaining to the practice of match-fixing, within a more general strategy for raising awareness on the integrity of sports. The latest legal reforms came with the publication of Law No. 14/2024 aiming to further consolidate and strengthen Portugal's commitment to combating match-fixing and safeguarding the integrity of sports. This law brought Portuguese legislation into line with the Council of Europe's Macolin Convention on the manipulation of sports competitions, which called for national governments to work in close cooperation with sports organizations and betting operators to monitor and prevent corrupt practices (Council of Europe, 2014). Amongst others, the law provided a national platform through which suspicious bets could be reported while serious penalties against corruption by licensed sports agents and officials were imposed.

Notwithstanding these two major developments in the law, there are still challenges to the complete enforcement of this regulatory framework and these are; firstly, the cross-border nature of online betting platforms where criminals can manipulate gaps in the regulation between countries. It is here that Portugal has tried to redress these challenges, including adhering to the country through the Macolin Convention to creating a National Platform for Monitoring. However, scholars like Moriconi and Almeida urge more be done as a way to increase the levels of cooperation between national authorities and international organizations. What's more, the consistent growth of the online betting market also puts regulators on their toes in a difficult balancing act between consumer protection and the promotion of competition and innovation within the industry.

Conclusion: Indeed, this has been the evolution of the legal framework in Portugal, showing the commitment of the country to renewal towards an approach in regulating gambling. By enacting complete legislation, prioritizing the values of transparency, integrity, and consumer protection, Portugal has really been in the lead when it comes to regulating online betting. Nevertheless, with this market growing even bigger, the government will have to continue paying considerable attention to enforcing those laws and addressing the broader social impacts of gambling.

4.3. Betting as a Sports Incentive Through Advertising and Sponsorship

A combination of developments in online platforms and the liberalization of many countries' laws on gambling has seen the relationship between sports and betting become increasingly intertwined over the last couple of decades. Perhaps the most significant development in this relationship is the increasing role that betting companies play as sponsors and advertisers within the sports industry. This is the case for countries like the United Kingdom, where gambling companies now include some of the most prominent football teams and leagues. For instance, during the 2019–2020 football season, half of the teams in the English Premier League had shirt sponsorship deals with betting companies, while nearly 70% of teams in the Championship were similarly sponsored.

After 2015, the Legalization and Control of Online Betting by Decree Law No. 66/2015 created, for the first time in Portugal, an opportunity for such companies to become key business partners for sports organizations. The introduction of a system for licensing online betting operators allowed companies to enter the Portuguese market in accordance with the law and establish sponsorship arrangements with football clubs, leagues, and sporting events. This development has strongly influenced the current situation of the sports industry in Portugal and, above all, the financial contribution that the betting companies bring into the sport organisations through advertising and sponsorship.

Sponsorship by a betting company means that sports organisations get a regular and significant source of income, which in countries with limited public funding for sports has increasingly become of greater importance. The revenues brought into the country through betting sponsorships have given football clubs and other sporting organizations a chance to invest in infrastructure, player development, and other activities that can be showcased for the quality and competitiveness of their sport. Then, in 2015, the Special Online Gaming Tax-IEJO further cemented this financial relationship, via the State, between sports and betting, and some of the money from that was invested back into public services and the sports sector. On these grounds, the betting companies became one of the vital players within the commercialization of sports in Portugal.

The omnipresence of gambling operators in sports advertising and sponsorship has not been inconsequential in normalizing gambling within the sport culture that many have coined "gamblification" of sports. The modern sport fan now receives intensive exposure to gambling stimuli, including live odds flashed during the game, betting company logos emblazoned across players shirts, and promotion of gambling apps during broadcasts. This has raised concerns about potential social harms associated with gambling, especially regarding vulnerable populations such as minors and those who have a predisposition to gambling addiction. Indeed, studies have recorded that exposure to gambling adverts during sports events may increase the likelihood of engaging in gambling activities, particularly among young people, simply because of heavy exposure (Pitt et al., 2016; Lopez-Gonzalez & Griffiths, 2018a). In Australia, for instance, studies have shown that despite the whistle-to-whistle ban, which was supposedly put in place to limit exposure during live games, children who view sports broadcasts frequently are still exposed to gambling promotions. Normalizing gambling, on this note, has raised some very serious ethical concerns, as it may encourage gambling problems among younger audiences. For instance, some scholars such as Binde, 2014, consider gambling advertising to be one of the major driving forces for increased prevalence of gambling addiction. The use of sports to advertise betting services may be working to decrease people's defenses about gambling by associating the activity with the positive emotions generated in sport. Furthermore, a study conducted by Lopez-Gonzalez, Estevez, and Griffiths in 2017b demonstrates that gambling advertisements tend to downplay the risks associated with it, while at the same time they foster an illusion of control-a perception that being good at placing bets depends on skill regarding the sport on which the bets are placed rather than luck.

Concerns on these aspects are translated by Portugal's RJO into a responsible gambling provision that calls for the inclusion of responsible gambling messages during betting operators' advertising, yet there are still concerns regarding the pure volume of gambling adverts normalizing betting behavior. There is some evidence to support that messages related to responsible gambling might be a poor counterbalance to the more ubiquitous and dominant gambling advertising during sports broadcasts (Lopez-Gonzalez et al., 2017b). This problem is even more acute for countries like Portugal, where sports betting has taken off in rather overt and ubiquitous ways since the online betting regulation in 2015 (Moriconi & Almeida, 2019).

Beyond the social harms related to gambling, such an intimate relationship between sports organizations and betting companies has also raised concerns regarding potential impact on the integrity of sports competitions. The financial dependence of sports organizations on betting sponsorships creates conflicts of interest when betting companies are given privileged access to official match data that they use to set odds and promote betting opportunities. This can be the reason this relationship can be disastrous when efforts to combat match-fixing and other forms of corruption, because the commercial interests of betting companies become higher than the need to preserve fairness and integrity in sports competitions. The same concerns turn out to be highly topical for Portugal, which has already faced a number of match-fixing scandals, such as Apito Dourado and Jogo Duplo, which came to disclose relative vulnerabilities of the sports sector.

All of these, to a certain extent, have been addressed by various countries through the imposition of more restrictive regulations on gambling advertising and sponsorship. For example, in 2019 Italy decided to ban all gambling promotional activities, including advertising, sponsorship, and commercial communications, based on its policy of protecting vulnerable groups from gambling harm (Menmuir, 2019). Contrasting this with countries such as the United Kingdom, however, these have been more self-regulatory in their approach, using measures such as the UK Gambling Industry Code and the whistle-to-whistle ban to limit the extent to which gambling advertising takes place during live sports broadcasts. Although Portugal has not gone as far as Italy in the ban of gambling sponsorships, a number of measures to protect consumers, with particular emphasis on minors and vulnerable citizens, from the adverse influence of bets advertising were mentioned by the country's regulatory framework. In conclusion, sponsorship of bets brings in important financing for sports bodies in Portugal but also offers serious ethical and social issues. The gamblification of sports, occurring as a result of the omnipresence of betting companies through advertising and sponsorship, normalises gambling within sport culture, with implications of problematic gambling behaviour and undermining the integrity of sports competitions. This therefore requires the regulators, sports organisations, and betting operators in the future to work together to strike a balance between the economic benefits of betting sponsorship with the need to protect vulnerable groups from the harmful effects of gambling.

4.4. Gamblification of Sports

Gamblification describes the increased commodification of sport and the influence that gambling interests have upon it. Such a development has become possible due to the unprecedented growth in the revenues created by the world sports betting market, favored by the expansion of online betting platforms and the liberalization of the gambling markets in several countries (Lopez-Gonzalez & Griffiths, 2018; Wood, 2020). It influences not only how fans engage with sports but also the structure and governance of sports as a result of betting becoming more deeply embedded into the sports experience.

The year 2015 represented an important turning point in the gamblification of sports when the legalization and regulation of online betting occurred in Portugal under the regime jurídico dos jogos e apostas online. This created a licensing system for online betting operators whereby the betting firms had an opportunity to approach the Portuguese market legally. It created an eruption in the industry of sport regarding sponsorships, advertising, and marketing related to bets. Since then, betting has become an increasingly visible part of the sports landscape in Portugal, sponsoring teams and advertising during broadcasts, offering fans new ways to engage in sports through innovative services such as in-play betting. This is according to Moriconi & Almeida, 2019.

Arguably, the most profound ramification of the gamblification of sports is the mode in which fans address or approach the sport itself. Rather than being considered a form of entertainment or sporting event, the interest for many fans in contemporary times has been in sports as part of the possibility of financial gain through gambling on bets. The risk here is that this shift in interest away from the intrinsic values of sports-such as competition, fair play, and community pride-onto financial gain threatens the gamblification of sports culture over the long term (Walsh & Giulianotti, 2021). There is a concern that the more BET becomes integrated into the consumption of sports, the more instrumental fans may become about sport: in other words, a disposition toward viewing the outcome of a match is made predominantly in terms of financial return rather than for sporting reasons. This is echoed by the concern of authors such as Lopez-Gonzalez et al. (2017) and Tak et al. (2018a).

Added to this, of course, has been the rise of micro-betting—that is, placing bets on real-time events during a match, such as how many corner kicks or yellow cards occur. Every single moment in a match starts to become a betting opportunity rather than just merely appreciating the outcome of the competition as a whole (Lopez-Gonzalez & Griffiths, 2018). For instance, micro-betting has been on the rise in Portugal since the regulation of online betting, a practice through which licensed operators provide fans with a myriad number of bets that one can place during a live sports event. As it is noted by Moriconi & Almeida 2019b, for instance, commercialization of sport through betting has also raised ethical concerns about integrity in sport competitions. With increased dependence on the revenue provided by the betting companies, there is a risk of commercial interests in betting taking over the value of sport itself—namely, fairness and competition (Tak et al., 2018a). This has been of particular concern in Portugal, where the close link between sports organizations and betting companies has led to fears of bets undermining interests in maintaining sports competition integrity (Moriconi & Teixeira-Diniz, 2016). For instance, any official match data provided by sports organizations to betting companies creates preferred access to insider information with the potential to affect the outcome of a bet. An example is the concern about potential conflict of interest issues that come with such a deal (Forrest & McHale, 2019)

Another area where the gamblification of sports has greatly affected is sports governance. As such, the deeper the setting of betting into sports, the more urgent the need for sports organizations to come out with policies and regulations that would help address the unique challenges thrown up by the betting industry. In that sense, Portuguese Law No. 14/2024 is an important step forward, as it unifies and updates the legal provisions concerning sports integrity with the approach of the Council of Europe's Convention on the Manipulation of Sports Competitions (Council of Europe, 2014). This law is focused on preventive measures by way of education and training to sports agents and has created a national platform to coordinate the efforts against match-fixing. As such, Moriconi & Almeida (2019) have reported.

In conclusion, gamblification of sport has changed the ways of consumption and valorization, raising important ethical and social questions. With betting becoming increasingly intertwined into the very fabric of the sport experience itself, collaboration by sports organizations, regulators, and betting companies will be required to protect the integrity of sport and minimize the social harms of gambling. Policymakers in Portugal and elsewhere are facing the challenge of finding a balance between the business benefits of gambling and the requirement to preserve the intrinsic values of sport (Walsh & Giulianotti, 2021).

Chapter V – Conclusion

5.1. Final Considerations

Sports betting has created significant, multi-dimensional change within Portugal due to changes in the sports industry itself, the legal frameworks that exist, and greater society overall. The legalization and regulation of online betting in 2015 through the RJO have placed sports betting as part of the sporting landscape within Portugal. In fact, the legal development of the country, especially with the approval of Law No. 66/2015 and successive related legislation, marked a radical switch from prohibitionist positions to those that regulate betting activities in a more systematic and restrictive manner. Thereby, the transition brought a number of opportunities and challenges and had a deep effect on everything: from sports governance to the behavior of sports fans and participants.

Another of the impacts of sports betting in Portugal concerns the contribution to the sports industry as a whole. Sponsorship with betting companies has provided essential revenue streams for football clubs, leagues, and events of sport generally, where public funding for sport is very limited. Bet sponsorship has empowered sporting organizations to invest in infrastructure, player development, and bigger sporting initiatives. The Special Online Gaming Tax - IEJO - has also become an important source of revenue for the government, which then reinvests in public services and the sports sector. In this sense, sports betting has provided a catalyst for commercial growth in sports in Portugal, positioning it at the forefront in the modernization process affecting sports economic sectors.

With these economic benefits, sports betting has brought significant risks regarding the integrity of sports competitions. Portugal has passed high-profile scandals in the case of match-fixing, such as the Jogo Duplo case, which unveiled the depth of corruption within Portuguese football leagues and showed just how vulnerable sports can be to fall into the hands of criminal networks. The Portuguese government and sports organizations have taken measures to counter these threats. The ratification of the Macolin Convention in 2015 and the issuance of Law No. 14/2024 created a more solid legal platform in addressing match-fixing, with the emphasis on prevention measures, namely education and monitoring. This law seeks to guarantee the integrity of sports through severe punishment against those who participate in corrupt activities and by providing reporting and coordination mechanisms.

Yet, match-fixing continues; so does the impact of gambling sponsorship on the governance of sports. In Portugal, as sports organizations increasingly develop a dependence on the revenues from betting companies, concerns arise about the potential conflicts of interest generated by financial dependence. This will be the reason why, very close to the sports organizations, betting companies might damage efforts to retain competition integrity if betting interests start to influence decision-making in sports governance.

This "gamblification" of sports is a phenomenon in which betting becomes deeply engrained within the sports experience. Instead of looking at sports solely for entertainment or as a display of athleticism, many fans now approach it as a way to make money through bets. This shift from intrinsic values toward an approach where sports can be seen as yet another way of gaining money does point to ethical concerns, long-term above all, that are linked to the future of sports culture in Portugal. The rise of in-play betting and micro-betting has transformed the way people watch and enjoy sports, where every moment of a match may be turned into another opportunity to place a bet. These developments have increased levels of fan participation and engagement in sports, but the innovations have also fanned growth in the concern for the normalization of gambling and problematic gambling behavior, particularly among vulnerable groups such as minors.

Approaches to Sports Betting in Portugal The approach to sports betting in Portugal has combined a balanced regulatory framework that tries to exploit the economic gains from legal betting while minimizing its social ills. The RJO sets some responsible gambling measures that involve deposit limits and self-exclusion tools to protect the consumer, especially minors and people who might have gambled too much. However, with the increased volume of gambling advertising and prominent betting company involvement in sports sponsorship, such responsible gambling measures are questioned in terms of effectiveness. While the financial returns cannot be scoffed at, it is increasingly clear that necessary regulatory mechanisms must be instituted to ensure such alliances do not damage efforts towards protecting vulnerable groups nor damage the integrity of sporting activities.

Conclusion Sports betting has played a significant role in shaping the sports industry and governance in Portugal, as well as the culture related to sport. The financial rewards of wagering sponsorship and taxation have underpinned the commercial growth of sports, while legislative reforms have enhanced the country's capacity to mitigate the risks of match-fixing and corruption. But it is the gamblification of sport and the normalization of betting through advertising and sponsorship that do create ongoing challenges for the integrity of sport and the protection of vulnerable populations. As the Portuguese betting industry continues to mature

and develop, a balance needs to be reached between fostering economic growth while preserving those ethical and social values upon which the world of sport is based.

5.2. Limitations of the Investigation

During the research of literature, reports and news which could provide data to develop analysis who could respond to the main research question, there were some areas which provided limitations.

The dissertation was based on a qualitative analysis of the impacts of betting in sports management, but being this a sensitive subject, there was not many quantitative data open to public in general, specially by clubs and federations, so it was not possible to develop a quantitative study, based on, for example, budgets for organizations, and its relation to the revenues from partnerships and sports betting revenue.

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