



Fan Engagement

# PLAYBOOK

A guide to developing marketing campaigns that influence fans to increase sustainability-related behaviors at home, work and play

# AUTHORS

## *University of Colorado Boulder*

Monica Rowand, Fan Engagement Program Manager

Andrew Cahill, CU Masters of the Environment, Environmental Policy & Management

Dave Newport, CU Environmental Center Director, Green Sports Alliance Board of Directors

## **Contributing Authors**

Jonathan Casper, PhD, North Carolina State University

Dania Gutierrez, LA Better Buildings Challenge

Sara Hoversten, BEF

Timothy Kellison, PhD, Georgia State University

Aileen McManamon, 5T Sports

Brian McCullough, PhD, Seattle University

Jennifer Regan, We Bring It On Inc.

## **Special Thanks**

Justin Zeulner, Green Sports Alliance

Kelley Martin, Green Sports Alliance

University of Colorado Athletics

University of Colorado Environmental Center

*The University of Colorado Boulder and the Green Sports Alliance thank the following people and organizations for their contributions to this Playbook and the Think Camp process.*

## **Acknowledgements**

Sofi Armenakian, BASF, BEF, Jeremy Bean, Chris Bentley, Halli Bovia, Buffalo Sports Properties, J.W. Cannon, Alicia Chin, Dedee DeLongpre Johnston, Jason DePaepe, Eco-Products, Barbara Edwards, Keith Edwards, Rick George, Angela Gilbert, Wendy Gordon, Ashley Grosh, Skyelar Habberfield, Dana Kelly, Paul Hanlon, Jeanette Hanna, Alex Hoots, Susan Hunt Stevens, Jimmy Johns, Keri Johns, Brady Kellogg, Joe Khirallah, Jason Kobeda, Brandon Leimbach, Levy Restaurants, Doug Mackenzie-Mohr, Aubrey McCormick, Mike Miller, Omar Mitchell, Marianne Moulton Martin, The National Hockey League, Ohio State University, Madeleine Orr, Patty Presswood, Penn State, Portland Trail Blazers, Gina Rizzi, Seattle Seahawks, Wendell Simonson, Kerri Strand, Colin Tetreault, Solitaire Townsend, Underdogs United, Waste Management Phoenix Open, Ruth Watts

Learn more about the green sports movement at [greensportsalliance.org](http://greensportsalliance.org) and @SportsAlliance. Download this report at [greensportsalliance.org/resource-center](http://greensportsalliance.org/resource-center).

# TABLE OF CONTENTS

|           |   |
|-----------|---|
| <b>4</b>  | 0.1 Introduction                                      |
| <b>6</b>  | 0.2 How to Use This Playbook                          |
| <b>7</b>  | 0.3 Understand the Paradigm                           |
| <b>9</b>  | 1.0 Assess the Baseline Capacity of Your Organization |
| <b>13</b> | 2.0 Identify a Desired Behavior Change                |
| <b>17</b> | 3.0 Know Your Audience                                |
| <b>18</b> | 4.0 Understand Barriers and Benefits                  |
| <b>21</b> | 5.0 Build a Behavior Change Campaign                  |
| <b>25</b> | 6.0 Message Development and Delivery                  |
| <b>28</b> | 7.0 Capture Results                                   |
| <b>31</b> | 8.0 The Final Buzzer                                  |
| <b>32</b> | CASE STUDIES  |
| <b>43</b> | APPENDIX  |

# PLAYBOOK

## 0.1

### INTRODUCTION

#### Why Fan Engagement for Sustainability?

It's hard to visualize nearly half the people on this planet watching a soccer tournament—but it happened. The 2014 FIFA World Cup drew an average of 3.2 billion viewers<sup>1</sup> (of the planet's 7+ billion inhabitants).

Clearly, sports' power to bring people together in a common purpose is unprecedented. Sports fans are very loyal to their team or sport, to say the least. Harnessing that loyalty and purpose to influence fans to implement sustainable practices at home, work, and play is an Earth-sized opportunity for sports-sustainability professionals.

The Fan Engagement for Sustainability methodology will help them do just that.

This playbook informs sports marketers, sustainability practitioners and partners how to ideate, design, and manage fan engagement programs that utilize operational sustainability systems to maximize fan behavioral and business outcomes.

#### What is Fan Engagement for Sustainability?

Fan engagement acquires different meanings across various contexts. Broadly speaking, fan engagement adopts two forms: in-role and extra-role behaviors. In-role behaviors are defined by self-interest and are directly associated with an individual's affinity with a team. These include behaviors where the individual consumes the team's brand through attending, watching and reading. Extra-role behaviors are those behaviors that go beyond these initial personal behaviors and are more directed at behaviors that support the team where an individual may feel a moral obligation as a fan of the team<sup>2</sup>. Thus, Fan Engagement for Sustainability focuses on the extra-role behaviors as a medium to harness fans' loyalty to their sport or team to influence them to choose more sustainable actions in their own lives at home, work, and play.

#### Now Batting: Sustainability

Currently, the sports industry and businesses alike increasingly focus on reducing their operational impact on the natural environment. However, in sports, this is principally done behind the scenes. Fans frequently do not see the rooftop solar panels, the conserved water being restored to river basins, or the post-game garbage and recycling sort to ensure that a sporting event is zero-waste. Maintaining an operational focus places somewhat of a cap on the social impact that can be generated by green sports. If teams and leagues instead were to showcase their sustainability efforts and use the influence of their brand to encourage fans to follow their lead and adopt sustainable practices, it could create an exponentially positive effect on the natural environment and surrounding communities.

<sup>1</sup> <http://www.fifa.com/worldcup/news/2014-fifa-world-cuptm-reached-3-2-billion-viewers-one-billion-watched--2745519>

<sup>2</sup> Yoshida, Gordon, Nakazawa, & Biscaia. (2014). *Journal of Sport Management*, 28(4), 399-417.

Collegiate and professional sports organizations must develop initiatives that meaningfully engage and encourage fans to practice sustainable behavior at home, work, and play to advance into this next phase of sports sustainability. With this goal in mind, in October 2016 the University of Colorado Boulder hosted the Fan Engagement for Sustainability Think Camp, a meeting specifically designed to jumpstart this new phase of the green sports movement. Thirty experienced professionals from all reaches of the sport industry gathered to better understand the motivations behind different stakeholders. The goal of the Think Camp process was to identify a paradigm and develop a playbook for sports organizations to design and activate programs that fulfill stakeholder goals and effectively leverage the power of their sport brand to influence sustainable behavior change among fans.

### The Playbook

The Fan Engagement for Sustainability Playbook intends to serve as a practical tool for professionals within the sports and/or sustainability sectors to develop effective, behavior-changing fan engagement programs around environmental sustainability. It is written from the perspective of a sports organization and with the understanding that each organization is unique with different constraints and varying resources at its disposal. Ultimately, to design marketing activations that seek to drive sustainable behavior change among sports fans, it is critical for sports organizations to find the right partners. In practice, that does not and will not happen overnight - organizations must take a couple of initial steps and be prepared to invest time (and in some cases, an up-front investment that can be re-couped later on through operational savings and/or sponsorship) in a comprehensive program that benefits the organization, the community, and their fans.



# 0.2

## HOW TO USE THIS PLAYBOOK

### Build Your Roster

Sustainability is cross-functional, and fan engagement for sustainability is no exception. While fan engagement more than likely will fall under a marketing purview, you will benefit greatly from collaborating across your organization.

### Bat Out of Order

The steps outlined build off of each other and are meant to be practiced and implemented in order. With that said, do not feel stuck in any one place and be encouraged to explore the entire playbook and jump in where you think you are ready or even adapt techniques to fit your needs. However, keep in mind that the best results will come from campaigns fully developed on top of a strong foundation.

### Keep Score

Measure the effectiveness of your campaigns with multiple methods. While impressions are still important numbers to track, fan engagement for sustainability aims for outcomes. What environmental, community, and/or financial impact has your campaign had because of the fan behavior you have influenced?

### Put It On the Board

Using sustainability as a marketing and fan engagement tool is a new and evolving practice. Think of this Playbook as a living document and report about what works and what does not. Together the stakeholders in sports will develop more robust best practices and a turnkey system for implementing and utilizing sustainable practices to their fullest.



# 0.3

## UNDERSTANDING THE PARADIGM

### Fan Engagement and the SDGs

Most notably developed at the Think Camp was the Fan Engagement for Sustainability paradigm, or framework, under which experts in the field saw how sports sustainability could fit into the bigger picture of sustainability. In keeping with the goal of moving “green sports” out of a supportive and operational role and into an influential position, the paradigm also acts as a roadmap to help practitioners design marketing campaigns that drive sustainable behavior change among sports fans.

The underlying purpose of these campaigns is to do more than influence fan behavior in small, topic-specific areas, but to generate community sustainability outcomes that benefit all involved stakeholders while fulfilling one or more of the guiding principles laid out by the [United Nations’ Sustainable Development Goals](#) (SDGs). The SDGs are a set of 17 goals adopted by the UN and signatory countries to end poverty, protect the planet, and ensure prosperity for all.

The goals were developed under the presumption that attainment requires everyone to do their part: governments, the private sector, civil society, individuals, and even sport. They are both exhaustive and inclusive enough to encompass any worthwhile social or environmental goal set out to be addressed by a sustainable behavior change; and the paradigm posits that all desired community outcomes, and therefore fan behavior changes, should stem from and contribute to the fulfillment of one or more of the SDGs.

There may be an infinite number of behavior changes that, if adopted by sports fans, would create a positive impact for the SDGs. You will identify shared values of stakeholders and choose which sustainable behaviors to target in [section 2](#).



**The Global Goals:** 17 goals adopted by the UN and signatory countries to end poverty, protect the planet, and ensure prosperity for all.

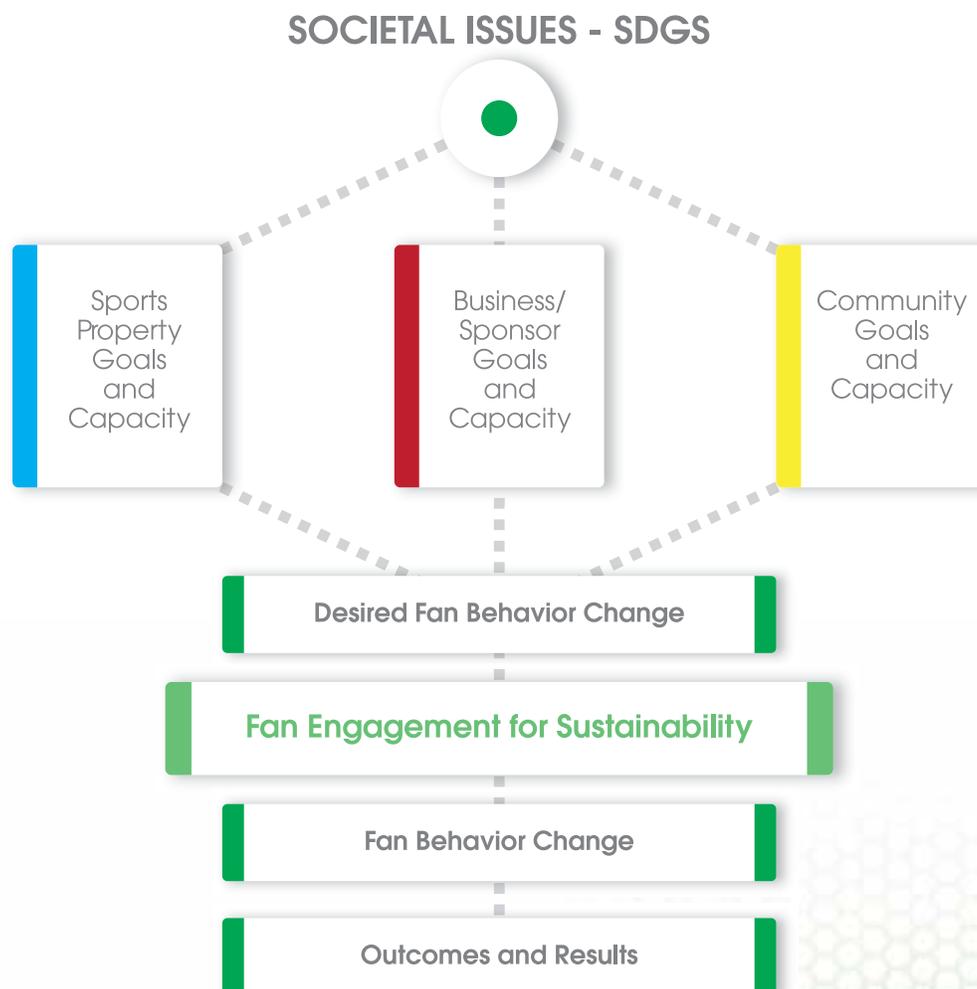
### Generate Sustainable Outcomes by Changing Fan Behavior

The design of your behavior change campaign begins when you choose your desired behavior change (DBC). The program and its corresponding activations must coincide with or be representative of equivalent or similar operations modeled by the sports property and/or the corporate sponsor. The parallel between the DBC and the program ensures authenticity and will increase the responsiveness of fans.

The best campaigns include four main activities: assessment, design, implementation, and measurement. An assessment of the sports property's sustainability initiatives should be done to identify an initiative or operational aspect in line with the DBC. This initiative or operational component then becomes the "asset" around which a marketing program is designed. For more on organizational capacities and sustainable assets see [section 1](#).

Campaigns and activations are then designed and implemented using proven marketing and behavior change techniques and frameworks such as Community-Based Social Marketing (CBSM), explained in detail in [section 5](#).

Activation over time will lead to behavior changes among fans and, in theory, create community outcomes. Therefore, you will need to take measurements before and after activation. This data will allow you to assess whether or not you achieved the targeted behavior changes and community outcomes. Guidelines for effective measurement are found in [section 7](#).



# TOPIC 1: ASSESS THE BASELINE CAPACITY OF YOUR ORGANIZATION

## 1.1 Baseline: An Overview

### Why this is important

There are two core requirements on which your campaign builds: credibility and commitment. Completing an internal assessment will help determine initial capacity or readiness to develop fan engagement initiatives around sustainability.

#### 1. House in Order (Credibility)

To protect the reputations of both the club and sustainability as a credible platform, and shield against “greenwashing,” the organization needs to demonstrate, in some way, the behaviors for which they advocate through their fan engagement for sustainability program.

##### EXAMPLE:

##### DBC: Recycling

*You can't very well ask your fans to recycle at the stadium, much less in the home, if the organization itself does not take part in this behavior. Your participation can be demonstrated by using recyclable materials and investing in recycling infrastructure, such as widely distributed and clearly marked receptacles throughout the venue. This visual proof ensures the authenticity of the program, which is necessary for the organization's credibility and encouraging buy-in both internally and externally from fans.*

#### 2. A Core Value (Commitment)

The most successful organizations work towards treating sustainability initiatives as a focus of its business. This focus on sustainability as a core value will increase the benefits distributed to all stakeholders - including potential sponsors, fans, and the environment. Overall, without a consistent and visible commitment to sustainability, the development of a sustainable culture lags and fan engagement initiatives around sustainability are likely to be less effective.

### How to succeed

There are five major factors to evaluate when baselining your organization for capacity to implement fan engagement for sustainability campaigns:

- Leadership
- Financial and Human Resources
- Public Support/Concern
- Sponsorship Interest
- Sustainability Assets/Existing Infrastructure

### Leadership

1. Leadership is an essential component of any organization. Leadership was integral to the initial development of the University of Colorado's (CU) sports sustainability program in 2008. Then Athletic Director Mike Bohn supported the university's environmental center on the design and implementation of environmental sustainability initiatives at athletic events, beginning with football games. In unveiling CU's ambitious sports sustainability program, Bohn stated “We want to be more than good. We want to be innovative. We want to set the standard for what is intercollegiate athletics at the highest level.”

Bohn's successor, current CU Athletic Director Rick George, has affirmed and strengthened that commitment, most notably with his idea to host a Pac-12 Sustainability Conference which has led to a robust conference-wide sustainability working group and Pac-12 Sustainability platform.<sup>3</sup>

2. Leadership has also proven integral to the initial development and continued growth of sports sustainability within Major League Baseball. The leadership of former MLB commissioner Bud Selig helped to broaden the reach of sustainability initiatives both in MLB and the professional sports industry, as other leagues took note of Major League Baseball's efforts. MLB holds the distinction of being the first professional sports league to have all of its teams become members of the Green Sports Alliance and individual organizations within have adopted their own sustainability initiatives.<sup>4</sup>

### Financial and Human Resources

3. As with most programs, financial and human resources impact an organization's readiness to implement a fan engagement program around sustainability. While an organization's cost-savings over the long-term will increase with an enhanced commitment to sustainability in operations, start-up costs will be incurred. Examples of start-up costs include staffing to help expand and implement fan engagement initiatives, and purchasing the necessary infrastructure - such as recycling bins, signage and other helpful items. These initial expenses underscore the importance of effectively marketing your organization's sustainability initiatives to attract sponsorships around sustainability.

### Public Support/Concern

4. Another critical component of assessing your organization's capacity to develop sustainability initiatives is quantifying local public concerns about the environment and existing support for sustainability initiatives themselves. Find useful data within public opinion polls regarding climate change, support for climate change mitigation efforts, the role that businesses should play in tackling environmental problems and interest in consuming more sustainable, less environmentally harmful products. From such information, sports organizations can better gauge the general receptiveness that fans may have to increased engagement around sustainability. If strong public support for sustainability exists, this factor could be considered a "sustainable asset," addressed in more detail below.
5. It is also important to note the role of sports organizations as leaders to start some of these conversations. While the suggestion is that teams focus on addressing stakeholder values and finding what their community and fan base are interested in, this is just the starting point. More seasoned teams in fan engagement for sustainability can use their power and align with other stakeholders to bring attention to more, sometimes lesser known, topics.

### Sponsorship Interest

6. Historically, sports marketing sponsorships have been dominated by large corporations that market financial services, food and beverages, automobiles and other consumer goods. Each organization has well-established relationships with their sponsors. Sustainability sponsorships are a new sector that poses an intriguing marketing opportunity. Just as sustainability is a relatively new concept for sports organizations, sports are a new audience for many companies in the sustainability realm. It is important to note, however, that more traditional sports sponsors, such as PepsiCo, Coors Brewing Company, and Wells Fargo have begun to sponsor sustainability initiatives. Ultimately, in identifying potential sponsors around sustainability, it is crucial for sports organizations to determine a sponsor's goals and appropriately match them with a sustainability and marketing initiative.

---

<sup>3</sup> <http://www.denverpost.com/2008/08/05/cus-folsom-field-aims-for-no-trash/>

<sup>4</sup> <http://m.mlb.com/news/article/225459136/mlb-celebrates-earth-day-by-highlighting-variety-of-sustainability-efforts/>



1.2 Baselineing - Implementation

**Identify and Audit Sustainable Assets**

What “sustainable assets” or resources exist within the structures of your organization?

Sustainable assets are key in initially attracting sponsors for sustainability initiatives and ensuring that sponsored sustainability initiatives work. An organization must identify which sustainable assets already exist, such as waste bins, and where there may be opportunities for sponsors to add or supplement existing assets. This information will reduce the human and financial capital required to launch a fan engagement program around sustainability and increase its initial efficacy. Examples of sustainable assets include:

- Fan-base/community that has environmental concerns and developed commitment to sustainability.
- Sponsors willing to invest and promote sustainability activations.
- Existing recycling program within campus, venue or municipality.
- Environmental/sustainability knowledge and experience amongst organization’s staff.
- Environmental/sustainability office institutionalized within organization or community. (examples: University of Colorado Environmental Center; Arizona State University Wrigley Global Institute of Sustainability; League sustainability office, team, or position; City sustainability office)

By reviewing these assets, one can better assess its capacity to implement fan engagement initiatives around sustainability and how advanced those initiatives may be.



**WHITEBOARD**

Assess your organization’s Baseline Capacity for fan engagement for sustainability:

| _____’s Baseline Capacity Assessment   |                             |                             |                             |                             |
|--|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| List the factors under the appropriate category that you and your organization have available. Determine what level of capacity you/your team have to implement a fan engagement for sustainability initiative or program. |                             |                             |                             |                             |
| Leadership   | Resources                   | Public Support              | Sponsor Interest            | Assets                      |
|  |                             |                             |                             |                             |
| Based on these factors, I feel my organization’s capacity in each of these categories is (circle):   |                             |                             |                             |                             |
| minimal<br>moderate<br>high  | minimal<br>moderate<br>high | minimal<br>moderate<br>high | minimal<br>moderate<br>high | minimal<br>moderate<br>high |
| Based on all of the above, I feel my organization’s overall capacity is:   |                             |                             |                             |                             |
| MINIMAL   -   MODERATE   -   HIGH  |                             |                             |                             |                             |

Even if an organization assesses its capacity to be minimal, it can still take foundational steps towards developing fan engagement initiatives. A brief overview of how organizations at each level of capacity may function:

**Minimal Capacity:** Focus initiatives around simple activities that foster greater awareness of sustainable behavior. An example of a simple activity is something that can be implemented in highly visible, highly trafficked areas, such as utilizing images to make signage on recycling and trash bins more interactive. From this seemingly small change, basic knowledge of recycling, energy and water conservation spreads.

**Moderate Capacity:** Build upon awareness initiatives and begin to develop more advanced activations that presume attainment of basic knowledge around sustainability. Through the implementation of simple awareness initiatives like those done under “minimal capacity,” an organization is alerted to the obstacles that it must navigate. As a result, initiatives undergo more planning and are better tailored to engage fans. Additionally, such organizations may begin to seek out sustainability sponsorships that may increase both visibility around sustainability and overall fan engagement.

**High Capacity:** Utilize resources to emphasize sustainability as a focus and core value of its business operations and strategy. Through dedicated training and hiring, organizations may develop more employee knowledge and expertise in sustainability to strengthen fan outreach initiatives. Further, organizations may seek out an array of environmental sustainability certifications and enhance their brand value around sustainability. A high capacity organization should continue to expand upon their fan engagement in sustainability efforts by seeking out additional stakeholders, including sponsors, its athletes, and the surrounding community.

#### **Access the resources**

PDF: [Building Sustainability Assets and Leveraging Sustainability to Increase Brand Value Tools](#)



# TOPIC 2: IDENTIFY A DESIRED BEHAVIOR CHANGE

## 2.1 Desired Behavior Change - Overview

### Why this is Important

The purpose of engaging fans with your organization’s sustainability initiatives is not only to raise awareness of an issue or topic but to drive action that results in positive outcomes. Like any effective marketing campaign, you must include a call to action from fans. The difference here is that instead of a one- or limited-time participation, sustainable outcomes require something more continuous, hence the focus on inspiring behavior change.

Not surprisingly, environmental concerns and other real-world issues are not typically top of mind when people are attending a sporting event. The ask, or call to action, needs to be efficient and specific while not detracting from the game day or fan experience. Taking the time to identify a proper and specific desired behavior change (DBC) will set you up to achieve the best outcomes.

### How to Succeed

Choose a behavior that your organization works on or actively practices. If a team and corporate partner promote the reduction of energy use but has not made efforts to reduce its own energy use, then why should their fans change their behavior? An organization must be able to demonstrate the DBC and point out the benefits of why that behavior is worth investing in and practicing.

Choose a specific behavior that can be measured and is significant to you and your stakeholders. Identify shared goals and mutual benefits of three key stakeholders: the sports property, a corporate sponsor, and the community. Examine the business and sustainability goals of the sports property, the corporate sponsor, and the community to find where common ground may exist. Once the stakeholders’ shared goals are narrowed down, identify an appropriate DBC that is realistically achievable. For example, do not target a DBC such as increased travel by public transportation if realistic and convenient routes are not available to community members, especially routes to get to the sports property’s events.

## 2.2 DBC Implementation

### Identify stakeholder values

Assess stakeholder values to choose a topic/sustainability issue that addresses all stakeholders’ goals.

| Finding a Shared Value  |   |
|---|---|
|   | Property-specific example   |
| <b>Identify Stakeholders</b><br>Applicable stakeholders usually include <ul style="list-style-type: none"> <li>• the athletic organization</li> <li>• the team or school’s municipal community or community group(s)</li> <li>• a sponsor</li> <li>• fans or community members</li> </ul> | <b>Organization:</b> CU Buffs Athletics<br><b>Community:</b> City of Boulder<br><b>Sponsor:</b> BASF<br><b>Fans:</b> Front Range Urban Corridor residents/CU students |

|  |   |
|--|---|
| <p><b>Identify Values</b></p> <p>Conversations with the stakeholders will reveal their values. If conversations are not possible, what is going on at the property or in the area? Are there any public goals?</p> | <ul style="list-style-type: none"> <li>• BASF is interested in increasing composting so that they can sell more product.</li> <li>• The city of Boulder has a zero-waste initiative and curbside composting program available to Boulder residents.</li> <li>• The campus is in the process of making composting more available across campus and encouraging students to use the facilities and do so properly.</li> </ul> |
| <p><b>Shared Value:</b></p>  | <p>Increased composting!</p>  |

**Identify behaviors that address your shared value.**

|   |
|---|
| <p><b>Value: Increased composting</b></p>   |
| <p><b>Possible behaviors:</b></p> <ul style="list-style-type: none"> <li>• Compost at home: <ul style="list-style-type: none"> <li>• with the curbside bins provided by the city</li> <li>• with household compost pile</li> <li>• use a kitchen compost caddy or buy compost bags for kitchen food waste</li> </ul> </li> <li>• Compost in the stadium and/or on campus</li> <li>• Compost food scraps</li> <li>• Use compostable single-use plastics</li> </ul> |

**Evaluate behaviors for one action that would be most effective in a behavior change campaign.**

The most-effective behavior change campaigns promote actions that are “non-divisible” and “end-state,” as defined below. Look at your list of behaviors and highlight those that are “non-divisible” and “end-state”.

- non-divisible actions** cannot be divided further (e.g., Using alternative transportation is divisible because there are many options for alternative transportation while taking the bus is non-divisible because it cannot be divided into multiple transport options).
- end-state actions** produce the desired outcome (e.g., buying LED bulbs vs. installing LED bulbs). You can drive fans to acquire an efficient lightbulb, but this will not save energy until they install the light bulb.

| Behavior  | Non-Divisible?   | End-State?   |
|---|--|--|
| Compost at home with the curbside bins provided by the city | Yes, because it specifies how composting can be done. Education will be required regarding compostable materials.  | Yes, putting the compost in the city bin will divert waste.  |
| Compost with household compost pile*                        | Yes, because it specifies how composting can be done. Messaging should be clear with simple and accessible options for beginning a household compost pile. | Yes, this action will divert waste.  |
| Compost on campus or in the stadium                         |  |  |
| Use a kitchen compost caddy                                 |  |  |
| Buy compost bags for the kitchen                            | Yes/no. If sponsored, this can easily be broken down to a specific type of bag to be bought.   | No, USING compost bags in the kitchen is the end state that is assumed will lead to increased composting |
| Compost food scraps   |  |  |
| Use compostable single-use plastics                         |  |  |

\* Keep in mind this action could be divided even further by calling for a specific technique or product to use

Of the behaviors that are left, which will have the most impact on the sustainability issue at hand (impact)? Which are your fans most likely to engage in (probability)? To what level are the behaviors already practiced by your fans (penetration)?

| Behavior  | Impact   | Probability  | Penetration   |
|---|--|--|---|
| Compost at home with the curbside bins provided by the city |  | Does your city offer curbside compost collection?  | Can you get city-level waste diversion data from the places where a majority of your fans are from? |
| Use a kitchen compost caddy                                 | Medium - this assumes that the contents will then be composted in someway, which is what makes the actual impact | Does the city offer compost collection? Are the weather and housing capacities of your fans conducive to at-home composting? |   |

## Choose the desired behavior change (DBC) around which to design your campaign

Select a non-divisible, end-state behavior with the best combination of impact, probability, and penetration.

\*In many cases, the organization who funds the initiative highly influences your choice. Do your best to work with that stakeholder to choose the most effective desired behavior change (DBC) for your Fan Engagement for Sustainability campaign.

\*It is possible to run programs without a sponsor. Usually, these will have less funding attached so you'll be more limited in ability to activate, but they can be equally meaningful and play well to an organization's core value or need. Don't be discouraged if you don't have a sponsor (yet!). A well designed and run campaign might eventually attract a sponsor.

My desired behavior change (DBC) is:

### Check Yourself

After choosing a DBC, it is crucial to determine whether it aligns with your organization's assessed baseline capacity from section 1.0. Address the following questions within each factor for baseline capacity:

#### Leadership

- Does support exist from ownership/school administration/athletics director to invest in sustainable infrastructure?
- Organization-wide buy-in and support from staff - operations, facilities, marketing, etc.?

#### Financial/Human Resources

- Does infrastructure to support the DBC already exist?
- Is there adequate funding for any necessary development of sustainable infrastructure that will support the DBC?
- Is there enough dedicated staff to ensure the rollout of initiative around DBC? If not, is there funding to hire more staff dedicated to working on sustainability/DBC initiative?
- Does staff level expertise exist to implement and monitor the DBC initiative?

#### Public Support/Concern About Environmental Sustainability

- Does your organization reside in a community that has expressed concern about environmental issues (i.e. climate change, waste, pollution, water and energy use)?
- What issue is the community most concerned about relating to environmental sustainability and how may the DBC address it?

#### Sponsorship Interest in Environmental Sustainability

- Which of the sponsor's goals are potentially achievable with this DBC initiative?
- Are any of your existing sponsors interested in the goals behind this DBC?
- Are there other corporate partners you think might be interested in sponsoring this DBC?

#### Sustainable Assets (Note: may overlap partially with Financial/Human Resources)

- Does your organization have the proper infrastructure in place (i.e., waste management around recycling and composting)?
- Do you have active, engaged and trained staff?
- Is there support available from other offices/departments within your organization or league? (i.e., campus environmental center, league sustainability office)



# TOPIC 3: KNOW YOUR AUDIENCE

## 3.1 Overview

### **Why this is Important**

No matter the geographic location of your organization, sports audiences are unique to each organization and are diverse among each team. Thus it is important to know your audience and how to deliver best your organization's message regardless of the initiative or campaign (e.g., ticket sales, recycling/composting campaign, public transit). This way you can maximize your organization's investment to develop the most persuasive and effective messaging.

Whose behavior are you trying to change? Is your target audience even aware of your organization's initiatives? Are your fans moved most often by value opportunities? Do they respond better to the possibility of saving money or the opportunity to "do good"? What obstacles prevent them from engaging in a specific behavior? The answers to these and similar questions will provide invaluable guidance to you while designing your campaign and measuring its success.

### **How to Succeed**

Don't forget your marketing muscle. While Fan Engagement for Sustainability may be a new topic, the base principles of getting to know and targeting your audience remain the same but vary slightly from other marketing campaigns (e.g., selling more tickets).

Instead of expecting your entire fanbase to respond similarly to your DBC, categorize - or segment - the fanbase down into manageable groups with common characteristics. Then decide how to target the most responsive segments to your DBC and move forward with those segments.

## 3.2 Implementation

### **Segmenting your audience**

Segmenting your audience into different groups is an effective strategy to help define and create a fan engagement messaging campaign. Segment your audience by demographics and psychographics; the latter of which includes categories like needs, values, opinions, and interests more aligned with current practice. If this sounds intimidating, there is no need to worry. Use this as an opportunity to collaborate with your organization's marketing department and leverage their knowledge and existing resources to gain insights about your target audience. This may include examining data that has already been collected by your organization or adding a couple of questions about sustainability initiatives to existing game day experience data-collection methods.

For a more in-depth understanding and comprehensive process to develop a successful sustainability fan engagement messaging campaign, we suggest referencing Galen Trail's free eBook entitled "[Marketing Sustainability Through Sport](#)". Chapter 8 specifically addresses segmenting sports fans based on sustainability. These tactics combined with traditional marketing theories (addressed in chapter 1) will drive the development of the most effective fan engagement for sustainability-focused messaging campaigns. The more you know about and understand your target audience, the better you will be at designing a convincing and effective fan engagement for sustainability messaging campaign.



## CASE STUDY

### Ipswich Blues

Save Your Energy for the Blues

*Giveaways or Incentives*

*Over and above any environmental concerns, fans were encouraged to participate in the Campaign by the offer of incentives such as free season tickets and the chance to be a match day mascot.*

READ FULL CASE STUDY

[Click Here](#)

# TOPIC 4: UNDERSTAND BARRIERS AND BENEFITS

## 4.1 - Overview

### Why this is Important

You have chosen and defined your target audience; now it is critical to identify and evaluate the “barriers” or constraints that might deter fans in that audience from adopting your DBC. The potential barriers vary depending upon the chosen DBC and can be both internal and external to individuals. For example, Doug McKenzie-Mohr noted that an internal barrier might be “...one’s lack of knowledge, non-supportive attitudes or an absence of motivation” whereas external barriers are “...changes that need to be made in order for the behavior to be more convenient...” (CBSM Quick Reference). An organization will be unable to develop a successful sports sustainability initiative around a DBC without identifying potential barriers that fans perceive.

Further, identifying the benefits that will result from the adoption of the DBC will help you to design a sports sustainability initiative that will best motivate fans to act and hopefully begin to change their behavior. In addition to the more intangible benefit of increasing a fan’s connection to an organization by following their lead to becoming more sustainable, potential benefits include cost savings, time savings, and health benefits of specific sustainable behaviors. The communicated benefits of your identified sustainable behavior change should align with the various fan segments’ values, needs, and wants. Fans are unlikely to willfully participate in an initiative and change their behavior unless the benefits align with these internal motivations. Therefore, sports organizations must clearly identify and communicate the benefits associated with their sports sustainability initiatives and how the DBC will benefit their everyday lives.

Depending on the resources you have available, your campaign can offer benefits -- or incentives -- that would not otherwise exist. Examples of such incentives include:

- Giveaways of items or coupons to make the behavior easier or more affordable
- Rewards for the behavior (free bus or train ticket with the purchase of a game ticket, merchandise savings with recycling bucks)
- Special treatment or fan recognition

### How to Succeed

This step may seem easy to skip, but it is not! Set real time aside in your planning process to genuinely get to know your audience, identify their current behaviors, and pinpoint the barriers and benefits related to your DBC. A seemingly small barrier to you may present an “I’m out” response from your segment.



## 4.2 - Implementation

### Identify Barriers and Benefits

Multiple methods can be used to discover the actual barriers that inhibit individuals from engaging in an activity, as well as what would motivate them to act:

- Find out what is known - Review relevant articles and reports on the specific behavior change and sustainability topic - especially in an event or sport context!
- Observe - Observe people engaging in the behavior you wish to promote (e.g., taking public transit or carpooling to games) as well as the behavior that you wish to dissuade people from participating in (e.g., low occupancy transportation).
- Hold focus groups to explore in-depth attitudes and behaviors of your target audience regarding the activities you wish to encourage and discourage.
- Conduct a survey with a random sample of your target audience. A survey can enhance knowledge of the barriers to the behavior you wish to promote as well as what would precipitate action.

Note that it is okay to start with a “hunch,” but for effective and more sophisticated campaigns, verify these speculations via the steps above before moving forward.

Once you have identified the barriers and benefits that could inhibit or encourage the DBC, identify which barriers you may be able to help your audience overcome and which benefits your audience would be most interested in adopting. Will you need to design something into your campaign that will remove a barrier or create a benefit? Use this information to plan your activations and messaging.



# WHITEBOARD

Below is an example of the barriers to and benefits for the DBC “Using public transportation to get to the game.” You’ll notice both barriers and benefits that this behavior presents to the target audience as well as notes whether or not these will provide significant roadblocks or advantages to your campaign.

| Barriers and Benefits Toolbox (Example: Public Transportation)               |  |   |  |   |
|--|--|---|--|---|
| Desired Behavior Change  | Barriers   | Can I overcome or reduce this barrier?  | Benefits   | Can I tap into or provide this benefit? |
| Using public transit to attend a sporting event rather than driving your car | I've never taken public transit before, and I don't know what to do.                       | Yes - Provide step by step instructions, make it easy for fans, incentivize   | Saves money on parking and gas.  | Yes                                     |
|  | Driving my own car is convenient and matches my schedule.                                  | Maybe   | Don't have to sit in traffic + can multi-task along the way.   | Yes                                     |
|  | The transit routes do not go to the stadium/arena.   | Yes. If building new facility can work on siting it near mass transit hubs. Otherwise, can sponsor buses from nearby transit centers. | Camaraderie of riding with other fans  | Yes                                     |
|  | There is not a transit stop near me.   | Maybe - promote originating at a park n ride or some other midway point   | Safer post-game (i.e., no drinking and driving)  | Yes                                     |
|  | "I don't like the bus." (i.e., negative public perception of public mass transit systems). | Yes - Make it "cool". Show prominent people (e.g., players, coaches, other fans, community members) using public transit.             | Over time, fewer vehicles on the road to and from games will increase public health (less emissions) and safety. | Not likely                              |

# TOPIC 5: BUILD A BEHAVIOR CHANGE CAMPAIGN

## 5.1 - Overview

### Why this is Important

Your fan engagement for sustainable behavior change campaigns will be somewhat different than typical fan engagement practices and strictly information-based behavior change campaigns. Developed at a community or audience-base level, focus on identifying and removing barriers to behavior or activity while enhancing the benefits of and effectively communicating that behavior. What makes fan engagement for sustainability different from everyday social marketing is your unique ability to leverage your organization's brand affinity and your fan's connection with your brand (i.e., fan identification) as a foundation to build a campaign through their collective fan identity.

This Playbook lays out steps to design and implement a sustainable behavior change campaign. In addition to the experience and lessons learned by the contributors to this Playbook, the strategy draws from Doug McKenzie-Mohr's book on community-based social marketing (CBSM), [Fostering Sustainable Behavior: An Introduction to Community-Based Social Marketing](#).

### How to Succeed

There are two general tactics used in a fan engagement for sustainability campaign:

- **Build awareness:** An awareness building strategy will explain why sustainability matters to the organization and why it should matter to its fans. Increased awareness will help fans better understand the benefits of the encouraged behavior and the costs of the discouraged behavior. Interactions with fans through awareness initiatives will also likely help an organization identify the barriers to the promoted sustainable behavior and provide valuable feedback for improving future initiatives. An effective awareness strategy serves as the foundation for engaging fans around sustainability.
- **Inspire action:** Once there is greater awareness amongst fans regarding the value of adopting a sustainable behavior, inspiring action through messaging, incentives, and convenience will encourage adoption of the behavior both inside and outside of a sports venue. Various tools for inspiring action are outlined below and can be implemented in sequence or in tandem. How to use these tools should be determined based on the specific barriers preventing the DBC that were identified in Section 4 (Getting to Know Your Audience) of this Playbook.

## 5.2 - Implementation

### Campaign Strategies

CBSM offers a variety of strategies to use in your campaigns that will build awareness and inspire action, with the ultimate goal of inciting sustainable behavior change. These strategies<sup>5</sup> are listed below and can be used individually or as a whole, in sequence or not; all depending on what will work best for your fans, stakeholders, and DBC.

To illustrate each strategy you will see examples from a CU Boulder + Wells Fargo water conservation campaign, Water for the West.

---

<sup>5</sup> For further information on these tools see Doug McKenzie-Mohr's [cbsm.com](#)



## COMMUNITY-BASED SOCIAL MARKETING STRATEGIES

GET A  
COMMITMENT

NORM THE  
BEHAVIOR

DIFFUSE THE  
BEHAVIOR

PROMPT  
ACTION

MESSAGE  
EFFECTIVELY

INCENTIVIZE  
ACTION

MAKE IT  
CONVENIENT

### Get a commitment

Provide opportunities for fans to make commitments and engage in small sustainable behaviors.

- Studies show that individuals who agree to a small request are more likely to agree to a much larger one later.
- Consistency is important to people. Following through on a commitment is a way for a person to demonstrate consistency.
- Written and then verbal commitments, as well as public and group commitments, are more effective.

In seeking to get a commitment from fans around sustainable behavior, tap into their passion for the team. With their help, fans can help the team achieve its sustainability goals. To generate high levels of commitment show fans your commitment as an organization and why it matters. List the benefits that your organization has received from investing in conserving water and energy or reducing waste and how fans too can receive those benefits in their daily lives. How does the commitment of fans help the fan and their team?

#### EXAMPLE:

##### **CU Boulder Water for the West**

*“Water for the West” asks fans to help balance the Buffs’ water use by pledging to conserve water at home, work, and play. Fans make a free pledge by sending a text to the campaign. With each pledge, the University of Colorado Boulder, through a sponsorship from Wells Fargo, balances 1,000 gallons of its own water use by supporting water restoration projects along the Colorado River Basin.*

### Norm the behavior

It is imperative that the team/venue/organization models the desired behavior change themselves. This preserves authenticity as well as helps to make the behavior “normal” and easier to understand and adopt by others.

Best practices for norming a DBC:

- Make the norm/behavior noticeable
- Present the norm at the time the targeted behavior is to occur
- Use norms to encourage people to engage in positive behaviors (rather than only avoiding environmentally harmful actions)
- Combine descriptive information with praise when someone is performing the sustainable behavior better than average



**EXAMPLE:**

**CU Boulder Decrease Water Use**

*CU Boulder's facilities have low-flow water fixtures and they use smart watering techniques to decrease water use in turf maintenance. This is a more difficult behavior to see, so the Buffs installed signage in the Coors Event Center telling fans about their water savings. The signs also act as an opportunity to ask fans to text a pledge to conserve water themselves.*

**Diffuse the behavior**

Use the influence of your brand to motivate fans to adopt a DBC.

*\*This strategy is the heart of fan engagement for sustainability and what uniquely sets up you and your organization to make such a significant impact.\**

Best practices for social diffusion:

- Ensure that the behavior you are promoting is visible
- Include the behavior in fandom
- Gain commitments from early adopters to speak to others about the behavior
- Partner with the community
- Carefully identify who to target

**EXAMPLE:**

**CU Women's Soccer Player Taylor Kornieck video**

*CU Women's Soccer player Taylor Kornieck filmed a video telling fans about the Water for the West initiative and asking them to make a pledge. A prominent Buffs athlete, and the use of the Ralphie's Green Stampede program tagline "What Kind of Buff Will You Be?", taps into and appeals to Buff fandom. It also shows the commitment from someone of prominence, which helps to inspire others to do the same.*

**Prompt action**

Use prompts to remind fans to engage in the DBC. Use prompts for one-time or repetitive behaviors.

Best practices for prompts:

- Make the prompt noticeable.
- Make the prompt self-explanatory.
- Explain simply the action you want (e.g., turn off the lights) through graphics and/or text.
- Present the prompt as close in time and space as possible to the targeted behavior (e.g., place a prompt to turn off lights directly on a light switch; place a prompt to purchase a product with recycled content directly below the product).
- Use prompts to encourage people to engage in positive behaviors rather than to avoid environmentally harmful actions.

**EXAMPLE:**

**Water of the West Prompts**

*After fans text their pledge they receive a Water for the West text once per month with a tip on how to save water.*

## Incentives

Use incentives to motivate fans to take action. Incentives can provide the motivation for individuals to perform an activity that they already engage in more effectively, such as recycling, or to begin an activity that they otherwise would not perform.

Best practices for using incentives:

- Consider the size - the incentive must be large enough to be taken seriously, but at a point there are diminishing returns for the campaign.
- Closely pair the incentive and the behavior.
- Make the incentive visible.
- Use incentives to reward positive behaviors as opposed to avoiding negative behaviors (e.g., reward “recycling” over “not putting waste in a landfill”).

### EXAMPLE:

#### **Water of the West - Incentives**

*Some Water for the West pledge tactics included incentivizing fans to pledge by giving them a reusable water bottle in exchange for their pledge. After they have made the pledge and are in the campaign database, fans were asked to report on their water savings. Entrants would be entered to win a prize.*

## Convenience

Make it easy for fans to take part in the DBC. Remember the barriers to participation that you studied before planning. Do you have the means to remove any of these barriers? Can you make it more convenient or less costly for fans to participate?

### EXAMPLE:

#### **Water of the West - Prompt Texts**

*In the case of Water for the West, prompt texts also served as convenience measures. In the case of saving water, it is sometimes difficult for fans to know how to do so. W4W removed that barrier by providing the information. The program's partner program FLOWS went a step further by actually installing low-flow fixtures in some community households. If people don't know where to buy a low flow showerhead, your program can give a coupon or give them away on site. You could partner with a local organization for fans to sign up and get the fixtures installed for them.*



# TOPIC 6: MESSAGE DEVELOPMENT AND DELIVERY

## 6.1 Overview

### Why this is Important

The messaging of your campaign must clearly and concisely communicate to fans what you are asking them to do and why. The delivery must match the energy of the environment and flow with - rather than break - the mood of game day if done in the venue. The sports environment is 'noisy' - full of lots of sponsors each vying to get their message across in a crowded and chaotic setting. Sustainability messaging and delivery must match this to survive and thrive in this context.

### How to Succeed

- Work with the Marketing Team  
The Marketing Team ensures that any new messaging is '**on brand**' (aligned with the team's identity and season's campaign theme), is in the **right voice** (using the same tone, language and perspective all other fan communications are using) and has a firm understanding of where the campaign falls within the context of all other campaigns directed at fans, both from the team and from partners (sponsors) of the team.
- Work with the Sales Team  
The Sales Team knows the fan base best. Every major team is using sophisticated ticketing and data analytics tools to characterize the fan base - from season ticket holders down to single-game purchasers. This data is your foundational resource for selecting target audience(s) for your campaign. The sales team speaks on the phone with fans every day and may also act as a proxy for initial message testing.
- Design the campaign using the Community Based Social Marketing steps. The following 'whiteboard' serves as a guide for campaign development. These form the 'ingredients' of your campaign.
- Implement the campaign using hyper-current marketing best practices (the recipe), with particular attention to sports marketing's strong assets, 'tribal' nature and distributed fan base. Marketing has changed substantially and continues to evolve rapidly in the digital age. As humans, we are heavily bombarded with messages from multiple sources at all hours of the day. Implementation will likely involve a combination of the marketing team, the digital team, and likely your partner's teams as well, to ensure a sharp delivery.

Fan Engagement for Sustainability holds true to traditional marketing principles and best practices, but with the added insights that personal, long-term behavior change requires additional modeling of norms and positive reinforcement.

## 6.2 Implementation

### DEVELOPMENT

What, specifically, do I want to ask my targeted fans to do? How can I best persuade fans to take part in my DBC? How can I make the ask/message vivid, concrete, and personal? These are questions to solve with campaign communications.

Use the information gathered when choosing a target audience to craft communications that meet their specific needs, attitudes, and behaviors. Test campaign options to see what resonates best with members of your target

audience via fan focus groups (many teams have fan panels they use for this regularly). Alternately you might test internally with a good mix of team employees. Move forward with the messages that prove positively as the most memorable and persuasive.

Best practices for messaging sustainability:

- Develop messages with the attitudes and behavior of your audience in mind.
- Make messages vivid, personal and concrete.
- Make it easy for fans to remember what, how, and when to do the action.
- Deliver your message by an individual (or organization) who has credibility with the audience.
- Embed the directive to share/recruit/challenge others to the campaign.
- Keep messages positive instead of focusing on the negative aspects associated with your behavior (or lack of behavior). If presenting an adverse effect (e.g., pollution, landfills, etc.), couple the message with a specific suggestion (your DBC) to remedy the situation.



## WHITEBOARD

Use the space below to collect pieces of information and ideas to be used in your campaign communications.

|  |   |
|--|---|
| <b>Target Audience</b>   | <i>Example: season ticket holders with young children</i>                               |
| <b>Call to Action (DBC)</b>                                      | <i>Example: Turn off the water while brushing teeth</i>                                 |
| <b>Audience characteristics</b><br>(identify potential barriers) | <i>Example: Playful, hectic, community-oriented - potentially too rushed to 'think'</i> |
| <b>Norms</b>   |   |
| <b>Slogan (commitment)</b>                                       |   |
| <b>Additional messaging</b><br>(Prompts)                         |   |
| <b>Incentives</b>  |   |

### DELIVERY

Now that you have your communications planned (the message), you need to deliver it to your audience via appropriate media.

With your target audience in mind, ask yourself some questions and plan accordingly:

- How will I reach fans with my DBC messaging?
- What in-venue, out-of-venue, and digital means do I have available to use?
- Do my partners, community or corporate, have additional avenues to tap?
- When is it best to send each message?

The following are tips for more effective message delivery and campaign success:

*Have an Omnichannel Presence* - Your message should be adapted to, incorporated into and repeated across your organizations' numerous communications' channels. The campaign should be mirrored in the relevant corporate and community partners' media channels as well.





## CASE STUDY

### Trail Blazers

Green Games

Delivery

*The Portland Trail Blazers have five Green Games per season highlighting its sustainability efforts as well as encouraging fan behavioral change.*

READ FULL CASE STUDY

[Click Here](#)

*Emphasize Digital Media Usage to:*

- Incentivize/enable/facilitate sharing
- Make fans' commitments to action public (see keys to CBSM)
- Include displaced or remote fans, who are often eager to connect
- Allow for message testing and refinement during the campaign
- Use the interactivity of certain social channels to engage in fan conversations truly

*Think Beyond Sports* - Cultivate media stories beyond the sports page (lifestyle, community and business reporters may find the campaign of interest)

*Listen to your fans* - Employ social media 'listening' tools<sup>6</sup> to gauge the sentiment of fans around the campaign more accurately and adapt as needed or use what is learned to launch an even better follow up or a second campaign.

A sample [media asset inventory list](#) is in the resource appendix to brainstorm methods of reaching your fans, giving particular attention to the places where your target audience would be.

<sup>6</sup> <https://blog.hootsuite.com/social-media-sentiment-analysis-tools/>

# TOPIC 7: CAPTURE RESULTS - MEASUREMENT + REPORTING

## 7.1 Overview

Without useful measurement, it is difficult for an organization to understand the impact of their fan engagement for sustainability initiatives. An organization can easily measure waste diversion rates within their venues, which provide insight into the effectiveness of fan engagement initiatives on recycling and composting. It is difficult, however, to know how effective an engagement initiative around energy or water may be. Given that a goal of this playbook is to change fan behavior in their everyday lives outside of the sporting events that they attend, how do organizations measure their progress towards meeting that goal outside of game day?

### Why this is Important

Before introducing and implementing a sustainability campaign, it is critical that the organization develop a comprehensive plan for measuring and reporting the results. These steps are often the first to be omitted due to the perceived time and expertise required to evaluate the efficacy of a sustainability campaign properly<sup>7</sup>. Without these steps, however, managers are often left to rely solely on anecdotal evidence or gut instinct to determine the extent to which an initiative actually worked—and this strategy can lead to the spread of misinformation or ill-informed suggestions that hurt both the organization's and broader industry's pro-environmental advancement.

These metrics are also valuable to the partners and brands sponsoring your campaign. They want to know that the money they have put up to change behavior and/or associate their brand with an initiative has been successful. Even if the results show you where or how you need to improve next time, without metrics it could be difficult to renew a sponsorship.

**Measuring** refers to the process of collecting and analyzing empirical material to evaluate the effectiveness of an initiative, program, or campaign. When it comes to fan engagement, measurement includes assessing the user experience. Organizations can use the information gathered through data analysis to determine if internal and/or external goals align with outcomes. In the absence of this step, organizations cannot accurately determine whether to improve, modify, or drop (in the event of failure) an initiative, nor can they evaluate the return on investment (ROI) and/or return on objectives (ROO).

**Reporting** is the dissemination of knowledge produced during the measurement phase. Reporting marks the culmination of the measurement procedure, in which the organization provides the results of its analysis:

1. internally to leaders and other stakeholders;
2. externally to practitioners, colleagues, media outlets, etc.; or
3. both.<sup>8, 9</sup>

### How to Succeed

To maximize the effectiveness of the measurement stage, planning for measurement and reporting must coincide with other phases of campaign planning, including Identifying a Desired Behavior Change, Knowing Your Audience, Understanding Barriers and Benefits, Community-Based Social Marketing and Campaign

<sup>7</sup> Kellison, T. B., & McCullough, B. P. (2016). A forecast for the mainstreaming of environmental sustainability. *Sport & Entertainment Review*, 2(1), 11–18.

<sup>8</sup> McCullough, B. P., Pfahl, M. E., & Nguyen, S. N. (2016). The green waves of environmental sustainability in sport. *Sport in Society*, 19(7), 1040–1065.

<sup>9</sup> McCullough, B. P. (2015). *Introduction to Environmental Sport Management*. Mill Creek, WA: Forwarding Sport Sustainability, LLC.



Strategies, and Messaging Development and Delivery. Additionally, like the other stages, the measuring and reporting processes must be delivered by either:

1. a dedicated work team representing all key areas of the organization (including marketing, communications, and facilities) or
2. an established “Green Team” or “Sustainability Team”<sup>10</sup>

Before getting started, measurements must be taken - or benchmarked - to represent the current state of the sports property as well as the current state of the fan base. For example, if the DBC is increased recycling, baseline measurements should be taken of in-stadium diversion rates, surrounding community diversion rates, as well as self-reported fan behaviors and knowledge of/feelings towards recycling.

In practice, organizations have successfully used the measuring and reporting processes to inform their decision making and implementation plans. For example:

- The [Atlanta Falcons surveyed fans](#) about their sustainability preferences in preparation for the opening of Mercedes-Benz Stadium in 2017.
- The Green Sports Alliance and SportsBusiness Journal [published an analysis](#) of key obstacles to implementing sustainability initiatives and strategies for soliciting environment-themed sponsorships.

Key findings from past studies:

- Fan engagement activations (like [Bring Your Bottle Back to Life by Pepsi Recycling/Aquafina](#)) lead to a greater recall for those who report LOWER self-report at-home environmental behaviors. This is a positive, as initiatives make an impression on group(s) with the most potential for improvement. Those that report high pro-environmental behaviors are still receptive to massaging but fan engagement through sport is reaching fans where improvement is needed.
- Environmental predispositions by fans (e.g., anti- or pro-environmental) are not related to fan engagement initiative receptivity, awareness, and influence.<sup>11</sup>

## 7.2 Implementation

### Measure

Measurement may occur at any stage of a sustainability campaign, including before implementing the first initiative. Prior to finalizing any measurement plan, the organization should review previous research related to similar cases (through industry publications and [Green Sports Alliance resources](#), colleague networks, etc.) and the [academic literature](#) to identify the best practices for project implementation, data collection, and empirical analysis.

Organizations armed with a keen understanding of the measurement process can determine the most effective sampling methods (e.g., convenience vs. random), research medium (e.g., quantitative surveys vs. qualitative interviews vs. analysis of secondary data), and analytic tools (e.g., regression vs. content analysis). The overall purpose of the campaign should inform research methods. For example, if an organization is seeking to drive positive behavior change among its fans, it might consider testing Trail’s (2015, 2016) “Sustainability Campaign Pathway for Participants,” which illustrates how fans move through seven stages of fan engagement; from awareness to involvement to active consideration to decision to participate to initial participation to continued participation to lifestyle change.<sup>12, 13</sup>

---

10 Pfahl, M., Casper, J., Trendafilova, S., McCullough, B. P., & Nguyen, S. N. (2015). *Crossing boundaries: An examination of sustainability department and athletics department collaboration regarding environmental issues*. *Communication & Sport*, 3(1), 27–56.

11 Casper, J., McCullough, B., & Pfahl, M. (2018). *Examining environmental fan engagement initiatives through values and norms with intercollegiate sport fans*. *North American Society for Sport Management Annual Conference, Halifax, Nova Scotia.*

12 Trail, G. T. (2015). *Marketing sustainability through sport organizations*. In B. P. McCullough (Ed.), *Introduction to environmental sport management* (pp. 81–101). Seattle, WA: Forwarding Sport Sustainability, LLC.

13 Trail, G. T. (2016). *Marketing sustainability through sport*. Seattle, WA: Sport Consumer Research Consultants LLC.

Aligned with the Sustainability Campaign Pathway for Participants, Trail (2015, 2016) recommends using the information gained from the Pathway to formulate a Communications Strategy Model. Specifically, information from the external (i.e., customer) and external (i.e., organizational) environments can help create Key Performance Indicators (KPIs) based on the goals of the organization (e.g., communication, marketing, business). A “Central Communications” strategy can then be developed after examining several important factors, including moments of receptivity, campaign messaging, campaign architecture, idea amplification, implementation of the plan, and evaluation of the campaign.<sup>5 6</sup>

Organizations must couple the behaviors they intend to measure with the appropriate tools for measurement. For example, while relatively common and easy to use, participant surveys may not always be the best tool for measuring a campaign’s effectiveness. Before implementing a campaign, the organization may engage in pre-testing through the use of participant surveys or focus groups. Traditional paper-and-pencil or electronic surveys may be used to measure a fan’s awareness of the organization’s sustainability initiatives or a fan’s behavior at home. New measurement tools such as behavior trackers (in the form of digital apps, devices, beacons, or scanners) are also useful. More qualitative techniques such as participant observation or job shadowing can identify best or worst practices.

Though organizations should be undeterred, the measurement process is complex and requires personnel with expertise in data collection and analysis, particularly when it comes to interpreting the results and recommending changes to the campaign (where necessary). Therefore, organizations may benefit from outsourcing the measuring stage to external experts (including academic experts and/or professional consultants). Comprehensive data management and analysis are essential when preparing a new sustainability campaign or seeking to evaluate and improve an existing campaign.

## **Report**

Once the organization has satisfactorily collected and analyzed its data, interpreted the results, and identified recommendations for improvement or future implementation, it should disseminate its findings in the spirit of growing knowledge and promote public understanding on this complex subject.

Internal reporting should occur during all stages of the campaign, including during project design, implementation, and evaluation. These reports may include important details related to project costs and ROI/ROO. For administrators, an internal report can inform decisions like whether to continue funding a campaign or modifying engagement strategies or campaign messaging. For others in the organization, the internal report is a useful reference during future implementation.

External reports can be produced as “works in progress” or about completed projects. In addition to promoting the organization’s pro-environmental initiatives to existing and potential consumers,<sup>14</sup> a public report provides others with valuable information on how to implement their own environmental strategies. Outlets for disseminating external reports include official reports published on the organization’s website, press releases, messages sent through colleague networks, industry publications and conferences, and academic publications and conferences.

---

<sup>14</sup> Kellison, T. B., & Kim, Y. K. (2014). Marketing pro-environmental venues in professional sport: Planting seeds of change among existing and prospective consumers. *Journal of Sport Management*, 28, 34–48.



# TOPIC 8: THE FINAL BUZZER

## 8.1 In Conclusion

Ultimately, this document functions as a toolkit that both collegiate and professional sports organizations can refer to as they seek to develop their sports sustainability programs further. While each organization is at a different stage of implementing sports sustainability initiatives, the hope is that this playbook spurs your organization to explore new sponsorship and activation ideas that actively engage fans with sustainability and even foster sustainable behavior change.

Now that you've seen all the plays, we hope that you have developed a better understanding of the following topics:

- How to assess the baseline capacity of your organization.
- How to utilize your sustainability initiatives in marketing campaigns.
- How to align your sustainability efforts with the UN Sustainable Development Goals and pick a sustainable behavior to target.
- How to design campaigns that affect fan behavior.
- How to partner with sponsors and others for these campaigns.

Feel free to dive deeper into any one topic by following one of the additional resource links found throughout the playbook. For additional information or questions, contact the Green Sports Alliance at [info@greensportsalliance.org](mailto:info@greensportsalliance.org).

Using sustainability as a marketing and fan engagement tool is a new and evolving practice. This playbook is intended to be a living document, one that we hope to periodically update and build upon with new findings as more organizations develop fan engagement initiatives around sustainability and report back on their successes and failures. We want to hear from you. Thus, we encourage each organization to report back to us and provide us with their insights as we continue to advance the next stage of sports sustainability. Together we will develop more robust best practices and a turnkey system for implementing and utilizing sustainable practices to their fullest.

### **Accessing in the Resources**

In the appendix, you will find diagnostic tools and additional resources, such as blank whiteboards that are intended to help your organization build a sustainability campaign.

# CASE STUDIES

- 33 | 1.0 - Portland Trail Blazers
- 35 | 2.0 - The Ohio State University
- 37 | 3.0 - CU Boulder
- 39 | 4.0 - Ipswich Blues
- 41 | 5.0 - NHL

## Portland Trail Blazers

### Overview

The Portland Trail Blazers have five Green Games per season highlighting its sustainability efforts as well as encouraging fan behavioral change. The Water Game is partnered with Change the Course via Bonneville Environmental Foundation (BEF) and provides opportunities for fans to text their support with each text resulting in a 1,000 gallon commitment to restoring freshwater to local rivers in need.

#### SDG's shared values identified:

##### Goal 6: Clean Water and Sanitation

- By 2020, protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers and lakes

##### Goal 12: Responsible Consumption and Production

- By 2030, achieve the sustainable management and efficient use of natural resources
- By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature

##### Goal 15: Life on Land

- By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements

#### Sports Property's Goals and Capacity:

- The Blazers have a 2025 Water goal to reduce its water usage per event by at least 35% for its facility but also encourages sustainable water practices outside the arena.
- Current marketing team assists in the pre- and in-game promotion (LED's, Emails, Social Media, etc.) of the game and fan engagement texting piece.
- There is a 50/50 raffle and silent auction for which a portion of the proceeds go to the green game partners.

#### Business/Sponsor Goal/ Capacity:

- The Green Game Partner benefits from promotion of their sustainability efforts in pre-game social media posts, in-game LED's/ announcements, and in-game tabling.
- Specifically, BEF provides both our Natural Gas and Water offsets/restoration that enable our facility to be carbon and water neutral. The partner for this specific game, Green Sports Alliance, is a sponsor of BEF. Our non-profit partner Friends of Trees also helped out.
- The Green Game partners will receive monetary benefit from the 50/50 raffle and silent auction.

#### Community Goal/ Capacity:

- Oregonians have a strong and personal relationship to its rivers and feel this project allows them to easily and positively impact those rivers.
- Training by Sustainability Manager is done to all Guest Experience staff, so they can encourage fans to text the correct number to support the campaign.

#### Overarching readiness of fan base (meeting them where they are):

- The Pacific NW generally has strong buy-in when it comes to conserving natural spaces and rivers; therefore, the Blazers feel we are aligning with our fans' desires with this campaign

**Desired Fan Behavior Change:** The Blazers would like fans to be more water-efficient both in and outside the arena as well as be mindful of the importance of preserving Oregon's beautiful natural ecosystems.

**FES Activation:**

Social media:

- There was pre-game social media promotion of the campaign and how to participate
- In-game signage/media promotion:
- Outside arena lights are lit green to highlight green game
- Media booklets contain Blazers and BEF info on this campaign
- In-arena LED's highlight the campaign
- 50/50 Raffle:
- A portion of the proceeds goes to the green game partner
- Silent Auction:
- A portion of the proceeds goes to green game partner
- Staff Element:
- Sustainability Manager tables at the game promoting the campaign
- Guest Experience staff are educated on and are asked to promote campaign
- GSA/ Friends of Trees tables at the Community Table

**Results and Outcomes:**

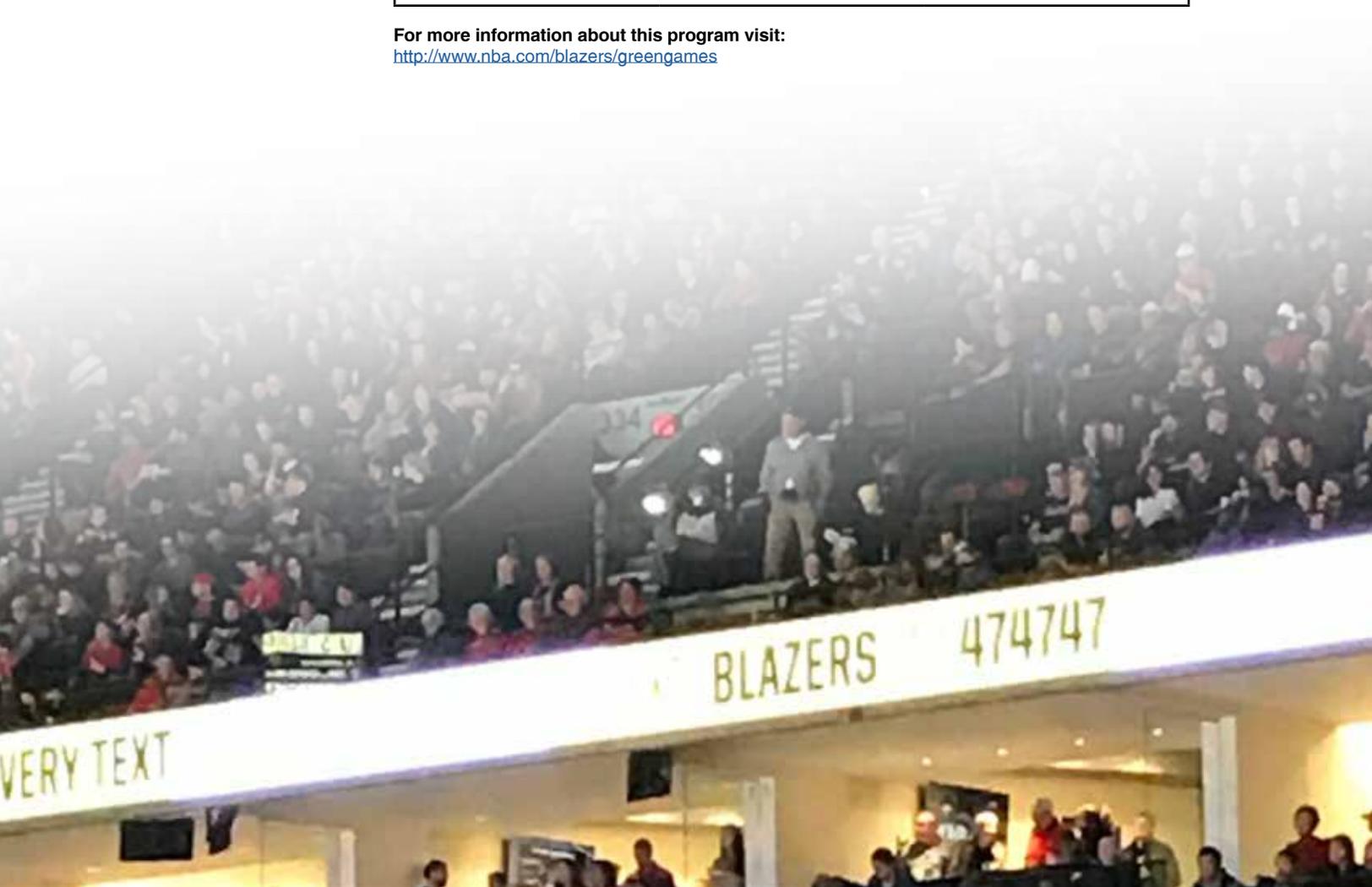
- March 2016: 922 pledges (922,000 gallons)
- March 2017: 700 pledges (700,000 gallons)
- December 2017: 1,484 pledges (1,484,000 gallons)

**Room for Improvement:**

The campaign can focus more on everyday fan engagement opportunities to reduce water consumption. Furthermore, the campaign can be season-long with the texting piece being a portion of the engagement activities during the weeks leading up to the Green Game. Finally, some type of measurement to track fan behavioral changes needs to be implemented to assess the Blazers impact on our fans.

**For more information about this program visit:**

<http://www.nba.com/blazers/greengames>



# The Ohio State University - Zero Waste

## Overview

The Ohio State University has received great support from various stakeholders within the community to successfully carry out zero waste events at all of its football games, which consistently draw over 100,000 fans each game. The Ohio State University has set a new standard for collegiate stadium recycling, being ranked No. 1 in diversion rate within the Big Ten Conference for the past four years.

### SDG's shared values identified:

**Goal 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture**

- By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round

**Goal 4: Ensure inclusive and quality education for all and promote lifelong learning**

- By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship

**Goal 12: Ensure sustainable consumption and production patterns**

- By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse

**Sports Property's Goals and Capacity:**

- Ohio State Athletics strives to meet the university-wide Resource Stewardship goal – "Achieve zero waste by 2025 by diverting 90% of waste away from landfills."
- Ohio State utilizes support from the on-campus ROTC program, Energy Services and Sustainability Staff, and the Ohio State Athletics Department to make zero waste events possible.

**Business/Sponsor Goal/ Capacity:**

- The University has support from various partners, including Rumpke, Price Farms Organics, Levy Restaurants, among others. All of these sponsors contribute to making our sustainability efforts a success.
- Levy Restaurants ensures that their food preparation for games complies with our zero waste goals. (Ex. Carrot shavings from food preparation are composted along with post-consumer waste from fans).
- Price Farms Organics uses their facility to turn our food waste into soils where they sell our compost as "Stadium Scarlet".

**Community Goal/ Capacity:**

- In 2017, Ohio State collaborated with I Am Change Outreach, a non-profit mentorship program, to provide scholarships to 48 high school students who volunteered as Zero Waste Educators in the stadium.
- Levy Restaurants, the concessions services, donates all unused food to the mid-Ohio food bank.
- Since Ohio State athletic events draw such large crowds, they provide a platform to educate or even to simply expose thousands of fans and community members to the concept of reducing waste.

**Overarching readiness of fan base (meeting them where they are):**

- The Buckeye community extends beyond the boundaries of Ohio and rallies around the commitment to make football games zero waste. There is a sense of Buckeye pride associated with meeting a 90% diversion rate. This pride is achieved through positive interactions of educators who engage with the fans directly, as well as the marketing utilized to associate zero waste with the camaraderie of being a Buckeye.
- Many fans come to events having recycled at their home but never composted. Along with educating proper composting behavior, correcting recycling behavior in Columbus is key. Many individuals believe all the plastics they own can be recycled. It is important to share with them the resources online where they can see how to properly dispose of all types of waste in their city.

**Desired Fan Behavior Change:** Promote composting and educate fans/community about proper waste practices and where to find that information. (e.g. What can be recycled at Ohio State and within the city of Columbus)

**FES Activation:**

- Zero Waste Educators who serve as the interface between University staff and the fans. These educators are vital in the operation of educating and correcting fans in a positive fashion.
- Signage on Trash, Recycling and Compost totes with relevant university-wide graphics to communicate where each type of waste goes.
- "I Heart Recycling" T-Shirt giveaways at women's and men's basketball games
- Participating in the GameDay Recycling Challenge and RecycleMania to encourage competition among schools in best practices.
- Social media engagement
  - Utilizing "I pledge to..." picture frames
  - Hashtags that are consistent across zero waste athletics events, including #OSUzerowaste, #zerowaste, #greenbuckeyes, #GreenSports

**Results and Outcomes:**

- In 2010, Ohio Stadium had a season average diversion rate of 46.4%. In 2013, they reached a season average diversion rate of 90% making 2013 the first zero waste season. Ohio Stadium's highest season average to date was 96.35%, reached in 2015. This would not have been achievable without buy in from the fan-base.
- Ohio State's synchronized swimming team began hosting zero waste events in 2017 and started with a diversion rate of 68.36%. At their latest event in 2018, they achieved a waste diversion rate of 78.53%.

**Room for Improvement:**

In the future, the Buckeyes would like to collect data from fans who attend our athletics zero waste events to determine if their attitudes and daily behaviors have changed after attending Ohio State events that promote sustainable behaviors. Additionally, there is always more work to be done to involve fans and the community. In the future, other events leading up to big game days could be planned such as a tree planting event to offset carbon emissions produced from the event.

**For more information about this program visit:**

<https://insights.osu.edu/sustainability/heroes-zero>



# 3.0

FAN ENGAGEMENT  
FOR SUSTAINABILITY

CASE STUDY

## Bring Your Bottle Back To Life CU Boulder and Pepsi Recycling

### Overview

Only about 1/3 of recyclable materials in the United States make it to a recycling bin. Pepsi, with products dependent on recyclable plastic bottles, seeks to increase the rate of recycling through its Pepsi Recycling arm.

|   |  |   |
|---|--|---|
| <p><b>SDG's shared values identified:</b></p> <p><b>Goal 12: Responsible Production and Consumption</b></p> <ul style="list-style-type: none"> <li>By 2030, achieve the sustainable management and efficient use of natural resources</li> <li>By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse</li> </ul>   |  |   |
| <p><b>Sports Property's Goals and Capacity:</b></p> <ul style="list-style-type: none"> <li>CU was the first NCAA Division 1 team to implement zero-waste in its athletics program. Fans properly recycling their plastic bottles and container would be a big part in reaching this goal.</li> </ul>  | <p><b>Business/Sponsor Goal/ Capacity:</b></p> <ul style="list-style-type: none"> <li>Pepsi wanted to improve recycling of its bottles and cans and established a goal encouraging consumers to recycle 50% of soft drink containers by 2018. Increasing the amount of recycling that takes place overall impacts their company's footprint. Pepsi has started to introduce the use of recycled content in their bottles, and increasing recycling increases the amount of this material available to them as well.</li> </ul> | <p><b>Community Goal/ Capacity:</b></p> <ul style="list-style-type: none"> <li>The City of Boulder has a municipal recycling program. Despite this, the City's diversion rate has yet to be above 50% and they have not once reached an annual diversion targets. In 2015, the City adopted a Universal Zero Waste ordinance and they will need to significantly increase the use of both recycling and compost by households and businesses to meet this ordinance.</li> </ul> |
| <p><b>Overarching readiness of fan base (meeting them where they are):</b></p> <ul style="list-style-type: none"> <li>The Buffs have been working towards zero-waste since 2008. The CU-Boulder campus has a robust campus-wide recycling program. The City of Boulder has a municipal recycling program with curbside recycling pickup at all homes and apartment buildings.</li> <li>According to a survey performed of CU-Boulder students:             <ul style="list-style-type: none"> <li>86% of CU students believe it's important for CU-Boulder to have a strong commitment to environmental sustainability.</li> <li>65% think they are environmentally sustainable, and 92% want to be.</li> </ul> </li> </ul> |  |   |
| <p><b>Desired Fan Behavior Change:</b> Increase recycling, particularly of plastic bottles</p>  |  |   |

**FES Activation:**

Instead of simply telling fans what was recyclable and where to recycle, Pepsi and the Buffs wanted to show that by recycling, new life could be given to materials. Their goal was not only to increase recycling rates, but to create a connection in fans' minds between the act of recycling and the result of recycling.

Pepsi Recycling and the Buffs created Buffs'-branded t-shirts made from recycled plastic (rPET). The t-shirts are tossed into the stands after every Buffs touchdown during football games and every Buffs three-pointer during basketball games. A [video](#) plays during every game that encourages fans to recycle their plastic bottles and tells them about this "Bring Your Bottle Back to Life" program.

**Results and Outcomes:**

Over 6 years of running Bring Your Bottle Back to Life during football and basketball seasons, the total amount of bottles and cans recycled in stadium has increased year-over-year.

In football, the total diversion rate for Folsom Field has gone from 72.2% in 2011 to 89% in 2016.

In basketball, the average game-day\* diversion rate for Coors Event Center has gone from 60.5% in the 2011/12 season to 83% in the 2016/17 season.

A recent study on the "Bring Your Bottle Back to Life" program completed by researchers at CU Boulder and North Carolina State University during the 2015-16 CU men's basketball season found the following (Carrico, et al., 2017):

- CU's sustainability programming "somewhat influenced on [fans'] knowledge about sustainability and behavior at games"
- 40% of respondents however, stated that their perception of the importance of recycling plastic bottles was influenced by the "Bring Your Bottle Back to Life" program.

**Three key conclusions emerged from this study:**

1. Such sponsored promotional sustainability initiatives tend to have a more significant influence on individuals "that report lower recycling rates at home and at events." Individuals who already recycle or partake in the targeted activity are likely to be less attentive to the initiative. So, fan engagement for sustainability activities like the BYBBTL campaign are useful in influencing new "users" of the behavior.
2. Sponsored promotional sustainability initiatives "may not affect behaviors in the short term" but "seem to be effective at raising awareness to the importance of the issue in the long term."
3. In-game sponsored promotional sustainability initiatives "need to actively engage fans and be consistently present throughout the season to be noticed and remembered."

\*A total annual diversion rate is not available for basketball as waste audits are only performed at select games.

**Room for Improvement:**

Although part of a portfolio of sustainability activations, Bring Your Bottle Back to Life was not well tied in with the whole of the Buffs' green sports program, Ralphie's Green Stampede. They missed an opportunity to lead recipients of the shirts to the rest of their sustainability programs. A possible fix for this would be attach a flyer to the shirts thrown into the stands (although this has a high risk of becoming recycling itself) or include a website link in the t-shirt design.

Overall, it is important to design sports sustainability initiatives that are balanced in their approach to engaging fans. An approach that is overly aggressive or pushy risks turning off fans and taking away from their experience at the sporting event.

**Bibliography**

Carrico, A.R., Fried, E., Wang, X., Casper, J., & O'Neill, M. (2017). Maximizing Recycling on a University Campus, Summary of Research Findings.



# 4.0

FAN ENGAGEMENT  
FOR SUSTAINABILITY

CASE STUDY

## Ipswich Blues - Save Your Energy for the Blues

### Overview

The Ipswich Town (UK) Football Club's "Save Your Energy For The Blues" campaign successfully engaged its fans in energy saving behaviors and actions in their homes sufficient to offset the Club's ~3,000 MTCO<sub>2</sub>e annual GHG emissions. Framing climate action engagement in a positive, community-based manner aligned with fan loyalty to the Club and community leveraged individual actions that returned personal and community benefits.

|  |  |  |
|--|--|--|
| <p><b>SDG's shared values identified:</b></p> <p><b>Goal 13: Climate Action</b></p> <ul style="list-style-type: none"> <li>• Target: Carbon Neutrality</li> </ul>  |  |  |
| <p><b>Sports Property's Goals and Capacity:</b></p> <ul style="list-style-type: none"> <li>• Club was approached by a funding agency and a sponsor to be the first UK sports club to attain "carbon neutrality"</li> <li>• Stadium emissions were audited and energy efficiency infrastructure installed. Remaining 80% of Club emissions were offset by fan engagement actions</li> </ul>   | <p><b>Business/Sponsor Goal/ Capacity:</b></p> <ul style="list-style-type: none"> <li>• Club desired to save money, set a leadership example, engage fans, and do a good thing.</li> <li>• The Club had experience with engaging its fans by leveraging their sense of community to mobilize individual actions that resulted in a collective result.</li> </ul> | <p><b>Community Goal/ Capacity:</b></p> <ul style="list-style-type: none"> <li>• Interviews with the fans that were involved suggest a range of disparate motivation factors but with one in common: allegiance to the Club and its community.</li> <li>• Climate change was seen as an opportunity to bring fans together to support their club--and in doing so, help themselves and their community.</li> </ul> |
| <p><b>Overarching readiness of fan base (meeting them where they are):</b></p> <ul style="list-style-type: none"> <li>• Mixed fan base of social and political affiliations that is common in sports melting pots. Accordingly, of the 20,000+ Ipswich fans that attend home matches, only ~3,000 participated in the campaign. This may be seen as a negative; however, it is naive to think that a "one-size fits all" marketing message would ever influence the preponderance of any given population, especially one as generally diverse in attitudes and backgrounds as sports fans typically are.</li> </ul> |  |  |
| <p><b>Desired Fan Behavior Change:</b> Reduce fans' personal energy use (and resultant carbon emissions) in their homes by installing various energy-saving technologies--and "contribute" their reduced emissions against the Club's emissions.</p>   |  |  |

**FES Activation:**

"The campaign was launched in October 2006 and was promoted via match day outreach, branding around the club's Portman Road stadium, a dedicated website and extensive local media coverage and advertising. The Club asked fans to make behavioural-change pledges of varying complexity and commitment, ranging from switching to low-energy light bulbs to buying a hybrid car. The intention being that by combining the club's own energy-usage reduction with the energy-saving pledges made by fans, the club would be able to state that it had become carbon-neutral.

Follow-up evaluations were able to establish success factors for each pledge, with simpler pledges having higher success factors. For example, installing low-energy light bulbs had a success rate of nearly 95% while installing solar thermal panels had a success rate of around 30%.

Over and above any environmental concerns, fans were encouraged to participate in the Campaign by the offer of incentives such as free season tickets and the chance to be a match day mascot. The Campaign presented fans with minimal scientific information on the causes or likely effects of climate change. Climate change was framed as an energy issue that does not involve major changes in lifestyle in order to help mitigate its effects, as a socio-economic issue – save energy, save money and as an opportunity for collective action towards a common goal. By presenting the positive aspects of behavioural change, the framing of the Campaign was not solely about avoiding environmental negatives; by conducting their own energy audit and having club players as spokespeople for the Campaign, the message clearly resonated with many fans."\*

\*Extracted and adapted from citation below.

**Results and Outcomes:**

- The campaign achieved emissions reductions in excess of the 3K ton target in just 3 months. Resulting behavioral actions delivered those reductions seen as durable because once installed, the energy saving technologies would continue to provide benefits throughout their life cycle.

**Room for Improvement:**

This campaign, now 14 years old, may be the single most expositive and successful FES campaign in sports. As stated above, engaging more of the fans in this behavioral change would be an improvement however an unrealistic expectation it may be. This campaign happened over the course of only one season. It would take years of successive "norming" by the Club before the peer-to-peer influence might incrementally engage additional participation.

**For more information about this program visit:**

<https://onlinelibrary.wiley.com/doi/pdf/10.1111/j.1475-682X.2001.tb01127.x>



## NHL - Green Month

### Overview

NHL Green Month provides the League, Clubs, and partners an extended opportunity to connect with fans around sustainable initiatives. By giving Clubs and partners the chance to tailor outreach to their own desired audiences, Green Month provides targeted and varied fan engagement opportunities across North America

#### Goals:

- Inspire and mobilize NHL's network of Clubs, fans, players, partners and employees to take action to better the environment
- Shine a light on the sustainability initiatives of the NHL and its Clubs to increase fan awareness of and engagement with NHL Green

#### Overarching readiness of fan base (meeting them where they are):

- Studies have shown that NHL fans in North America are very interested in environmental issues
  - 46% want to learn how to be more sustainable
  - 43% want to learn about environmental issues
- About 1/3 of NHL fans are familiar with NHL Green and its initiatives

#### Activations:

- Sustainability Report
  - During the first NHL Green Month in 2018, the NHL released its Second Sustainability Report to give fans an in depth look at its programs and initiatives
    - Report included videos and engaging, interactive visuals
  - NHL also partnered with National Environmental Education Foundation to create an interactive infographic to educate and engage youths on sustainability concepts discussed in the Sustainability Report
- Club Activations
  - All 31 Clubs activated during Green Month – examples include Go Green Night, green jerseys, community initiative, PSAs, social campaigns, purchasing water and energy offsets
    - Specific examples include:
      - VGK – Change the Course campaign throughout the arena
      - CBJ – Recycle the Game (gear donation)
      - ANA – Removed single use plastic bags and handed out 16,564 reusable bags at their team store
      - WAS – Social post w/ players doing enviro trivia
    - Featured NHL Green dashboards on nationally broadcasted games
- Marketing assets
  - Revamped NHL Green microsite
  - Created NHL Green promo video that played in arena, before dot com videos, and on NHL Network
- Social media
  - Campaign focused on promoting an NHL initiative and connecting it with behaviors that fans could adopt (e.g., NHL has donated over half a million pounds of food, do your part to reduce food waste by sharing potluck meals and snacks with your team)
  - Corporate partners, such as Honda, supported NHL Green Month through social campaigns as well

#### Results and Outcomes:

- Over 2000 views of the Sustainability Report in the first month
- Articles featuring the Sustainability Report were published by third party sources including the front page of USA Today, Forbes, Complex, and The Weather Channel
- Strong engagement on social media through Club posts

**Room for Improvement:**

- Administer pre- and post- campaign fan surveys to measure impact
- Engage fans on social via compelling stories vs stats
- Create a unified call to action across the League

**For more information about this program visit:**

<https://www.nhl.com/info/nhl-green>



# APPENDIX

- 44 WHITEBOARD - Baseline Capacity Assessment
- 45 WHITEBOARD - Finding Shared Value
- 46 WHITEBOARD - Choosing a Desired Behavior Change
- 47 WHITEBOARD - Barriers & Benefits Toolbox
- 48 WHITEBOARD - Campaign Messaging
- 49 Sample Media Asset Inventory



# WHITEBOARD

## BASELINE CAPACITY ASSESMENT

| _____’s Baseline Capacity Assessment   |                             |                             |                             |                             |
|--|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| List the factors under the appropriate category that you and your organization have available. Determine what level of capacity you/your team have to implement a fan engagement for sustainability initiative or program. |                             |                             |                             |                             |
| Leadership   | Resources                   | Public Support              | Sponsor Interest            | Assets                      |
|  |                             |                             |                             |                             |
| Based on these factors, I feel my organization’s capacity in each of these categories is (circle):   |                             |                             |                             |                             |
| minimal<br>moderate<br>high  | minimal<br>moderate<br>high | minimal<br>moderate<br>high | minimal<br>moderate<br>high | minimal<br>moderate<br>high |
| Based on all of the above, I feel my organization’s overall capacity is:   |                             |                             |                             |                             |
| MINIMAL - MODERATE - HIGH  |                             |                             |                             |                             |





# WHITEBOARD

FINDING SHARED VALUE

| Finding a Shared Value   |  |
|--|--|
|  | Property-specific example  |
| <b>Identify Stakeholders</b><br>Applicable stakeholders usually include <ul style="list-style-type: none"><li>• the athletic organization</li><li>• the team or school's municipal community or community group(s)</li><li>• a sponsor</li><li>• fans or community members</li></ul> | <b>Organization:</b><br><b>Community:</b><br><b>Sponsor:</b><br><b>Fans:</b> |
| <b>Identify Values</b><br>Conversations with the stakeholders will reveal their values. If conversations are not possible, what is going on at the property or in the area? Are there any public goals?  |  |
| <b>Shared Value:</b>   |  |



# WHITEBOARD

## CHOOSING A DESIRED BEHAVIOR CHANGE

| Choosing a Desired Behavior Change |               |             |             |
|------------------------------------|---------------|-------------|-------------|
| Behavior                           | Non-Divisible | End-State   |             |
|                                    |               |             |             |
|                                    |               |             |             |
|                                    |               |             |             |
|                                    |               |             |             |
|                                    |               |             |             |
|                                    |               |             |             |
|                                    |               |             |             |
|                                    |               |             |             |
| Behavior                           | Impact        | Probability | Penetration |
|                                    |               |             |             |
|                                    |               |             |             |





# WHITEBOARD

## BARRIERS & BENEFITS TOOLBOX

| Barriers and Benefits Toolbox |          |  |          |   |
|-------------------------------|----------|--|----------|---|
| Desired Behavior Change       | Barriers | Can I overcome or reduce this barrier? | Benefits | Can I tap into or provide this benefit? |
|                               |          |  |          |   |
|                               |          |  |          |   |
|                               |          |  |          |   |
|                               |          |  |          |   |
|                               |          |  |          |   |



# WHITEBOARD

## CAMPAIGN MESSAGING

| Campaign Messaging   |   |
|--|---|
| <b>Target Audience</b>   | <i>Example: season ticket holders with young children</i>                               |
| <b>Call to Action (DBC)</b>                                      | <i>Example: Turn off the water while brushing teeth</i>                                 |
| <b>Audience characteristics</b><br>(identify potential barriers) | <i>Example: Playful, hectic, community-oriented - potentially too rushed to 'think'</i> |
| <b>Norms</b>   |   |
| <b>Slogan (commitment)</b>                                       |   |
| <b>Additional messaging</b><br>(Prompts)                         |   |
| <b>Incentives</b>  |   |



# SAMPLE MEDIA ASSET INVENTORY

## SPORTS PROPERTY

| IN-VENUE                    |  | EX-VENUE                  |                                   | DIGITAL                    |                   |
|-----------------------------|--|---------------------------|-----------------------------------|----------------------------|-------------------|
| <b>Signage</b>              |  | <b>Broadcast-TV Radio</b> |                                   | <b>Broadcast-Streaming</b> |                   |
|                             | LED Scoreboard(s)                      |                           | Pre-Game Show                     |                            | Pre-Game Show     |
|                             | LED Ribbon Board(s)                    |                           | In-Game Ad                        |                            | In-Game Ad        |
|                             | LED Field Signage                      |                           | Half-Time Show                    |                            | Half-Time Show    |
|                             | Static Field Signage                   |                           | Game Promo Media                  |                            | Game Promo Media  |
|                             | LED Concourse Signage                  | <b>Print Media</b>        |                                   | <b>Social Channels</b>     |                   |
|                             | Static Concourse Signage               |                           | Gameday Media Placement           | Facebook                   | Sponsored Content |
|                             | Concourse Pillars                      |                           | Pocket Schedule                   | YouTube                    | Fan Contest       |
|                             | Concourse Floor                        | <b>Community</b>          |                                   | Instagram                  | Promoted Post     |
|                             | Menu Boards                            |                           | Sports Camps                      | Snapchat                   |                   |
|                             | Section Stairs                         |                           | Education Program (STEM, Reading) | Pinterest                  |                   |
|                             | Plaza Signage                          |                           | Ticket Program                    |                            |                   |
|                             | Exterior LED Signage                   |                           | Mascot Program                    |                            |                   |
|                             | Parking Area Signage                   |                           |                                   |                            |                   |
|                             | Waste/Recycling Stations               |                           |                                   |                            |                   |
|                             | Restroom Signage                       |                           |                                   |                            |                   |
| <b>Gamenight</b>            |  |                           |                                   |                            |                   |
|                             | Presenting Partner                     |                           |                                   |                            |                   |
|                             | Gamenight Partner                      |                           |                                   |                            |                   |
|                             | Gate Giveaway                          |                           |                                   |                            |                   |
|                             | Concourse Activation                   |                           |                                   |                            |                   |
|                             | In-Game Contest (Halftime/btw innings) |                           |                                   |                            |                   |
| <b>Print</b>                |  |                           |                                   |                            |                   |
|                             | Ticket Face/Back                       |                           |                                   |                            |                   |
|                             | Gameday Program                        |                           |                                   |                            |                   |
| <b>Non-Gameday Programs</b> |  |                           |                                   |                            |                   |
|                             | Stadium Tours                          |                           |                                   |                            |                   |
|                             | School Visits                          |                           |                                   |                            |                   |

Inventory Developed by  5T SPORTS

# GREEN SPORTS ALLIANCE

[greensportsalliance.org/resource-center](https://greensportsalliance.org/resource-center)

 [@sportsalliance](https://twitter.com/sportsalliance)

