

A Work Project, presented as part of the requirements for the Award of a Master's degree in  
Management from the Nova School of Business and Economics.

FROM STAGES TO STADIUMS – ENVIRONMENTAL AND SOCIAL RESPONSIBILITY  
OF LIVE EVENTS INCREASING SOCIETAL AWARENESS: THE CASE OF BECAUSE  
IMPACTS STRATEGIC POSITIONING IN THE PORTUGUESE CONSULTING MARKET

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**Abstract**

*Because Impacts* is a Lisbon-based sustainability consulting startup providing services to various clients aiming at impacting people and the planet. The case study showcases how they are establishing themselves in the Portuguese market. An on-going project with a festival provides a unique opportunity to target live events. The implications for strategy and positioning are discussed within the individual teaching note. Based on the learnings from the festival, *Because Impacts* aims at also targeting Portuguese sport events. The evaluation report develops a strategy model effectively addressing environmental and social aspects for Portuguese football clubs, giving recommendations for both clubs and consultancies.

Keywords: sustainability consulting, sustainable development, strategy development, competitive advantage, live events, environmental impact, social impact, football

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**List of Abbreviations**

AGF	A Greener Future
APORFEST	Associação Portuguesa de Festivais de Música <i>(Portuguese Association of Music Festivals)</i>
B2B	Business to Business
CAGR	Compound annual growth rate
CEO	Chief Executive Officer
CO <sub>2</sub>	Carbon Dioxide
CORDIS	Community Research and Development Information Service
CSRD	Corporate Sustainability Reporting Directive
EEA	European Environmental Agency
EFDN	European Football for Development Network
EFL	English Football League
e.g.	For Example <i>(stands for exempli gratia in Latin)</i>
ESG	Environmental, Social and Governance
EU	European Union
FCT	Fundação para a Ciência e a Tecnologia <i>(Foundation for Science and Technology)</i>
FGR	Forest Green Rovers
FIFA	Fédération Internationale de Football Association <i>(International Federation of Association Football)</i>
FPF	Federação Portuguesa de Futebol <i>(Portuguese Football Federation)</i>
F&B	Food and Beverage
GDP	Gross Domestic Product
GRI	Global Reporting Initiative
IGFEJ	Instituto de Gestão Financeira e Equipamentos da Justiça <i>(Institute for the Financial Management and Infrastructures of Justice)</i>
KPI	Key Performance Indicator
LGBTQ+	Lesbian, Gay, Bisexual, Transgender, Queer, and others.
IMS	Information Management School
IT	Information Technology

MBB	McKinsey, Bain & Company, & BCG
MNE	Ministério dos Negócios Estrangeiros ( <i>Ministry of Foreign Affairs</i> )
MWh	Megawatt-hour
Min.	Minutes
NGO	Non-governmental Organization
OECD	Organization for Economic Co-operation and Development
PESTLE	Political, Economic, Social, Technological, Legal and Environmental
R&D	Research & Development
SDG	Sustainable Development Goals
SMART	Specific, Measurable, Achievable, Relevant, Time-bound
SME	Small and Medium Enterprises
SROI	Social Return on Investment
tCO <sub>2</sub> e	Tons of Carbon Dioxide Equivalent
TPN	The Portugal News
UK	United Kingdom
UEFA	European Football Associations
UN	United Nations
UNFCCC	United Nations Framework Convention on Climate Change
USA	United States of America
VRIO	Value, Rarity, Imitability, and Organization
WBCSD	World Business Council for Sustainable Development

## CASE STUDY

### **Redefining the Stage: Environmental and Social Responsibility of Live Events**

#### **- The Case of Because Impacts, a Portuguese Impact Consultancy**

In June of 2022 it was reported that the Portuguese Minister of Culture, Graça Fonseca, had resigned from her position to dedicate herself to a personal project (Almeida 2022). Before, Graça worked in innovation and entrepreneurship and wanted to become an entrepreneur herself. She knew that her knowledge could bring positive change to organizations. Therefore, at the age of 50 and after a long political career, she founded her company: *Because Impacts*. “There is no planet B to be on. [...] The time is ripe. Turn off the greenwashing.” (Because Impacts n.d.). This is one of many company statements made by *Because Impacts* (appendix A1). The Lisbon-based startup is a purpose-driven consulting firm that focuses on creating a measurable impact for large and small corporations and organizations. *Because Impacts* has been operating for a bit over one year (as of December 2023). During this time, Graça’s main challenge was making her company vision a reality. It is her belief that she needs to secure projects and build up a sophisticated client portfolio to establish a presence in the Portuguese sustainability consulting industry.

#### **Bringing People Together**

Our world and society at large are facing a myriad of social and environmental challenges that demand urgent attention and action. This includes the triple planetary crisis referring to climate change, pollution, and biodiversity loss (UN 2022). In addition, a great deal of people are experiencing poverty, hunger, forced labor, inadequate healthcare and education (WBCSD 2023). As a former Minister of Culture with a lengthy political career consisting of 23 years in public service in both local and the national Portuguese government, as well as a PhD in sociology and experience as a researcher at Coimbra University, Graça instilled a strong belief in culture and people. She knows well that one of the most important triggers for change is to

engage with people to influence their behavior, helping them develop stronger connections to our planet. Therefore, she had one goal in mind: bringing people together to accelerate future change and tackle the planetary and social crisis. However, one question remained: How to acquire clients to make the vision of *Because Impacts* a reality?

### **The First Steps of Founding an Impact Consultancy**

After having identified the purpose of *Because Impacts*, Graça partnered up with Domingos Guimarães, a “serial entrepreneur and business angel” (Impact Now Capital n.d.) and co-founder of *Live Content*, an independent Portuguese digital agency (Live Content n.d.). In addition, he is the Digital Champion for Portugal at the European Commission. *Because Impacts* Lda (NIF 517078686) was founded as a private limited liability company between the two partners: Graça Fonseca (majority owner and CEO), with an investment of €1400, and *Live Content*, investing €600 (IGFEJ 2022). Although Domingos can be seen as a silent partner for *Because Impacts* (appendix A2), Graça feels supported and gets advice. Apart from the social contribution the firm can achieve, Domingos is aware that the entrepreneur leading the startup has the necessary skills for success, whether it is a consulting firm or other type of business.

Once the company was founded, Graça hired Gonçalo Mendes as a sustainability manager. He complements the team with a background in chemical engineering and five years of experience as sustainability consultant at Deloitte. Gonçalo shares the same values as the founder, and he also has a high desire to support organizations in achieving higher impact.

The team currently has its office in Tec Labs, an incubator located in the Faculty of Sciences of the University of Lisbon. The cost of renting the shared space is not high. The incubator brings a set of ventures and people involved in innovative and impactful projects together.

### **Skill Set for Providing Impactful Solutions**

Entrepreneurs age 50+ have experience and knowledge that can be taken advantage of (Holmquist and Sundin 2022). Graça can leverage her expertise in different domains such as

politics, consulting, engineering, regulation, and science, to deliver concrete solutions tailored to organizations. Additionally, Graça has a strong network, spanning from the public sector to NGOs, as well as from big corporates to startups. When *Because Impacts* requires additional expertise they can use their network and partner with, for instance, scientists, researchers, and universities to provide solutions. This collaboration and exchange of expertise aims at creating superior value for clients. *Because Impacts* wants to address the specific needs of their clients by concentrating on delivering practical solutions that reshape organizational behavior and make meaningful contributions to global initiatives, such as the agenda 2030. Thereby limiting organizations' risk of greenwashing and helping them go beyond compliance.

### **The Role of the Portuguese Market Development**

Consulting firms are heavily dependent on the macro-developments of the markets they are operating in. Economic uncertainty threatens their performance as this can lead to cancelled projects and clients demanding lower fees (Foley and Edgecliffe-Johnson 2023).

Portugal has a stable parliamentary democracy. In 2022, the economy increased 6.7% in terms of real GDP the strongest growth since 1987 (GlobalData 2023a, 15-16) and ranked 49<sup>th</sup> in the world (Worldometer 2023a). In terms of population, however, it is only 93<sup>rd</sup> worldwide with around 10.2 million (Worldometer 2023b). The economy is rapidly growing with large tourism, banking and telecommunication sector, and major energy exports (CIA 2023). The service sector is increasing in line with other EU countries (MNE n.d.). Nevertheless, Portugal is facing skill shortages with the working-age population expected to decline (OECD (2023a, 11-12) and high-income inequality. To counteract this trend, laws have been introduced to facilitate immigration. The inflation rate in 2022 was 7.8% (GlobalData 2023b, 10-38).

Portugal has missed most of its 2020 waste targets and the progress towards biodiversity targets has been insufficient. Furthermore, agriculture puts significant pressures on water bodies. Extreme weather events and water scarcity have become a major challenge for the country

(OECD 2023b). The country was ranked 48 of 180 in the environmental performance index (23 Degrees 2023) and aims at having 80% renewable energy by 2026 (GlobalData 2023b, 39). R&D expenditure as a percentage of GDP was only around 1.66% in 2021, below the EU average of 2.15% (OECD 2023c). Limited investment in R&D hampers productivity and the capacity of businesses to capitalize on emerging opportunities arising from the digital and green transformation. The government aims to increase R&D expenditure to 3% by 2030 (FCT 2021).

### **Lisbon's Vibrant Startup Ecosystem**

Recently, Portugal's startup scene has emerged as a prominent player in the European tech industry. Despite its relatively small size, Portugal benefits from a valuable talent pool, robust investment prospects, and an excellent quality of life, bolstered by high English proficiency (Startup Portugal 2022). Still, Portugal is only considered a moderate innovator according to European Innovation Scoreboard (European Commission 2023). However, Lisbon-based startups are currently thriving, valued at around €21 billion in 2022, 26 times higher than in 2016 (Lisbon City Council, Made of Lisboa and Dealroom 2022, 8). They raised around €333 million in funding in 2022 with impact startups raising €7.8 million of those investments, 3.1 times higher than in 2020 (Lisbon City Council, Made of Lisboa and Dealroom 2022, 19-30). This trend is supported by incubators, such as Startup Lisboa founded by the Lisbon municipality (Startup Lisboa n.d.) and where Domingos Guimarães, Graça's partner, is a mentor (Impact Now Capital n.d.). In addition, Lisbon's 2030 strategy aims at positioning the city as a global player for competitiveness and innovation (OECD 2023d). In 2019 it was estimated that 99.7% of enterprises in Portugal were small and medium enterprises (OECD 2022, 208-210).

### **The Demand for Consulting Services in Portugal is Growing**

In Portugal the industry revenue of consultancy activities is expected to increase to approximately \$4.7 billion by 2025, a sharp rise from around \$2.9 billion in 2015 (see appendix A4). This trend is leading to international consulting firms increasing their focus on the

Portuguese market with Tier 1 consulting firms, also known as MBB, increasingly establishing office locations in Lisbon. In 2021 McKinsey & Company established its *Client Capabilities Hub* (McKinsey & Company n.d.) and Bain & Company opened their office in 2022 (Bain & Company 2022). In contrast, BCG already opened its Lisbon based office in 1995 (BCG n.d.)

### **Sustainability as a New Focus of the Consulting Sector**

After a downturn in the European management consulting market in 2020, its value increased to \$60.88 billion in 2021 with promising future growth prospects (appendix A3). In 2021, consulting firms in the USA were reportedly seeing a strong increase in ESG projects (Source Global Research 2022, 48). The European Environmental Agency (EEA) has also identified knowledge as a vital component for progress to overcome many of earth's crises: biodiversity loss, climate change, resource overconsumption and pollution change (EEA 2021, 49-51). This includes, for instance, expertise in creating new innovative circular business models, exploring nature-based solutions, and making informed decisions for climate mitigation (EEA 2021, 9-10). Therefore, sustainability consulting is experiencing an unprecedented surge in demand due to the shift in business models prompted by environmental and social challenges. Recent findings in the global market for environmental, sustainability, and governance consulting indicate that it is projected to expand to \$12 trillion by 2027 at a CAGR of 5.44% (Yahoo Finance 2023).

### *Big Four Accounting Firms Investing Billions in Sustainability Specialists*

The prominent Big Four are estimated to account for “37.4 percent of the global consultancy market” (Gartner 2019). Currently, they are investing billions in building extensive worldwide networks of sustainability specialists with the aim of assisting companies in quantifying their greenhouse gas emissions, fulfilling climate and diversity commitments, revamping supply chains, and adhering to upcoming regulatory requirements (Boudreau 2022). For instance, in October 2021, KPMG announced its intention to allocate over \$1.5 billion on advancing their

ESG agenda (KPMG 2021). Also, Deloitte, in April 2022, unveiled a \$1 billion expansion and investment plan for its global sustainability & climate practice, (Deloitte 2022). In addition, most of the prominent consulting firms have established comprehensive sustainability services and organizations are also building up internal sustainability teams (Boudreau 2022).

### **The Market Trends Influence on the Foundation of Because Impacts**

Graça was aware of the dynamic startup ecosystem in Lisbon, along with the shifting market. Thus, increasing the need for firms to transform to more sustainable business practices and hire consulting firms for support. For Graça the broader question at hand is whether the surge in sustainability consulting will result in more than just capitalizing on the ESG trend and lead to tangible impacts on global agendas such as the SDGs. *Because Impacts* aims to go beyond compliance with environmental legislation, instead offering a more holistic approach to clients. Graça states that “we should be talking about impact and not about sustainability, we should be talking about the people on planet and not only about ESG”.

### **Unveiling Potential Clients and their Needs**

*Because Impacts* identifies many different potential clients, including big corporates, SMEs, startups, NGOs, public institutions, as well as event organizers. Graça believes four drivers will force these various clients to adapt their practices: regulations, securing financing from investors, acquiring talent, and changes in consumption. Therefore, these potential clients require assistance in developing comprehensive sustainability strategies aligned with their business goals and values. To do so, comprehensive knowledge of several aspects is required. Organizations must adapt to new legal and consumer requirements. The EU Green Deal is one of the most prevalent, promoting the revision of existing laws (appendix A5). In addition, the private sector is facing pressure regarding compliance, governance, and reporting standards (e.g. CSRD), which is why ESG consulting is booming. Moreover, companies face regulations and customer awareness regarding their supply chains, emissions, and waste management.

Finally, corporations aim to unlock the potential of stakeholder engagement and communication of their impact efforts. When doing so, companies can enhance their ability to attract and retain top talent (Gratitude 2023). But even more important, the increasing size of institutional investors and pension funds has made it essential for them to prioritize environmental and social impact in their portfolios to shift away from systemic risk (Eccles and Klimenko 2019). Therefore, it is becoming important for organizations to understand their impact to attract and secure future funding.

### **Beyond Satisfying Client Needs: The Service Portfolio of Because Impacts**

*Because Impacts* website divides its services into four categories: strategy, innovation, measurement, and communication. Each category includes a variety of services (see appendix A6). An overview of some solutions *Because Impacts* can provide to clients are described in the following. **Sustainability strategy** aligning an organization's initiatives, objectives, and goals to ensure a green transition with European and Portuguese sustainability objectives in mind. **Diversity and inclusion strategy** to help organizations promote diverse recruitment and foster an inclusive workplace. **Carbon footprint measurement** developing a framework to assess an organization direct and indirect emissions to guarantee knowledge of the impact in the short, medium, and long-term. **Sustainable procurement** developing a procurement framework where organizations account for ESG factors. **Social impact measurement** developing a framework that helps organizations understand their social impact and improve decision making. **Communication strategy** developed through a structured process of identifying stakeholders, developing the engagement strategy, and defining initiatives, activities, projects, respective partners, locations, and channels. Internal and external **stakeholder engagement** to bring stakeholders closer to the organizations. (For more details, see appendix A7).

### **Exploring Local Competitors' and Their Services**

Sair da Casca, which entered the market as a pioneer in 1994, is the largest and strongest competitor. Their longer presence in the market has allowed them to develop projects with both national and international brands, giving them a strong reputation. In 2022, the company was also recognized as Best for the World, which are the top 5% of all B Corp certified companies for its governance performance, positioning as the first Portuguese sustainability consultancy that has received this award (Sair da Casa 2022). Apart from it, there are a few other consulting firms, such as Circular, Humb Consulting and ÉRRE LRB, focused on various services related to sustainability. Circular focuses on services related to circular economy and resource efficiency. Humb Consulting has a generic approach and integrates training in its offering. ÉRRE LRB is more specialized and provides services in urbanism and tourism.

For further information about *Because Impacts* competitors, see appendix A8, which summarizes the service categories from the companies' websites. It should be noted that Graça states she does not aim to compete with the Big Four or MBB. Instead, *Because Impacts* hopes to maintain a high level of flexibility to develop projects through various partnerships and nurture closer relationships with clients.

### **Navigating Obstacles in Client Acquisition**

Currently, *Because Impacts* is highly focused on finding clients. The company managed to hand in 40 proposals to potential clients and they are actively negotiating with potential new clients about future projects. However, low response rates for the proposals delivered, even if they are provided on requests, have been an obstacle. When developing its proposals, *Because Impacts* also faces another challenge: setting prices for its services. Companies often view sustainability as a cost driver believing the cost out way the benefits of the investment (Capgemini 2022, 19-22). In Portugal, there is only moderate coverage of direct greenhouse gas emissions disclosures by companies (CDP 2022). This indicates that many firms have yet to realize the advantages of

understanding the direct and indirect impacts of their operations, which makes price setting difficult across the market. Therefore, *Because Impacts* in some cases is adapting its pricing strategy by reducing its rates to levels that cover costs, to acquire new clients. In addition, as a young firm, *Because Impacts* is still building up its portfolio of client testimonials.

Another challenge is that even if Graça and Gonçalo develop a more detailed pitch and potential clients are interested in the proposals, they might still not sign a final contract. This is challenging for a two-person operation as it takes a lot of time preparing proposals and pitches. In this initial phase, Graça developed the CEO's managerial tasks to secure a solid growth and support the daily operations.

Currently, the main advertising strategy used by *Because Impacts* is word of mouth, stemming from Graça's large network. They are trying to accelerate the effect by attending various events and holding keynote speeches. In addition, Graça has her own social media (LinkedIn) and a radio program, which serve as a starting point for the marketing and communication strategy. *Because Impacts* also has its own website and a LinkedIn account. Beyond this, there are no marketing activities and *Because Impacts* has not yet allocated any budget for marketing.

### **Forging Ahead: Because Impacts' Diverse Quartet of Ongoing Projects**

Despite the challenges regarding client acquisition, *Because Impacts* was able to win four different project proposals since the foundation of the company. Currently, *Because Impacts* is helping a food retail company with its sustainability strategy to reduce the company's CO<sub>2</sub> emissions. Additionally, they collaborate with the Municipality of Cascais on a sustainable procurement strategy in partnership with the University Nova IMS. This includes software development to account for environmental and social factors during procurement. Another ongoing project is with the NoCode Institute, which focuses on reskilling and relaunching careers of people left behind in the digital economy. In this project, *Because Impacts* is providing communication and engagement services to the institute.

On top of that, *Because Impacts* main success story is the collaboration with Chefs on Fire, a food and music festival happening every summer in Cascais (appendix A9) with around 3000-4000 attendance. Here, *Because Impacts* signed a five-year contract with the overarching goal to turn this live event in the first climate-positive festival in Portugal by 2027.

### **Chefs On Fire, the Debut Triumph Impacting People**

Chefs on Fire engaged with *Because Impacts* to develop an incremental strategy with transformation objectives for reducing environmental impact. *Because Impacts* identified seven relevant pillars: responsible food, energy and emissions, water and sanitation, materials and circularity, mobility and transport, biodiversity, and community. For each pillar several goals, initiatives and measurement indicators have been designed (see appendix A10). For instance, for responsible food *Because Impacts* defined goals for Chefs on Fire to prefer local producers and suppliers, increasing the number of plant-based options and eliminating food waste. Initiatives to reach these goals are for example collaboration with local farmers, composting stations, establishing partnerships to donate leftover food. Indicators include the percentage of ingredients from local farmers and producers, percentage of plant-based options and total amount of food donations. The strategy was successfully developed by *Because Impacts* prior to the festival taking place between the 8th to 10th of September 2023.

One of the major challenges for *Because Impacts* when working with an event organizer, especially a festival on developing a sustainability strategy, is their tight budget. Organizers often see transitioning to sustainability as an additional cost they are not willing or able to incur. Therefore, *Because Impacts* found a sustainability partner that is willing to cover their fees in exchange for increased visibility for their brand during the festival. This year, the partner was an insurance company. However, *Because Impacts* plans on looking for a new sustainability partner every year as they believe it will become more attractive for firms.

Currently, *Because Impacts* is creating a baseline from the 2023 edition of Chefs on Fire, which will be used to measure and implement the impact strategy they developed. This includes seven pillars and the defined objectives and initiatives for Chefs on Fire to become climate positive in the next five years (see appendix A9). *Because Impacts* LinkedIn post highlights the challenges and triumphs achieved through this project: “*Implementing and measuring a net positive overall strategy for a festival is no easy task, anyone who says otherwise is not contributing to the necessary change. But with a good dose of strategy, creativity, science, and a true will to create change, we managed to do it*”. (Because Impacts 2023a). The goal is to also educate the employees of Chefs on Fire to do the reporting themselves.

### **Live Events: A Powerful Trigger for Sustainable and Social Change**

The services provided to Chefs on Fire are custom-made. But for several reasons, *Because Impacts* plans to scale its experience from this project to other national events in the future. Live events attract a broad audience, providing a platform to raise **attention and visibility** about critical sustainability and social issues. In addition, live events can offer a hands-on, experiential learning opportunity for attendees. Interactive experiences and **direct engagement** can lead to a deeper understanding of the cause and encourage proactive involvement. Thereby, live events can stimulate **behavioral change** and build up **communities**. This sense of belonging can lead to the formation of supportive sustainable and social change. In addition, these communities bring together diverse stakeholders, including experts, activists, and businesses. This facilitates **networking and collaboration**, fostering partnerships that can drive sustainable projects and social programs forward.

### **Greening the stage: Live Events Start to Embrace Environmental Responsibility**

Attending live events is becoming increasingly popular. For instance, the music festival industry is experiencing unprecedented growth. It is anticipated that the market will surpass \$8.5 billion by 2028, a substantial increase from its \$2.5 billion in 2022 (Economist Impact

2023). This represents a significant increase in the environmental impact, including high emissions from audience and artists transport, as well as food and beverages (see appendix A11). Despite that, only 20% of festivals calculate their carbon footprints (Preussen 2022).

There are some groundbreaking initiatives around Europe with the purpose of creating more sustainable and socially driven live events. *Vision 2025*, which is a network of more than 500 outdoor events and companies in the UK events sector aimed at adopting positive climate measures. Its goal is to have a *Green Events Code of Practice* by early 2024, which sets industry-wide sustainability standards and targets for outdoor festivals and events (Vision 2025 n.d.a.). *Green Events* is a Dutch based knowledge platform for building an environmentally and socially sustainable events industry. Its mission is to future-proof this industry by partnering with a diverse range of stakeholders to accelerate sustainable developments together (Green Events n.d.). Beyond that, initiatives can be found for event sustainability, such as *ISO 20121* and *Net Zero Carbon Events*.

### **Some Live Events Are Slowly Starting to Adapt their Practices**

The non-profit organization, *A Greener Future* (AGF), is committed to helping events, festivals, venues, and organizations around the world become more sustainable and reduce environmental impacts (AGF 2023). Created in 2005, AGF operates in the areas of certification, training, experience and facilitates the exchange of good practices and knowledge.

Organizers are also starting sustainability programs. For example, *Live Nation Entertainment* (2021), “the world’s leading live entertainment company”, in May 2019 announced their Green Nation charter with the goal of reducing emissions by 50% until 2030 and banning single-use plastics (Vision 2025 n.d.b.). The overall aim is to showcase leadership in the event industry to adopt and scale sustainable practices. *Live Nation* aims to leverage sustainability to foster innovation and generate value for its business (Live Nation Entertainment n.d.). In addition,

they launched the *Green Nation Touring Program* to help artists reduce the impact of their tours on the environment (Live Nation Entertainment 2021).

Another global example is DGTL. The festival positions itself as the first circular festival in the world (Kocay 2022). Born in Amsterdam in 2013, it is today a global brand with editions in Tel Aviv (Israel) Mumbai, New Delhi (India), Santiago (Chile), São Paulo (Brazil).

### **The Growing Portuguese Live Event Industry**

The only Portuguese live event recognized globally for its strategy of positive impact on people and the environment is Boom in Idanha-a-Nova. It has an integrated strategy of positive impact, including energy, water, food, nature, waste, reforestation, transport, and social and community impact (Boom Festival n.d.a.). A strategy, embedded in its vision of being a “psychedelic global gathering of music, arts, culture & hands-on sustainability” (Boom Festival n.d.b.).

There is a magnitude of live events in Portugal. In general, the industry is steadily growing especially when looking at revenues from music festivals and sports events (appendix A12). For instance, in 2022, 328 music festivals were held across Portugal, according to the Annual Report of APORFEST (Albuquerque and Rosa 2023). For 2019, the last year before the Covid-19 pandemic, APORFEST reported 287 music festivals (Caetano 2022), showing an increase of 14% in the number of events in just 3 years. In recent years large international festivals have established themselves in the Algarve, with Afro Nation hosting its first edition in 2019 and Rolling Loud in 2022. Both festivals took place in the city of Portimão. Afro Nation was estimated to have an economic impact of €114 million for the region in 2022, with around 40,000 people from 40 countries attending. In the same year Rolling Loud was estimated to attract 55,000 people and generated around €100 million for the region’s economy (Portugal Resident 2023). However, preliminary studies have showcased the negative impacts of beach festivals on Portugal’s coastal ecosystems, calling organizers for a more conscious management (Andriolo and Gonçalves 2023).

Unfortunately, commitment and action to positive impact are not yet part of the agenda of this industry. There are two main reasons: First, there is no legislation or policy that targets the Portuguese live event sector. Therefore, creating sustainable and social impact is not mandatory for event operators. Second, changing the impact of a live event usually comes with expenditure, such as fees for a consultancy or higher operational costs. Most event organizers see these expenditures as negative costs rather than investing in a better festival experience or the planet and the people themselves. Therefore, creating a partnership where a third party pays *Because Impacts* can be seen as a huge success. These insights are of superior importance to Graça when proposing to new clients in this market.

### **From Stages to Stadiums: Because Impact's First Pitch for Large Sports Events**

Inspired by the success story with Chefs on Fire, *Because Impacts* is currently proposing to a large football club in Portugal. The startup also sees live events in the football industry as a great business opportunity. Firstly, they believe that most football clubs in Portugal lack sustainability strategies and it seems that no other consultancy is currently targeting these clubs. In addition, *Because Impacts* believes that the football industry in general lacks behind to reach the 2030 Agenda. This is particularly disappointing, given the social reach and engagement football clubs have. For this reason, *Because Impacts* views the industry as a great opportunity to accomplish its goal of engaging with people for positive change and to accelerate its impact.

### **The Journey of Because Impacts: First Milestones and the Road Ahead**

Next year, Graça aims to further diversify *Because Impacts'* clients. Sports events will be a focus, in combination with other sectors. Additionally, *Because Impacts* would like to establish impact labs where clients work together with experts to fast-track innovative ideas and identify ways to implement them in the clients' operations. In addition, they are planning on promoting their own event, aiming to change people's behavior through interactive and immersive activities, developed by marketing experts and behavioral scientists.

*Because Impacts* first year brought challenges but also marked important milestones and an intriguing outlook. A key milestone is the acquisition of the company's first clients, four diverse and interesting projects. These prove that clients are interested in *Because Impacts* and serve as references for future proposals. In addition, they allow the company to gain more practical experience. However, finding the right balance between more profitable and more impactful projects is not easy and constitutes a permanent dilemma.

With Domingos Guimares, Graça found a partner with an extensive network that can help fulfill her vision. In addition, Graça hired her first employee, Gonçalo, who has an extensive academic background and prior experience in sustainability consulting. As the number of projects grows, *Because Impacts* is planning to hire an additional employee by the end of 2023.

Thanks to its very efficient cost management, *Because Impacts* is not far away from its goal of reporting black numbers. Still, *Because Impacts* expects loss at the end of 2023, due to investments in future projects and services (appendix A13 shows fictive financial details). It remains to be seen whether *Because Impacts* will reach its breakeven target by 2025.

### **Unleashing Hidden Horizons: Discussing the Narrative of Because Impacts**

With the first year of operations complete, Graça realized that the success of the first year had only been the beginning of her entrepreneurial journey. Analyzing this journey becomes important to consider three aspects: (1) *How important can the role of the entrepreneur be? Does Because Impacts what is necessary to become a successful venture? What steps should the startup take to ensure a positive impact?* (2) *How has Because Impacts established itself in the Portuguese sustainability consulting market? How can the company excel in comparison to its competitors? How can the company continue to grow and win more projects?* (3) *Will the company reach its target of financial breakeven by 2025? And how can Because Impacts connect its pressing need for profits with its number one goal of impact creation?*

EVALUATION REPORT

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## 1. Situation Analysis

Based on the case study “Redefining the Stage: Environmental and Social Responsibility of Live Events - The Case of *Because Impacts*, A Portuguese Impact Consultancy”, three teaching notes were developed. Their outcomes represent the foundation of this report:

As a consultancy startup, *Because Impacts* is entering a competitive market, making it difficult to differentiate. By focusing on their goal of bringing people together, to tackle social and environmental challenges, their business idea becomes unique in Portugal. Considering the J-Curve of startups’ financial development, *Because Impacts* is currently located in the valley of death, meaning the company is facing pressure to become profitable within the next years. Therefore, *Because Impacts* aims to attract big and well-paying future clients. It might be beneficial for the company to develop and narrow down its market opportunity. An interesting starting point could be exploring sectors such as live and sport events. *Because Impacts* would create a new market space in the Portuguese consulting industry, as there is no other consultancy specifically targeting sustainability strategies of live and sport events. Medium and large football clubs could be a promising clientele. Due to their high stakeholder engagement and influence on people, they can be powerful agents of change. Therefore, targeting football clubs would enable *Because Impacts* to generate profits and impact at the same time.

## 2. Research Question

Based on the situation analysis, this report aims to provide a research-based answer to the following question:

*“What are the essential steps in creating a sustainability strategy for football clubs in Portugal that addresses both social and environmental aspects?”*

The outcomes and recommendations provided by this report offer valuable insights for consulting companies, such as *Because Impacts*, to enhance the quality of their services offered to football clubs. They can also contribute to the development of social and environmental

sustainability strategies for clubs themselves, and benefit future research in the field of sustainability in football.

The report will start by defining the general business model and stakeholders of clubs. Afterwards, the global and Portuguese football industry and the sustainability guidelines in European football are explored. The most relevant social and environmental impacts of football clubs are identified. Portuguese clubs' current initiatives are analyzed and best practices from European peers presented to understand how football clubs can mitigate their negative impacts and maximize the positive ones. The authors will introduce 21 research variables for developing an effective environmental and social sustainability strategy for clubs in Portugal. These will be tested using a dual research approach: A public survey with 202 respondents (quantitative) and interviews with 9 different experts (qualitative). After reviewing and analyzing the data, the report will introduce an all-encompassing strategy model, which incorporates the variables that have been proven to be relevant by this research. Considering the limitations, the report will conclude with practical implications for football clubs and sustainability consultancies.

### **3. The Business Model and Main Stakeholders of Football Clubs**

Globally, football stands out as the most popular sport, leading in both spectators and participants. Therefore, it plays a vital role within worldwide communities (Cárdenas 2015, 93). However, recent discussions have centered around the impacts of the sport's commercialization (Brandt and Kurscheidt 2022, 1-2) as capital investors shift the clubs' focus towards consumption and profit (Kennedy P. and Kennedy D. 2013, 1-11). Therefore, fans observe a prioritization of clubs' economic interests, impacting their identity, attitudes, emotional ties, and behavior (Ronald and Jean-Pierre 2019, 22-25; Winell et al. 2023, 127-131). One reason could be that the overall goal of football clubs is to win matches as this is closely tied to their financial performance. The most significant cost driver is player recruitment and retention (Carmichael, McHale, and Thomas 2011, 489-491).

This report divides football clubs into three tiers. Tier 1: Large, professional clubs, competing in the Champions League, Europa League, and first national leagues. Tier 2: Medium, professional clubs, competing in professional national leagues. Tier 3: Small, amateur clubs, competing in local divisions. This report will focus only on tier 1 and tier 2 clubs.

It should be noted that most football clubs are sports clubs, housing not only various football teams but often other sports teams as well. This research focuses on the main male football team and their operations, as these often have the highest level of visibility.

For tier 1 and tier 2 clubs, three main revenue streams can be identified (Dima 2015). Firstly, media rights, the revenue made from selling the broadcasting rights for the games. In Portugal each football club individually negotiates its media rights and sponsorship deals (TPN 2015). Secondly, commercial income, from sponsorships, for instance on jerseys and around the stadium, as well as other sources such as marketing activities and conferences services. And thirdly, matchday revenue from ticket sales, including season tickets and supporters' expenses inside the stadium (Dima 2015). For the 20 largest football clubs worldwide, the average revenue in 2022 amounted to €462 million with approximately 44% from broadcasting, 41% from commercial and 15% from matchday revenues (Deloitte Football Money League 2023). Large competitions, such as the Champions League or Europa League can also come with high amounts of prize money (Ambille 2022). Therefore, it is important to note that the size, the league, and the wins of a football club are closely connected to its profitability and vice versa. Clubs can also obtain external capital through debt or owner funding. A balanced mixture between revenue generation and external funding is important as overreliance on either could be unsustainable or cause a club to fall behind its rivals (Raj 2023).

The professional football industry, however, also has some structural problems with disparities between teams and issues of profitability (Bancel and Philippe 2021). The industry has grown tremendously, yet many clubs are barely able to break even as they spend large portions of their

annual revenues and require external funding (Noble 2023).

Football clubs have numerous stakeholders with various interests (Senaux 2008, 15-16). Understanding them is essential for cultivating clubs' sustainability practices (Hernández-Hernández et al. 2023). Generally, identifying stakeholders is relevant for any kind of organization as it is their responsibility to create value for each one of these groups (Freeman 1984). Stakeholders can be classified into internal and external stakeholders according to Carroll and Näsi (1997). In appendix B1 stakeholders of tier 1 and 2 football clubs are classified. Both external and internal stakeholders influence clubs, but only internal stakeholders are involved in the day-to-day operations (Cicut et al. 2017). One relevant subcategory of the external stakeholder are the regulators, as they establish rules, regulations and standards that can affect, directly or indirectly, the practices of the football industry.

Besides the level of involvement, football clubs' stakeholders can be represented in the Mendelow-Matrix which categorizes them according to their level of interest and power (see appendix B2). From both stakeholder maps it can be identified that both fans with membership and financial partners, such as investors and sponsors, are the external stakeholders with the highest power and interest. They directly affect the operations and decision-making process of the clubs. This is supported by complementary studies (Cicut et al. 2017; Winskowski 2022).

#### **4. The Football Industry**

Worldwide, football is the most popular sport with a total fan base of 5 billion people, approximately 60% of the global population (FIFA 2023). Its relevance is evident, with four of the top ten most popular sports leagues dedicated to football (Strive 2022). The global economic impact of the industry is estimated at \$200 billion (CIES 2018, 5), and the European market revenue rose by 7% to €29.5 billion during the 2021/22 season (see appendix B3).

Considering the striking relevance of the football industry in global society, it is surprising that many football clubs are not keeping pace and lack concrete measures for sustainability

(CORDIS 2021). Alter (2010) already discussed organizations' needs for blending financial, social, and environmental values when transitioning from traditional for-profits to socially responsible businesses. Therefore, the topic of sustainability is becoming increasingly important for the football industry as well (Woosnam 2023). In the German Bundesliga, for instance, every club must measure its CO<sub>2</sub> footprint starting in the 2023/2024 season (Bayerischer Rundfunk 2023)

#### **4.1 Portuguese Football Market**

In Portugal, football is omnipresent and deeply embedded in the country's culture, meaning it can be found in almost every aspect of the Portuguese society (Coelho and Tiesler 2007, 578-579). SL Benfica alone is estimated to have 5.8 million national supporters, which is the most of any club per capita in Europe (De Sousa 2019). With €1.34 billion, Portugal's first league Liga Portugal, also known as Primeira Liga is ranked number six in terms of market value in Europe (Transfermarkt n.d.). It is estimated that the direct impact of football across all levels on the economy was 944.2 million euros in 2020 and created 15,530 jobs (see appendix B4).

Considering the scope of this report, tier 1 and tier 2 correspond to teams competing in the Primeira Liga, Liga Portugal 2 and Liga 3. A total of 56 teams fall into the cluster, of which 18 play in stadiums with capacity above 10,000 fans (see appendix B5). In the Portuguese market, there is a high concentration of market value with the three largest teams: SL Benfica (€344.5 million), FC Porto (€283.5 million) and Sporting CP (€241.9 million) (see appendix B6). Due to these three power houses and their large fan bases, other teams in the league often do not reach full capacity in their stadiums (Monteiro 2023).

The country's competitions are mainly managed by two entities: Liga Portugal and Federação Portuguesa de Futebol (FPF). Liga Portugal manages the Primeira Liga, Liga Portugal 2, and Taça da Liga (Portuguese League Cup). During the 2021/2022 season its revenues were around €22 million (Liga Portuguesa de Futebol Profissional 2023), while contributing more than €617

million to the GDP, representing 0.29%, and employing 3,595 people (Liga Portugal 2022, 7; TPN 2022). On the other hand, FPF manages the Liga 3, Taça de Portugal (Portuguese Cup), Supertaça (Portuguese Supercup), all of the national teams, and Liga BPI (Portuguese Women first division). During 2021/2022, FPF generated revenues of around €3.6 million (FPF 2022).

#### **4.2 Sustainability in European Football**

Climate change is a prominent global challenge, and the football industry is not exempt (Weston 2022). However, we are not only facing human-induced climate change but also biodiversity loss and pollution-related health impacts, which is called the triple planetary crisis (UNFCCC 2022). Therefore, starting in 2024 the EU has introduced the Corporate Sustainability Reporting Directive (CSRD), which will force European football clubs, that reach a certain threshold in terms of size or revenues, to report on sustainability (Campelli 2022a). In line with the CSRD, the Global Reporting Initiative (GRI) will also set mandatory standards (GRI Standards n.d.a). This increases the pressure on clubs regarding their own impact and engagement on issues such as the climate crisis, environmental protection, or social problems.

The Union of European Football Associations (UEFA) has developed the Football Sustainability Strategy 2030 “Strength through Unity” which aims to support and guide national associations, leagues, and clubs in delivering positive impact with sustainability at the core. This strategy is meant to outline a 10-years period until 2030 by considering 11 policies as a basis (see appendix B7). The UEFA strategy includes targets and KPIs for each principle, which are focused on social and environmental issues in the football industry (UEFA 2021). Based on these UEFA principles and goals, FPF on July 31<sup>st</sup>, 2023 (FPF 2023a) launched its own sustainability strategy called “Futebol com Propósito”. It highlights ongoing initiatives and outlines topics within each UEFA principle to be addressed in the future (FPF 2023b). Some of the on-going social initiatives included educational programs in anti-racism and child protection, integration programs for women, people with disabilities, and elderly people, as well

as support for refugees and NGOs. Additionally, efforts include providing advice to clubs on environmental best practices and participating in the UN program “Football for Goals”, as well as establishing contracts with local enterprises for waste management. Furthermore, the factors to be considered when evaluating infrastructure sustainability of, for instance, stadiums are defined and include energy, waste management, hydric resources, mobility, as well as governance and communication (FPF 2023b).

Sports organizations and teams can also collaborate on the UN Sports for Climate Action Framework to propel their sector towards a low-carbon economy (UNFCCC n.d.a). The main five principles can be found in appendix B8. Currently only four of the 20 largest clubs worldwide have pledged to the framework (Deloitte Football Money League 2023).

## **5. Impacts of the Football Industry**

This chapter will explore the impacts football clubs have on the environment and on society. The environmental impact of football clubs is negative in most cases. The social impact can be both negative and positive, given the fact that sports clubs in general are a social construct that brings people together to enjoy a sport.

### **5.1 Environmental Impact**

The global football industry is estimated to produce over 30 million tons of carbon dioxide annually, which is approximately equal to the total emissions of Denmark (Sharma 2023). Generally, football stadiums consume large amounts of energy. It is estimated that large stadiums require around 10,000 megawatt-hours (MWh) of electricity per year, which means the energy per match used could power about a dozen homes annually (Keating 2021). Football clubs also cause large amounts of emissions, primarily due to fans that travel to the stadium on matchdays (Watanabe, Yan, and McLeod 2023), this could even include flights. In addition, soccer fields use large amounts of water; according to the Economic Times (2019) a grass pitch consumes up to 100,000 liters of water daily. Beyond this, clubs also impact the environment

through unsustainable supply chain decisions such as the food and drinks sold at stadiums or merchandise articles (BBC 2021). Waste management of a football club can also play a significant role, especially during matches (EFDN 2023, 21). Another important factor is the building of new infrastructure such as stadiums and training facilities as these require a significant number of resources (Cutait 2023). The biodiversity loss caused by the construction activities also needs to be accounted for (International Union for Conservation of Nature 2019). Clubs also have influence through their sponsors and can close deals with companies offering sustainable products, services, and lifestyles (Tricarico 2021).

## **5.2 Social Impact**

Football clubs can serve as central hubs for collective community efforts to take place (Mabon 2022, 320-322) and influence the behavior of their fans (Campelli 2022b). Therefore, the impact of football clubs on society can be tremendous. There are some trends in football, such as violence and hooliganism (Andres, Fabel, and Rainer 2023, 1-3) as well as the over-emphasis on the importance of winning (Elendu and Dennis 2017, 106-107) that can be considered negative for society and the image of football. In addition, the commercialization of football shifts clubs' mindsets away from sportsmanship towards a strong focus on profits. Therefore, corruption and unethical practices have emerged in the football industry (United Nations Office on Drugs and Crime 2021). Underrepresented groups, such as females, people with disabilities, cultural minorities, or LGBTQ+ are also not evenly supported and included in the commercial football industry (Hunter 2020; Pope 2022; World Football Summit 2022). However, on a local level, the opposite can be true, football clubs can unite diverse people and foster social relationships (Ferreira 2018, 73), as well as promote human rights and inclusion (EFDN 2023, 8). In addition, football brings people of various backgrounds together through a common interest and creates a sense of belonging (Kennedy 2023). Football clubs can play an important role in youth education and inclusion, both through and beyond the sport. Moreover, football

clubs can directly impact people by offering employment options or financial support to those in need (Campelli 2021; GoalKick 2023).

According to UEFA's GROW Program (see appendix B4) the social return on investment (SROI) in 2020 from football in Portugal was €1.67 billion with €366.48 million coming from social benefits such as volunteering, crime reduction, education & employment, as well as various other projects and programs (Andrade 2021). Thus, showing the potential of positive social impact generated by football clubs.

## **6. Sustainability Strategies of Football Clubs**

In general, the chapter above shows that football clubs can have a high social and environmental impact both positive and negative through their public reach.

The following chapter will explore how Portuguese football clubs are currently managing their impacts. Afterwards, best practices from other European football clubs will be introduced.

### **6.1 Sustainability Strategies of Portuguese Football Clubs**

The authors conducted an analysis of current sustainability reports, strategies, and initiatives of the 18 Portuguese tier 1 clubs (see appendix B9). Through the analysis, it becomes clear that sustainability is still an emerging topic in Portuguese football. None of the tier 1 clubs have an overarching strategy and only two have published sustainability reports using the GRI reporting standard. Most clubs mainly have a separate foundation, entity, or department focused on solidarity or social initiatives. Only six clubs were identified to have environmental initiatives or projects for either energy, waste, or water. However, these initiatives often only started in 2023. It becomes clear that they are developed on an individual basis and are not part of a comprehensive sustainability strategy.

The big three clubs are pioneers in the Portuguese market regarding sustainability. FC Porto is the only club with a sustainability department, belonging to the operational business unit (FC Porto 2022, 86). In addition, SL Benfica has a unique and forward-looking program with ECO

Benfica dedicated to sustainable development of the club in areas of waste, water, and energy (ECO Benfica n.d), as well as a foundation supporting social initiatives (Fundação Benfica n.d.). Lastly, Sporting CP is following suit and just released their sustainability report. Sporting CP was the first club in Portugal to announce the development of a sustainability report (Sporting CP 2018). When analyzing the current initiatives of these three clubs (see appendix B9) it becomes apparent that they are developing some interesting environmental and social activities, but do not have structured strategies to guide their implementation.

## **6.2 Best Practices of European Football Clubs**

The previous chapter reveals the evolving sustainability efforts of Portuguese clubs. However, they are not yet sophisticated, and all clubs seem to lack an overarching and well-elaborated strategy. The following part will showcase three interesting examples of international tier 1 and 2 football clubs that are pioneers in addressing their social and environmental impacts. An overview of these and other international best practice examples of various initiatives can be found in appendix B22.

### **6.2.1 FC St. Pauli (Hamburg, Germany)**

FC St. Pauli, considered a medium sized club, has around 35,000 members and belongs to the tier 2 in Germany (Transfermarkt 2023a). The club's sustainability strategy “Not Perfect But Better” has been implemented in cooperation with PHAT Consulting, a German IT and impact consultancy (Phat Consulting 2022). The strategy comprises six areas of action with 25 goals and 300 milestones (FC St. Pauli 2023):

**1.5°Club:** Continuous decarbonization of the club's business activities is a central part of its strategy. FC St. Pauli is drastically reducing its resource consumption and implementing ecosystem protection and biodiversity measures. For instance, all the club facilities are run with 100% renewable energy, provided by one of its biggest sponsors: Lichtblick. In addition, the club promotes public transportation and is cutting its water usage to a minimum.

**Supply Chain with Positive Impacts:** Supply chains of FC St. Pauli are based on cooperation at eye level and mutual added value. The club has its own merchandise label DIIY, which is part of the Fair Wear Foundation, to produce its own fair and sustainable sportswear. In addition, the stadium offers vegan food options and reusable cups.

**Partnerships with Impact:** FC St. Pauli aims to be a meeting place for sustainable companies and initiatives. To ensure this the club needs partners and sponsors that attract other sustainable companies.

**Social Projects:** For many years, FC St. Pauli has been committed to improving social conditions and helping those in need. Focus areas are resocialization, homelessness and poverty of the elderly, refugee support, remembrance work, and inclusion of children.

**Fan Culture:** FC St. Pauli aims at nurturing an impactful fan culture, meaning their fan clubs actively position against racism, discrimination, and sexism. In contrary, they promote transparency and good corporate governance, gender equality and equal opportunities, the compatibility of work and family, well-being, diversity and accessibility, active involvement, and diverse social commitment.

**Reach with Sense:** Outreach is one of the club's greatest levers for social sustainability. Among other things, but not exclusively, the club has provided strong impetus against racism, discrimination, and sexism and for justice, diversity, and anti-fascism. In the future, the club aims to add messages on climate justice, ecosystem protection and circularity.

### **6.2.2 VfL Wolfsburg (Wolfsburg, Germany)**

In November 2023, the VfL Wolfsburg was awarded with the German National Sustainability Award (VfL Wolfsburg 2023). The tier 1 club currently plays in the Bundesliga, the top league of German football, and has 21,500 members (Transfermarkt 2023a). As a subsidiary of the Volkswagen Group its sustainability strategy is not only focused on local or national initiatives, but also aims to create an international impact. The club's sustainability strategy is a part of the

general corporate strategy “Tomorrow together. One team. Many goals” and its components are divided into three areas of action (VfL Wolfsburg n.d.a):

**Together for Climate:** Becoming net zero by 2025 is the main goal of the club and, together with experts, the club developed a science-based roadmap to achieve its target by reducing and compensating their scope 1, 2 and 3 carbon emissions. Other important areas in its strategy are resource conservation with focus on water, energy, and waste, as well as natural resources conservation by planting trees, and monitoring the club’s environmental impact.

**Together for Diversity:** The club has developed activities to gather its stakeholders, such as a diversity day and founded a diversity fan club. It also has campaigns like walking football for the elderly and commentary for the visually impaired at the stadium. Regarding refugees, the club works closely with corporate partners to create spaces of integration within the community and facilitates refugees’ integration in the labor market.

**Together for Community:** One of the main activities is organized by its foundation “Krzysztof Nowak” and aims to assist those affected by the nerve disease ALS (amyotrophic lateral sclerosis). A partnership with “terre des hommes” supports underprivileged children in Brazil and Mexico, by focusing on child protection and education. VfL's international academy strives for the integration of international people with a passion for football in the community.

**StrongHER:** A flagship program promoting higher visibility of girls and women in football. It aims at empowering them through three main components: education, training, and mentoring, to enhance opportunities for female athletes of diverse backgrounds. (VfL Wolfsburg n.d.b).

The club’s focus topics result from continuous assessment of its materiality matrix, which allows it to determine priorities (VfL Wolfsburg 2022).

### **6.2.3 Forest Green Rovers (Nailsworth, England)**

Forest Green Rovers (FGR) was described as “the World's Greenest Football Club” (UNFCCC n.d.b). The tier 2 club competes in the in EFL League Two, the third and lowest division of

English football. It has four pillars that constitute its sustainability initiatives:

**Green Partners:** FGR's partners help to develop and establish its initiatives. The Club is owned by the founder of the green energy company Ecotricity, Dale Vince. In addition, other sponsors of the club are selected in a way that supports sustainability, for instance, Oatly, The Captain Paul Watson Foundation, Sheese or Landal (FGR 2023a).

**Sustainable Infrastructures:** The club's new training facility, known as Eco Park, will feature a cutting-edge stadium. The complex will generate 80 per cent of its energy on-site from renewable sources provided by its sponsor Ecotricity. To enhance biodiversity at the facility, by 12 per cent, trees and hedgerows will be planted, wetlands created, and the local canal restored. Other aspects will include an organic football pitch, as well as a rainwater harvesting system. The facility prioritizes accessibility through well-established walking, cycling, and public transportation options. To emphasize inclusivity, the stadium is designed to cater to individuals of all abilities (Eco Park n.d.; Eco Park 2022).

**Veganism:** FGR emphasizes veganism, becoming the first vegan football club. The club's innovative approach extends to its matchday menus, offering plant-based food options and promoting sustainable and ethical consumption (FGR 2023b).

**The FGR Community:** FGR's charity was established to educate, motivate, and inspire through football. Its programs make a positive impact across Gloucestershire and beyond. From health and well-being activities to inclusion, cohesion, education, and employment initiatives, the programs cover a wide array of activities (FGR 2023c).

#### 6.2.4 Trends in the Sector

The efforts undertaken by FC St. Pauli, VfL Wolfsburg and FGR have interesting similarities, which provide insights on how successful sustainability strategies of clubs can be framed:

- **Club Size:** The clubs analyzed are all part of the professional leagues in their respective countries.

- **Environment:** The clubs have developed a strategy to address their environmental impacts, especially with the focus on transportation emissions and energy consumption. In addition to water consumption, food, and waste management, as well as merchandise.
- **Social:** The clubs showcase various social initiatives. They focus on youth projects that help children gain access to football or even beyond. In addition, they pay attention to health and wellbeing within their communities. Diversity and inclusion also play a major role. Finally, education initiatives and employment efforts are undertaken by the three clubs.
- **Club Management, Sponsors, and Partnerships:** The clubs management, sponsors, owners, and partnerships align and support their sustainability strategies.
- **Fans:** The clubs are aware of their unique ability to connect with their communities, and they are actively framing their fan culture to support social and environmental initiatives.
- **Impact Management:** All these clubs have an overall strategy which is based on several targets. Those are evaluated and adopted on an ongoing basis. In addition, the clubs are publicly reporting the results of their activities. Besides transparent stakeholder communication, this also conforms the clubs to new EU regulations regarding ESG reporting.

## 7. Research Variables

Based on the previous chapters, 21 research variables are defined. Each variable represents a potential factor of a comprehensive sustainability strategy for football clubs in Portugal. A detailed definition of each research variable can be found in appendix B10.

The variables are categorized into four areas:

- **Background:** During the desk research, aspects such as relevance and size of the clubs seem to be a constant determinant in the approaches of clubs' sustainability strategies.
- **Social:** The analysis of social impacts of football, together with the principles 1-7 of the UEFA sustainability strategy, allowed to determine common points that need to be tested.

- **Environmental:** The environmental impacts of football allow for common points of testing to be determined, that align with UEFA principles 8-11.
- **Stakeholders:** The business model of the industry allows the identification of stakeholders and their influence and interest in the club. It becomes relevant to evaluate their role, especially of fans, financial partners, and regulatory parties as external relevant stakeholders, in the definition of a sustainability strategy.

## **8. Research Methodology**

The research aims to explore the importance of the research variables by using primary data from a combination of two sources: A public survey and expert interviews. This hybrid approach utilizing both quantitative and qualitative data, can lead to research outcomes of higher quality (Discuss 2023). This combination allows a complex set of insights on fan behavior and expectations as well as various expert opinions to better understand the factors that constitute a sustainability strategy of football clubs.

The insights from the variable testing will lead to a model designed to guide the creation of a sustainability strategy for a football club.

### **8.1 Data Generation**

**Survey:** The instrument (questionnaire) was developed to assess the perspective of people regarding sustainability topics in the Portuguese football industry. The questionnaire was developed in Qualtrics, and most questions were closed-ended questions and Likert-scale items to allow the standardization of the data analysis. The instrument was available from October 24 to November 15, 2023, and could be answered in both English and Portuguese.

The survey structure is presented in appendix B11, which is composed by five sections, each addressing different elements of fans' perspectives:

- Fan behavior (four questions): To understand the respondents' level of football fandom, through respondents' self-perception as fans, their preference for a specific club and their participation (consumption or attendance) of matches.
- Current perception (one question): To assess the respondents' current perception of the influence of football on the environment and society and the current efforts of clubs.
- Social and sustainable attitude (one question): To assess the respondents' perception of the 11 UEFA principles (see appendix B7) and identify which are the most significant for them.
- Consumer behavior in hypothetical scenarios (five questions): To understand the attitude and potential changes in behavior of respondents regarding hypothetical scenarios.
- Demographic information (six questions): Gathered information regarding age, gender, nationality, geographic location, income, and education level to analyze differences.

**Experts' Interviews:** A total of nine expert interviews were conducted. Three experts are consultants for either sustainability or football clubs, three experts are academics in the field of natural science and sustainability and three experts are managers of Portuguese football clubs (see appendix B12). Although the previous market overview suggests that Portuguese clubs do not have an in-depth knowledge of sustainability, they are seen as an expert group because the strategy model should be designed for Portuguese clubs. It is therefore important to incorporate their opinions and experience into the model.

This high number of experts and their mixed background allows a differentiated view on the topic of sustainability in football and therefore improves the quality of the research outcomes.

The guide for the interviews with external experts is designed by the research team and is structured in six sections (see appendix B13):

- Introduction: To identify the level of involvement in sustainability and football.
- Personal perspective: To assess the experts' perception of the influence of football on the environment and society.

- Current initiatives by club (*only for club managers*): To identify the social and environmental initiatives being developed by the club.
- Football clubs' strategy: To identify internal and external factors that can influence the development of a successful and effective sustainability strategy.
- Challenges: To identify the current and future challenges clubs face or might face when developing a sustainability strategy.
- Future outlook: To gather insights on the anticipated effects of developing a sustainability strategy for clubs and identify attractive services and synergies in the market.

## **8.2 Data Analysis**

The following chapter will briefly discuss the main findings of the 202 survey responses collected and the 9 expert interviews developed by the authors.

### **Survey**

The data was cleaned in Excel and responses such as agreement were coded to allow for analysis (Sekaran, and Bougie 2016, 273-275). The aim of the analysis is to identify the frequency of responses occurrence based on various relationships between variables (Saunders, Lewis, and Thornhill 2009, 445-503).

The demographics can be found in appendix B14. The gender that respondents identified with was relatively balanced, with most identifying as male (56%). The age was clustered into five categories, with most respondents being between the age of 20 to 25 (44%) and the second most between 25 to 29 (29%). In addition, most respondents are from Portugal (45%) and Germany (42%), with the rest either from other EU-countries or non-EU countries. However, the majority of respondents currently live in Portugal (68%). Regarding income level, the most common demographic falls within the income range of €1,000 and €2,000 (25%). Most respondents currently hold a bachelor's degree (54%).

Regarding favorite football clubs the majority are supporters of Portuguese clubs. SL Benfica (37%) leads the way, closely followed by Sporting CP (26%) (see appendix B15). The other clubs can be clustered into four categories, German Clubs (18%), other Portuguese clubs (5%) and other clubs (6%). The fan level was divided into five groups, from highest to lowest level these are super fan, dedicated fan, supporter, enthusiast, and spectator. Most responders are super fans (30%) or dedicated fans (23%). These two types of fans are also more likely to watch games online and in person at the stadium (see appendix B14).

Survey respondents believe football clubs have both a high influence on society as well as the environment (see appendix B16). However, over 85% agreed or strongly agreed that football clubs have a high influence on society compared to only around 55% for the influence of clubs on the environment. Supporters of German clubs, especially, were more critical regarding clubs adequately reducing their current environmental impact, whereas Portuguese club supporters were more likely to disagree with clubs currently adequately addressing social problems. In terms of the UEFA Principles, it can be noted that respondents generally found them all moderately to very important (see appendix B17). However, refugee support and circular economy were found to be the least relevant on average. The most important UEFA principles for respondents were anti-racism, closely followed by child & youth protection, as well as equality & inclusion. It can be noted that demographic information did not seem to strongly influence respondents' answer on the UEFA Principles. In terms of respondents' expectations for the future of football clubs, a resounding majority (84%) agreed or strongly agreed that clubs should have an overarching environmental and/or social strategy (see appendix B18). More enthusiasts, supporters, and spectators agreed with the need for a strategy than dedicated and super fans. Additionally, almost all respondents (86%) believed football clubs should report on their environmental and social impact with no obvious differences in the demographics. However, only 48% of survey participants indicated that they would feel more connected to the

club if they communicated about their sustainability progress. Super fans especially indicated that this would not have a strong influence on their connection to the club they support. In contrast, more than 50% of dedicated fans, supporters, and enthusiasts indicated that they would feel more connected to clubs if they communicated about their progress. Generally, most respondents preferred clubs to communicate about sustainability on social media (76%), followed by communicating at the stadium (27%) and through press releases (26%).

When considering an average ticket price of 25€ in Portugal, participants indicated that on average they would be willing to pay €10.34 more per match if clubs adequately addressed environmental and social issues (see appendix B18). For dedicated fans, supporters, and enthusiasts this was even higher. However, super fans were willing to pay less than all other fan levels. It should also be noted that there can be a difference observed between club clusters with SL Benfica supporters willing to pay €12.40 more on average, compared with €7.34 for Sporting CP supporters and 5.82€ for other Portuguese clubs. The higher willingness to pay for SL Benfica supporters is due to a higher number of respondents with German nationality, who are generally willing to pay €14.19 more per match, compared to Portuguese respondents only willing to pay €6.92.

Additionally, respondents also indicated that they would be willing to attend on average 1.6 additional matches per year if they knew clubs were acting responsibly. Especially fans of Portuguese clubs would attend two or more additional matches. Also, for the supporter level of fans this would make a large difference as they would attend on average 2.6 more matches.

### **Experts' Interviews**

The interviews were transcribed and have been evaluated by a qualitative content analysis after Mayring (2015), using a combination of deductive and inductive variables. Chapter 7 defined 21 deductive variables, while the inductive variables are new information that was identified within the interview evaluation process. The evaluation of the deductive and inductive variables

was done as follows: If 70% or more of the experts indicated that the variable was important, this report assumes that these variables are highly important. If more than 50% but less than 70% of the experts indicated during the interview that the variable was important, this report assumes that these variables are important. Variables with an importance under 50% are considered as not important. Beyond variables, the expert interviews were also used to identify relevant practical implications by each expert. Those are summarized in appendix B19.

Eight deductive variables have been rated as highly important: club relevance, energy consumption, waste management, clubs' management and staff, sponsors and financial partners, fan behavior and thinking, clubs' partnerships and regulation. Six deductive variables have been rated as important: club size, transportation, water consumption, diversity and inclusion, fan demographics and fan's purchase decisions. Seven deductive variables have been considered as not important: food & drinks, merchandise, anti-racism, youth education & protection, solidarity & rights, health & well-being, and employment. In addition, three inductive variables have been identified through the interviews as important: infrastructure construction, communication, as well as measurement and reporting.

As described in chapter 7, three different groups of experts (consultants, academics, and football clubs) have been interviewed. Looking at the results for each of these groups, some interesting insights can be found: The background variables are considered to be important by all three groups of interviewees who discussed these variables. Most environmental variables have been considered at least as important by all groups, except for transportation (not important to clubs), water consumption (not important to academics), food & drinks (not important to consultants and clubs) and merchandise (not important to consultants and academics). The social variables are all considered as not important by consultants and only one is considered important by academics (diversity & inclusion). In contrary, clubs consider most of the social variables as important or highly important. Most stakeholder variables are considered important by all

experts' groups. However, some differences can be identified, clubs and academics consider fan demographics as important, while consultants do not. In addition, clubs did not highlight the importance of fans' purchasing decision, while academics and consultants do. The overall conclusion of the experts' interviews defines the three inductive variables from the interviews (infrastructure construction, communication, and measurement and reporting) as important variables. An overview of the interview evaluation can be found in appendix B20.

### **8.3 Data Evaluation**

The following chapter combines the expert interviews with the survey findings. The aim is to identify relevant factors for the environmental and social strategy model. Three levels are used to evaluate the importance of each variable: Highly important (acknowledged by experts and survey), important (acknowledged by experts or survey) and not important (not acknowledged by experts or survey). An overview of all variables can be found in appendix B21.

Football fans clearly express that football has a strong impact on society, which aligns with the expert interviews identifying club relevance for the local community as a highly important factor. Therefore, club relevance is a very important variable while club size remains important. Even though fans rank environmental factors below social, overall, most fans still want and expect clubs to tackle environmental problems. The interviews especially identify transportation, energy, water, and waste as important variables to reduce a club's environmental impact. Food & drinks, as well as merchandise can be seen as less important for a club's environmental strategy. The survey shows that the social impacts of football are considered almost universally important by fans. Especially anti-racism, youth education & protection, diversity & inclusion, as well as solidarity and rights are very important to fans of Portuguese football clubs (see appendix B17). Even though the interviews show uncertainty on some social variables, addressing diversity & inclusion can be seen as highly important. All other social variables can be considered at least moderately important. Only employment can be considered

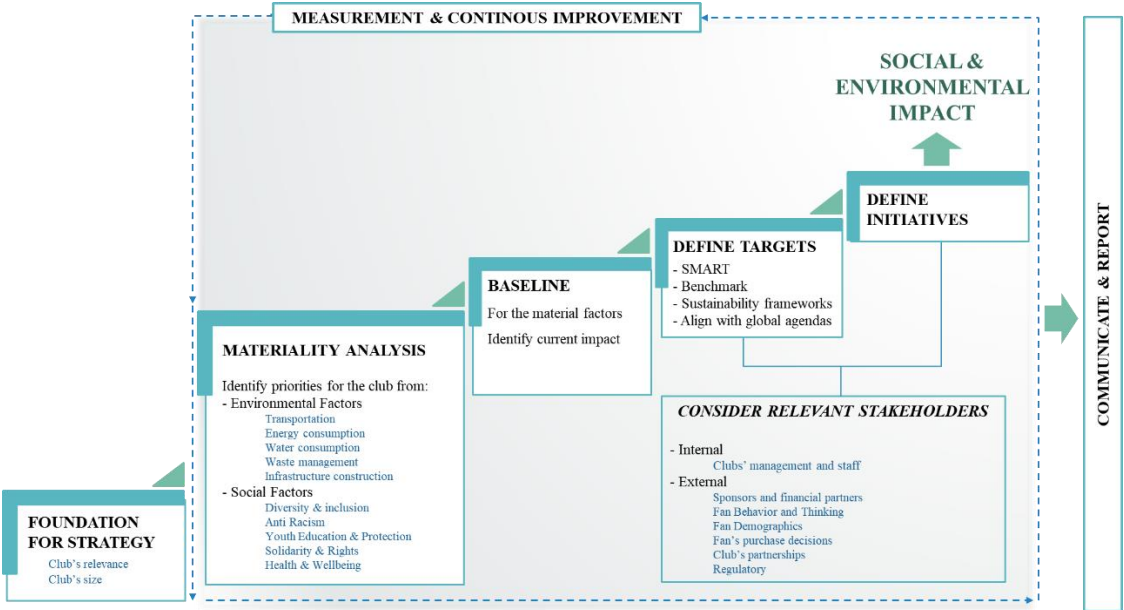
less important. In terms of stakeholders, especially fan demographics, purchasing decisions, behavior and thinking are highly important. All other stakeholder variables were also identified as important. The new variables identified had an overall significance of importance for infrastructure construction and highly important for communication as well as measurement and reporting.

Overall, the research shows that most fans want clubs to develop strategies to reduce negative environmental impact and maximize positive social influence. If fans believe clubs adequately address environmental and social concerns, they are willing to pay more for tickets and attend more matches.

9. Environmental and Social Strategy Model

Throughout the expert interviews, there is a consensus that Portuguese clubs have not fully embraced sufficient sustainability measures, with even larger clubs just beginning to initiate reporting processes. In addition, the survey showed that fans want their clubs to do more regarding their social and sustainable efforts. Therefore, the following strategy model can be established to help clubs transition to more sustainable practices:

Figure 1: Environmental and Social Strategy Model for Football Clubs



(Own presentation)

This model combines all research variables that have been classified as important or highly important throughout the previous chapters. Thereby, the original research question *“What are the essential steps in creating a sustainability strategy for football clubs in Portugal that addresses both social and environmental aspects?”* is answered.

The most important feature of this model is its flexibility and its ongoing stages. Thereby, the model enables clubs to create social and sustainable impact at different levels and scenarios.

A football club’s relevance and size determines the extent of the next steps: The higher its reach and target audience, as well as its size, the more complex and encompassing its strategy must be. In the next step, a football club needs to establish a materiality benchmark, to define its most important impacts in social and environmental terms. The research identified various factors that need to be considered. Environmental factors (transportation, energy consumption, water consumption, waste management and infrastructure construction) and social factors (diversity & inclusion, anti-racism, youth education & protection, solidarity & rights, health & wellbeing). After the relevant factors for each club have been identified, the clubs should start to measure their impact to define a baseline. In the next step, the clubs need to define future targets, for instance, reducing emission by a specific percentage or increasing the tickets sold to people with disabilities to a certain amount. It is important that these targets are well formulated by using the SMART framework. When formulating the targets, it might be helpful to compare the baseline to other clubs or even other benchmarks outside of the football industry. Additionally, targets should align with global and national objectives such as the UN SDGs, as well as mandatory and voluntary frameworks such as CSRD, GRI, Science Based Targets, Greenhouse Gas Protocol or CDP. These targets need to be assigned clear responsibility within the club and integrated into the organizational structure.

The next step is to then start initiatives that help to achieve these targets. When framing targets and initiatives, all relevant stakeholders of a club need to be included, otherwise it will not be

an effective strategy. The research suggested that these could be clubs' management and staff, sponsors and financial partners, fans (especially concerning their behavior and thinking, demographics and purchase decisions), clubs' partnerships, and regulatory stakeholders.

Finally, a club would need to measure its progress on a regular basis. This enables the club to report and communicate its progress to its stakeholders and to conform with regulations.

## **10. Recommendations and Implications**

This report identifies many important insights on how a football club could become more socially and environmentally sustainable. The outcome is an all-encompassing and flexible strategy model, which could be applied to different types of tier 1 and 2 clubs. This chapter goes beyond the theoretical strategy model and provides practical implications.

### **10.1 Recommendations for Football Clubs**

Football clubs need an integrated strategy, which incorporates environmental and social values at the core of the club. Many clubs are currently lacking expertise in this field, which is the reason why only a few best practices could be identified throughout Europe.

**Monetary benefits:** The research revealed that Portuguese football clubs currently only prioritize social and environmental responsibility to a limited extent, with minimal emphasis on understanding how their fans perceive and engage with these issues. However, the survey clearly showed that fans, especially younger fans, on average would be willing to pay 10,34€ more per ticket, which would be a 40% increase in revenues (average ticket price considered 25€), as well as attend 1.6 more matches annually, if a club would become more socially and environmentally sustainable. In addition, fans would feel more connected to their clubs.

These are very important insights to consider for football clubs, as fans' willingness to pay, their connection to a club and younger fans are the basis for their future existence.

**Reputation:** Currently, clubs do not recognize the extent of their impact and are not able to set targets or maximize the benefits of their initiatives on society or the environment, which puts them at risk of greenwashing.

**Regulation:** EU sustainability reporting legislation and UEFA/FIFA regulations force clubs to become more socially and environmentally sustainable, which is another reason why a sophisticated strategy would be very helpful for clubs.

## 10.2 Recommendations for Sustainability Consultancies

Introducing an all-encompassing sustainability strategy can be quite difficult and complex. The research shows that clubs lack sustainability knowledge and only one Portuguese club has a sustainability department. Therefore, it would be highly recommended that clubs **partner up with a sustainability strategy consultancy**, such as *Because Impacts*, to acquire the knowledge and experience needed.

When partnering with strategy consultancies, some implications should be mentioned. The expert interviews showed that there are differences between the opinion of clubs and the opinion of consultants on what is important when framing a sustainability strategy. The most striking difference was that clubs focused more on social impact, while consultants (and academics) were more focused on environmental impact (see appendix B20). Therefore, consultancies need to closely work together with the club they are partnering with, paying attention to these gaps, and trying to incorporate their own, as well as the experience and opinions of clubs into their work. This would lead to higher quality within the outcome of the strategy. In all other aspects, football clubs and consultancies agreed with each other, which is a good basis for a partnership.

## 10.3 Practical Implications for the Strategy Model

When consultancies and clubs start to work on a strategy, it is highly recommended to use the holistic strategy model introduced in Figure 1, proven by this research. Some practical recommendations should be considered when using this model:

The **materiality analysis** should at a minimum consider the five social and five environmental factors in Figure 1, as these have been proven to be relevant by this research.

**Initiatives for environmental factors** can vary in time depending on the complexity. Examples of international clubs' initiatives for each variable can be found in appendix B22.

Short-term objectives could include switching to renewable energy (e.g. FC St. Pauli), introducing a transportation platform for fans to carshare (e.g. Olympique Lyonnais), as well as allowing fans to bring their own reusable cups (e.g. Austin FC) or reducing single use plastic (e.g. Tottenham Hotspur) and setting up containers for waste separation (e.g. VfL Wolfsburg).

Medium-term objectives could include reducing water consumption through low-flow fixtures and waterless urinals (e.g. Tottenham Hotspur), producing the needed energy through solar panels at the stadium (e.g. VfL Wolfsburg) and partnering with local public transport providers to include the fair in the match ticket price (e.g. FC St. Pauli).

Long-term objectives could include construction of the stadium to account for all material factors, reduce the match day environmental impact and increase positive impact of the facilities on for instance biodiversity (e.g. Forest Green Rovers).

**Initiatives for social factors** vary from environmental ones as football clubs are often already social entities at their core and have ongoing social initiatives as can be seen in the Portuguese market (see appendix B8). International examples can be found in appendix B22.

Social initiatives differ from environmental ones as they can often be implemented in short time periods and are more dependent on current trends or unforeseen events. This research shows that clubs often only have individual initiatives. The challenge is to have a good understanding of all the club's social initiatives and how they interconnect. A baseline is needed to help clubs understand holistically, which social factors they are addressing well and for which they should increase their efforts.

**Engage and manage all stakeholders**, when developing targets and initiatives. Appendix B22 has international examples for management of internal and external stakeholders including regulatory stakeholders. These efforts can also be divided into different time horizons.

In the short term, fans should be involved in the development of sustainability initiatives (e.g. Bayer 04 Leverkusen) or climate neutral ticket options introduced to understand fans' purchasing decision (e.g. VfL Wolfsburg).

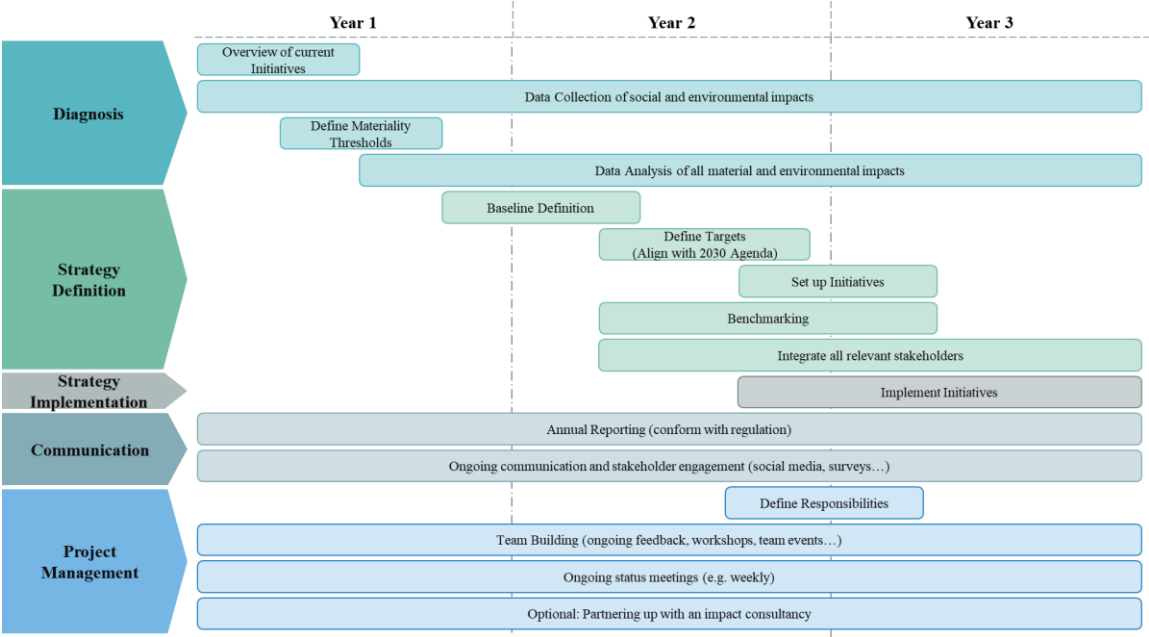
In the medium-term, it is important to develop partnerships for the sustainability strategy development and implementation (e.g. FC St. Pauli) or to identify suitable partners to help with reporting (e.g. RB Leipzig). In addition, establishing a sustainability team or department within the club (e.g. VfL Wolfsburg) or having an independent external council of sustainability experts to evaluate your initiatives would be very helpful (e.g. Eintracht Frankfurt).

In the long-term clubs should reconsider their sponsors and financial partners to have companies on-board that align with sustainability (e.g. FC St. Pauli and Forest Green Rovers).

**Reporting and communication** about the social and environmental impact of a football club is very important for stakeholders to truly believe in clubs' actions. In the survey 48% of fans indicated they would feel more connected to clubs if they communicated properly. The survey identifies social media as the preferred communication medium for fans. The interviews suggest more creative ways of communication, for instance, stadium announcements on matchdays about public transport options. Generally, good communication practices also improve the overall transparency and brand image of a club in society.

**Exemplary chronogram for the strategy model.** Developing and implementing the strategy model in phases is important to ensure success. The various steps of the model should be considered and aligned with international goals. Therefore, the following chronogram can serve as a timeline for clubs to implement the strategy model.

Figure 2: Exemplary Chronogram for Strategy Development and Implementation



(Own presentation)

11. Research Limitations and Future Research

The evaluation report contributes valuable insights for the emerging trend of football clubs transitioning towards an environmental and social sustainability strategy. It gives recommendations on how *Because Impacts* can target the Portuguese market. However, it is important to acknowledge some limitations.

Firstly, the respondents of the survey had a median age of 25, compared to the population median age of 48.5 for Portugal (Worldometer 2023c). This is due to the authors network, meaning insights from the survey are mostly representing younger fans of clubs. In addition, most respondents were either Germans or Portuguese meaning the insights on other nationalities living in Portugal is limited. Furthermore, 46% of the survey respondents were fans of either SL Benfica or Sporting CP. Therefore, the implications for other Portuguese clubs are only indirect and would have to be tested in more detail by future research.

The triple bottom line coined by Elkington (1997, 69-94) divides corporate sustainability into three pillars: social, economic, and environmental. This report mainly focuses on two facets,

social and environmental. It can be identified through the fan responses that having a comprehensive strategy could increase economic benefits as well. However, the precise economic impact on a club should be explored in more detail during future research. The interviews were centered on getting various academics, consultants, and clubs' opinions. However, this leads to a more general model that needs to be individually adapted by the clubs. In addition, it must be noted that the experts interviewed might also have biases, based on their prior experience and relationship with football and sustainability.

Therefore, it is important for subsequent research to center around implementing the proposed strategy model at the level of individual Portuguese clubs. The emphasis should be on further understanding the collaboration between consultancies and clubs, as the existing research primarily examines the necessity for consultancy services and outlines approaches consulting companies could adopt when engaging with clubs.

## **12. Conclusion**

The report provides important insights for Portuguese football clubs, and consultancies that are partnering with clubs to create a sustainability strategy. The research question is answered by the strategy model, which shows the need for a comprehensive approach that goes beyond ESG reporting and compliance, with the goal of creating shared value, meaning “addressing societal needs and challenges with a business model while making a profit” (Porter 2014). Currently, the Portuguese clubs mainly have isolated social initiatives, but these are not integrated holistically into their organization. Therefore, the strategy model provides insights to both clubs and consultancies, as well as important management implications, which have been introduced in the prior chapters.

Therefore, it could be of superior value for impact consultancies, such as *Because Impacts*. The startup has been introduced and analyzed within the case study and the teaching notes. The outcome was that *Because Impacts* is able to differentiate by focusing on bringing people

together to tackle social and environmental problems. Besides working with festivals, they now aim to partner up with Portuguese football clubs to make their vision a reality. Therefore, the report also provides important insights and recommendations for *Because Impacts*: The company should make sure to adopt a flexible model and identify a club's relevance to the local community, as well as the club's materiality. Initially medium-sized clubs may be a better fit for the company. Identifying Portuguese clubs that are willing to position themselves in sustainability is the first step towards a more impactful football industry. Clubs need to understand that this kind of positioning can lead to an increased fan base and higher involvement in their community. In addition, it can increase clubs' stadium utilization, with survey respondents indicating they would attend more matches. This would also lead to financial benefits for clubs, as the research suggests fans' higher willingness to pay for tickets. It is also important for *Because Impacts* to realize the relevance of partnerships and sponsorships. The research shows that clubs lack partners and sponsors to help them transition. Therefore, adopting a similar model as with the festival Chefs on Fire with a sustainability partnership to finance the transition might be useful. In addition, it becomes clear throughout the research that most Portuguese clubs do not have sustainability departments but integrate the topic into other departments such as strategy or marketing. This means services focused on developing the expertise of employees within clubs could also be offered by *Because Impacts*, as many seem to lack in-depth environmental and social sustainability knowledge.

Finally, it can be concluded that the Portuguese football industry can have a tremendous impact on the awareness of people and changing their daily behavior. By developing social and environmental sustainability strategies, clubs can become role models for fans, which not only benefits the club's reputation, the local community, and the environment, but also can have positive financial implications for the clubs.

## TEACHING NOTE STRATEGY

### Case Overview and Teaching Background

#### *Case Synopsis*

The case study focuses on *Because Impacts*, a Lisbon based startup, providing various sustainability consulting services to clients. *Because Impacts* was founded in June 2022 and faces challenges establishing itself in the Portuguese sustainability consulting market. The large and international consulting and accounting firms known as MBB and Big Four are investing in expanding their sustainability knowledge and services. With the Portuguese consulting sectors revenue expected to increase around 61% from 2015 to 2025 international firms are starting to scale-up their operations. In addition, local competitors exist like Sair da Casca, Circular, Humb Consulting and ÉRRE LRB. Graça Fonseca, the founder and CEO of *Because Impacts*, wants to ensure that her services go beyond mere ESG compliance and truly benefit her clients, the environment, and society. As a former Minister of Culture, she has a strong belief in the power of people to tackle global crisis and hopes to acquire projects that allow her to impact people's behavior. Graça and *Because Impacts* sustainability manager, Gonçalo, were able to successfully acquire four projects, that are still ongoing. A major success was signing a five-year contract with Chefs on Fire a music festival with around 3000-4000 attendees. *Because Impacts* has created a sustainability strategy for the festival and aims at making it climate positive in the next five years. There is a growing trend of festivals beginning to consider their ecological footprint. However, many organizers still consider it an additional cost they are not willing to incur. *Because Impacts* is, therefore, working with a third party, an insurance company, that covers the costs for Chefs on Fire and in return is promoted as the sustainability partner. The global sustainability consulting market is expected to expand to \$12 trillion by 2027 at a CAGR of 5.44%. For *Because Impacts* the question remains how to position in the growing Portuguese sustainability consulting market to obtain a competitive advantage.

### ***Case Use and Teaching Objectives***

The case study “Redefining the Stage: Environmental and Social Responsibility of Live Events - The Case of *Because Impacts*, A Portuguese Impact Consultancy” can be used for a variety of courses on business strategy, finance, entrepreneurship, and consulting. Some examples of classes are: (Advanced) Strategy, Entrepreneurial Strategy, Applied Social Entrepreneurship, and Management Consulting. The approach to be used depends on the course. The following teaching note and teaching objectives will focus on the case being taught in the context of an (Advanced) Strategy course. Teaching objectives could include:

- To enable students to analyze the sustainability consulting market, identify key market segments, and assess their attractiveness.
- To understand how to conduct a competitive analysis in the sustainability consulting sector, evaluating the competitors.
- To help students explore different strategic positioning options for a startup within the sustainability consulting market.

### **Teaching Plan**

#### ***Pedagogical Approach***

The instructor should ask students to read the case study before the class, so that the time in the classroom can be used to analyze and discuss the case in a structured way. A possible timetable for the discussion, which will take around 65 to 70 minutes, can be found in appendix C1. The case study should be applied at a stage of the semester when students are familiar with various strategic models and are able to conduct company external and internal analysis, so that they can apply these models to the case study. When assigning the case to students for preparation, the instructor may encourage them to adopt the perspective of Graça and contemplate the factors she needs to consider when establishing her presence in the Portuguese sustainability consulting industry to obtain a competitive advantage. Students should, therefore, have a good

understanding of the relevant macro- and microeconomic factors, as well as the company internal factors described in the case study, prior to participating in the class.

### ***Introduction to the Case***

The case study describes four forces: regulation, changes in consumption, acquiring talent and securing financing from investors, that are influencing organizations and forcing them to adopt more sustainable practices. The instructor should start by discussing these trends and could briefly show various clips from news articles highlighting this trend. Exemplary articles for each of the four forces can be found in appendix C2. Presenting current topics will lead the instructor to *Because Impacts* and the growing sustainability consulting market in Europe and Portugal. The instructor may want to briefly discuss the four service categories: strategy, innovation, measurement, and communication (appendix A6) being offered by *Because Impacts* to make sure students understand the company and the market it is operating in.

### ***Class Discussion***

After introducing the case the discussion could be started by asking the following question:

#### **1. How can Because Impacts establish itself in the Portuguese sustainability consulting market?**

Initially the instructor should discuss with students how they would go about answering this question. The importance for consulting firms to understand macroeconomic developments is described in the case study. Consultancies are highly dependent on other organizations demanding their services and having the necessary budgets available. Therefore, students should understand the importance of analyzing macro-factors and suggest conducting a PESTLE analysis. All necessary information is included in the case study. An overview of the analysis can be found in appendix C3. The PESTLE can help businesses evaluate the market and develop a plan on how to enter (Perera 2017, 5). The instructor should give students time to conduct the analysis either by themselves or in small groups (appendix C1). Thereafter, the

instructor should take a moment to allow students to discuss the implications for *Because Impacts*, some student interpretations of the PESTLE factors could be:

- A stable economy with political alignment with EU carbon neutrality goals forces organizations to rethink their long-term strategy. This is putting pressure on firms to report and understand their environmental and social impact.
- The growing startup ecosystem may drive innovation in green technology, elevating Portugal's reputation as a leader in sustainability. However, R&D expenditure is below the EU average, meaning firms are slower at developing and adopting new technology.
- Portugal is facing extreme weather risk, water scarcity, and has missed some of its targets for waste management and biodiversity. Thus, climate change adaptation and mitigation are key concerns.

Overall, students should conclude from the analysis that the market conditions are favorable for *Because Impacts* to offer sustainability consulting services, as the need for knowledge and strategies are increasing in Portugal.

Macroeconomic conditions are not the only thing students need to consider. The instructor should lead students to understand the need for analyzing the competitive environment of the industry. Porter's Five Forces can be applied as a tool to understand competition within an industry (Harper 2022) and recognize its profitability (Anderson and Caldwell 2017, 185). Even though, *Because Impacts* does not aim to compete with large international consulting firms, they currently offer a variety of services (see appendix A6) to a broad range of clients and could, therefore, compete with international and local (see appendix A8) firms on some proposals.

During the class the instructor should give students time to apply Porters' Five Forces. A broad analysis can be found in appendix C4. However, scholars have argued that the five forces are impacted by various microforces (Grundy 2006). Therefore, if there is enough time, students should take a "more structured approach" (Dobbs 2014, 34) by rating individual components.

This comprehensive analysis can be found in appendix C5. Ranging from 1 to 5, the rating assesses the potential threats to the profitability of the sustainability consulting industry. After having conducted the analysis students should discuss the various components and overall threat of each force, some examples could include:

- The competitive rivalry is medium to high (rating 3.3) with low response rates for proposals, indicating a significant level of competition. In addition, specific client needs pose challenges for firms in client retention and service differentiation.
- Buyer power is medium to high (rating 3.5) as firms are dependent on clients to request their services and accept their proposals. Buyers often have various proposals to choose from and individual projects can represent a large portion of consulting firms' revenue.
- The supplier power is low (rating 2.0) with firms choosing from various suppliers. Some specialized suppliers may be necessary, but these can include public institutions.
- The threat of new entrants is medium (rating 3.2) with strong networks and expertise giving established firms an advantage in distributing their services. However, low capital requirements and low supply-side economies of scale facilitate easy entry.
- The threat of substitutes is medium (rating 2.7) with some clients developing in-house sustainability teams or in-house expertise or looking for alternatives such as software solutions to meet their needs.

If the instructor does not have time to do the comprehensive analysis in class, it should be provided to the students after class, to improve "students' strategic insight" (Dobbs 2014, 35) of the different components that can influence the five forces.

The analysis suggests that the sustainability consulting sector is characterized by a considerable degree of competitiveness. This has become apparent in the case study, as *Because Impacts* sometimes needs to lower prices to levels that only cover costs to win proposals and has gotten limited responses to its 40 proposals sent out.

However, attaining a competitive advantage and sustaining it is an essential requirement for organizations to strive and ensure long-term success (Anderson and Caldwell 2017). Students should, therefore, conduct an internal analysis. They might consider conducting Porter's value chain analysis to understand the firm's concrete activities (Porter 2001, 66). In appendix C6 the analysis is applied to *Because Impacts*. It can be done optionally by the instructor.

The VRIO framework, a resource-based approach, however, should be applied. It links a company's performance to its internal environment and available resources (Bogdan 2014, 1103-1104). The analysis allows firms to identify the competitive implications of their capabilities and resources (Barney 1991). The instructor should give students time to apply the analysis. The analysis for *Because Impacts* can be found in appendix C7.

Students will likely conclude that the company's network and reputation, stemming especially from Graça and Domingos, are the only sustainable competitive advantage for *Because Impacts*. This resource enables the company to target previously overlooked clients, such as festivals. In addition, *Because Impacts* can use its network to find innovative solutions, such as a sustainability partner that covers costs, enabling the company to target small-medium Portuguese festivals. This is difficult to replicate because many festivals have not yet identified the need for sustainability strategies. However, with Chefs on Fire, the company has a client testimonial, which allows them to reduce their disadvantage of lacking testimonials.

Through the PESTLE, Porter's Five Forces, (Porter's Value Chain) and VRIO analysis it should become clear to students that by targeting a broad client base, it might be difficult for *Because Impacts* to establish itself in the market. The company could run the risk of getting stuck in the middle offering low-cost and differentiated services but doing neither well enough to succeed (Porter 1985). Therefore, specializing in one aspect of the Portuguese market could be beneficial for the startup. Specializing in sustainability consulting for live events is seemingly

the best option, especially considering their ongoing project in the area. The instructor should ensure that students have this understanding before continuing.

**2. What strategy should *Because Impacts* employ to enter the market of consulting live events such as *Chefs on Fire*?**

To answer this question two schools of thought should be considered, a red ocean, or a blue ocean strategy (appendix C8). The instructor can take some time to briefly discuss the concepts with students. In a red ocean, firms operate in a predetermined market, engaging in competition by either embracing differentiation or focusing on cost leadership (Kim and Mauborgne 2015, 18). This aligns with Porter's (1985) generic strategies for competitive advantage. In contrast, a blue ocean refers to an unexplored market space that lacks competition and is not involved in the consumption of the good or service (Caldwell and Anderson 2017). Students should discuss which of the two strategies they believe *Because Impacts* should follow.

Throughout the case it becomes clear that *Because Impacts* current service portfolio and broad client acquisition strategy focuses on competing in an existing market, therefore, a red ocean strategy. By having to offer services at low costs, the company finds itself at risk of competing in cost leadership, which does not align with the company's vision. However, the project with *Chefs on Fire* can be used as a steppingstone to create a new market space, as there is no company competing in this space in Portugal (see appendix A8). The only festival that has adopted a sustainability strategy is the Boom Festivals and as the case shows this has been very deeply embedded in the festivals vision from the foundation. Generally, the case study shows that large international festivals and organizers are just starting to consider sustainability. Most festivals have tight budgets which limit their investment. In addition, there is no Portuguese legislation forcing them to adopt sustainable practices. By finding a sustainability partner to cover the cost *Because Impacts* is starting to create a unique value proposition. The company is rethinking the traditional understanding of the target buyer in the industry, which allows them

to explore uncharted market space (Kim and Mauborgne 2015, 63-67). Therefore, to continue focusing on live events the idea of a blue ocean strategy should be followed.

After this discussion, the instructor should give students time to apply the Four Actions Framework to create a new value curve for *Because Impacts*. An example of how it can be applied to the company can be found in appendix C9. Thereafter, the instructor should discuss the actions eliminate, reduce, raise, and create with the students.

The outcome should be that *Because Impacts* should apply a blue ocean strategy by making sustainability consulting accessible and attractive to live events in Portugal, especially small to medium events with tight budgets. They can do this by eliminating expensive sustainability solution, reducing the financial burden on events through partnerships, raising sustainability ambition, for instance, by making events climate positive and create a collaborative environment by bringing together local communities, NGOs, and businesses to contribute to the sustainability of the event (appendix C9). *Because Impacts* can transform a previously underserved market into a new business opportunity and they do not need to “venture beyond [their] core business to create a blue ocean” (Kim and Mauborgne 2015, 217). The *value innovation* is making sustainability consulting accessible, affordable, and impactful for events that have traditionally been overlooked due to for instance budget constraints.

It should be noted that for small consulting firms adapting cooperative strategies can be essential. These can be employed through partnerships to aggregate missing skills and thereby offer more holistic services to clients (Sanches and Zilber 2019).

The instructor can discuss with students that the blue ocean strategy aligns with Miles and Snow’s (Miles et al. 1978) prospector strategy. Organizational strategies classify organizations based on their approach to uncertainty and change. The prospector strategy is chosen when operating in dynamic and uncertain environments. Understanding this will help students comprehend the strategic implications for *Because Impacts*. Some that might be mentioned are:

- Actively seek out other live event segments besides the festival industry.
- Constantly seek new solutions for live events by embracing a culture of innovation and constantly reviewing and adapting service offerings to stay ahead.
- Build strategic partnerships with entities that can help develop *Because Impacts* sustainability solutions for live events.
- Build a distinctive brand by establishing a strong brand identity and communicating *Because Impacts* unique approach.

Overall, *Because Impacts* should try and create a unique market space in the Portuguese live events sector by following a blue ocean strategy. It should also apply a cooperative strategy, to ensure it has all relevant skills and adopt the mindset of a prospector.

### **3. How can *Because Impacts* ensure its future growth and continue to win projects?**

Throughout the first two questions it becomes clear that *Because Impacts* could benefit from specializing in sustainability strategies for small to medium size live events. Especially, as a young startup *Because Impacts* needs to establish a reputation and acquire testimonials. Students may note that by focusing on one market, the company can build a strong brand reputation and clearly communicate its expertise to clients (Liu 2023). Focusing on a particular field enables a firm to showcase specialized knowledge, distinguishing itself from more generalized competitors (Thomson Reuters 2023). Trying to appeal to a broad audience is a frequent pitfall for startups (Riani 2022). By initially exploring uncontested market space *Because Impacts* can establish a unique market presence. However, this is not a static accomplishment but a continuous process (Kim and Mauborgne 2015, 203-214). Therefore, once competitors start entering the sustainability consulting market for live events, *Because Impacts* may be forced back into the traditional sustainability consulting market. Flexibility in strategy is important allowing for adaptation to evolving market conditions (Chanphati and Thosuwanchot 2023). With its pilot project *Because Impacts* has focused on festivals. Students

may apply the ideas of the Ansoff Matrix (Ansoff 1958) to identify the relevant growth strategy within live events. *Because Impacts* could consider market development to be useful by offering its service to a new range of clients within the industry. *Because Impacts* could focus on other clients with less budget constraints than festivals such as sports events and offer them innovative services to develop holistic sustainability strategies. To ensure profitability *Because Impacts* should utilize its value curve by, for instance, continuing to find sustainability partners that pay for events sustainability strategy.

### **Summary**

The approach described in the teaching note should give students a good understanding of the sustainability consulting industry in Portugal and the complexity of differentiating from the competition. Applying strategic models can help organizations with their decision-making. However, applying these models in a knowledge-based industry can be difficult as the factors are often very soft and dependent on the perception of clients. Also operating as B2B business can pose challenges as each service needs to be individually proposed depending on the clients' needs. Nonetheless, students should understand that by specializing in live events, *Because Impacts* has the chance to set its sustainability consulting services apart from the competition and increase its reputation, as well as market presence.

### **Update on Because Impacts**

Graça and Gonçalo continue to offer their services to a variety of different clients ranging from startups to large corporations. They have, however, recognized the potential of live events through the project with Chefs on Fire and have broadened their target from festivals to sports events, in particular football, as this sector is very popular in Portugal. Graça and Gonçalo are currently proposing to do a project with a large Portuguese football club. They hope to develop a sustainability strategy for the club that helps reduce the environmental impacts of its matches and increases positive social impact of the club.

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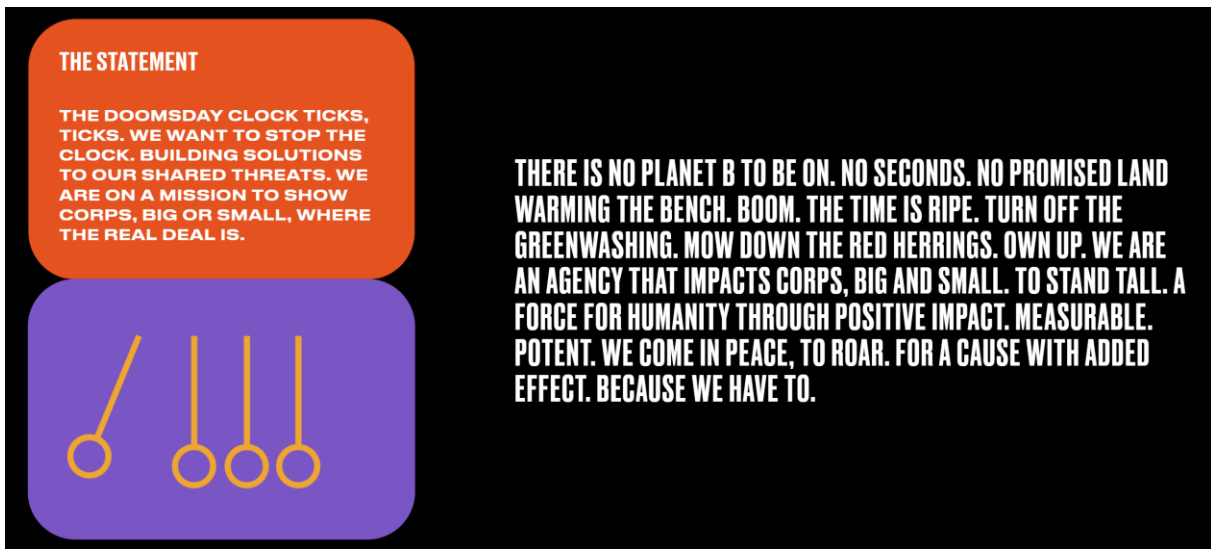
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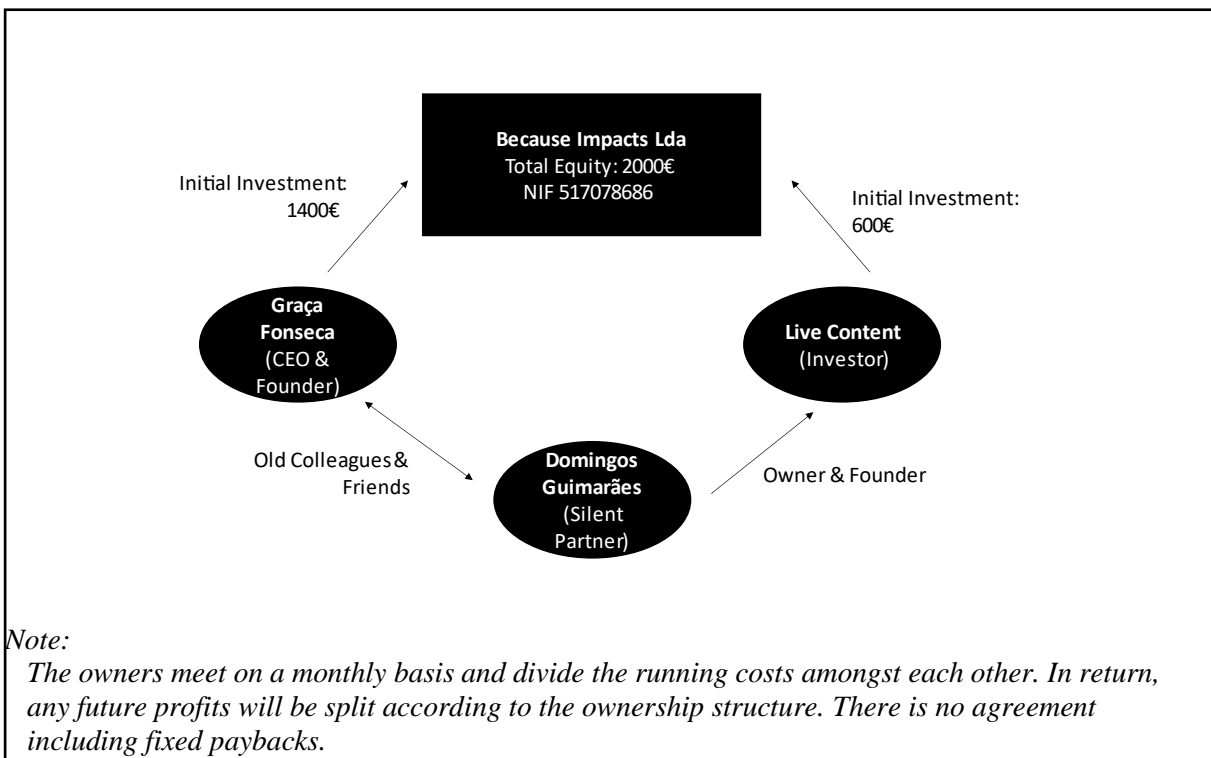
## Appendix A: Case Study

### Appendix A1: Because Impacts Company Statement



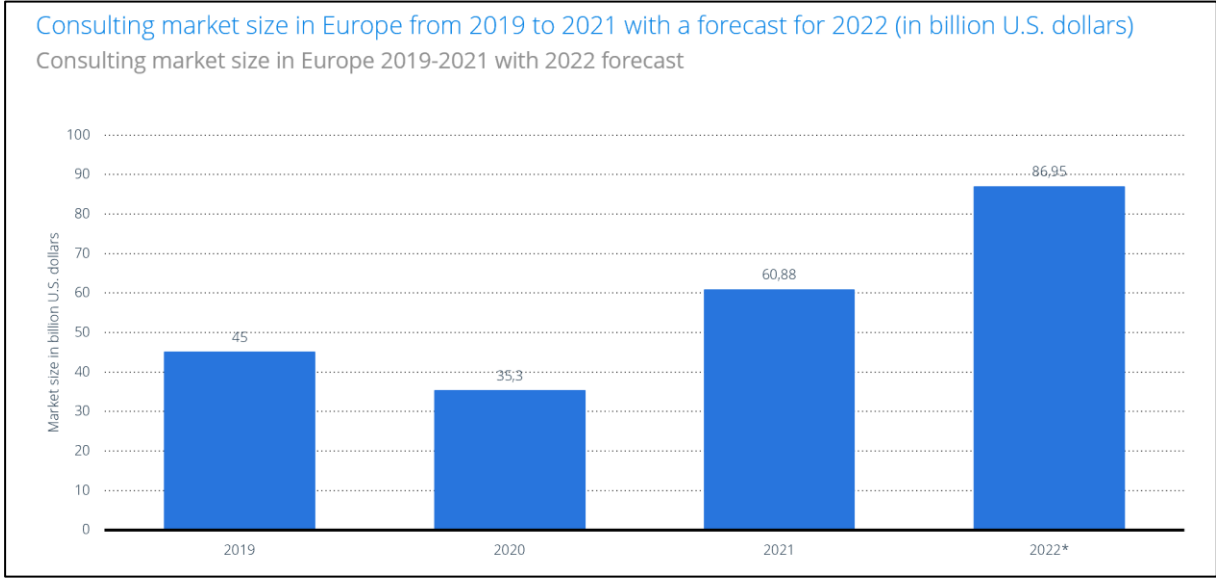
Source: Because Impacts (n.d.)

### Appendix A2: Ownership Structure of BI



Own analysis and presentation, based on IGFEJ (2022) and Interview with Graça Fonseca

### Appendix A3: Consulting Market Size in Europe



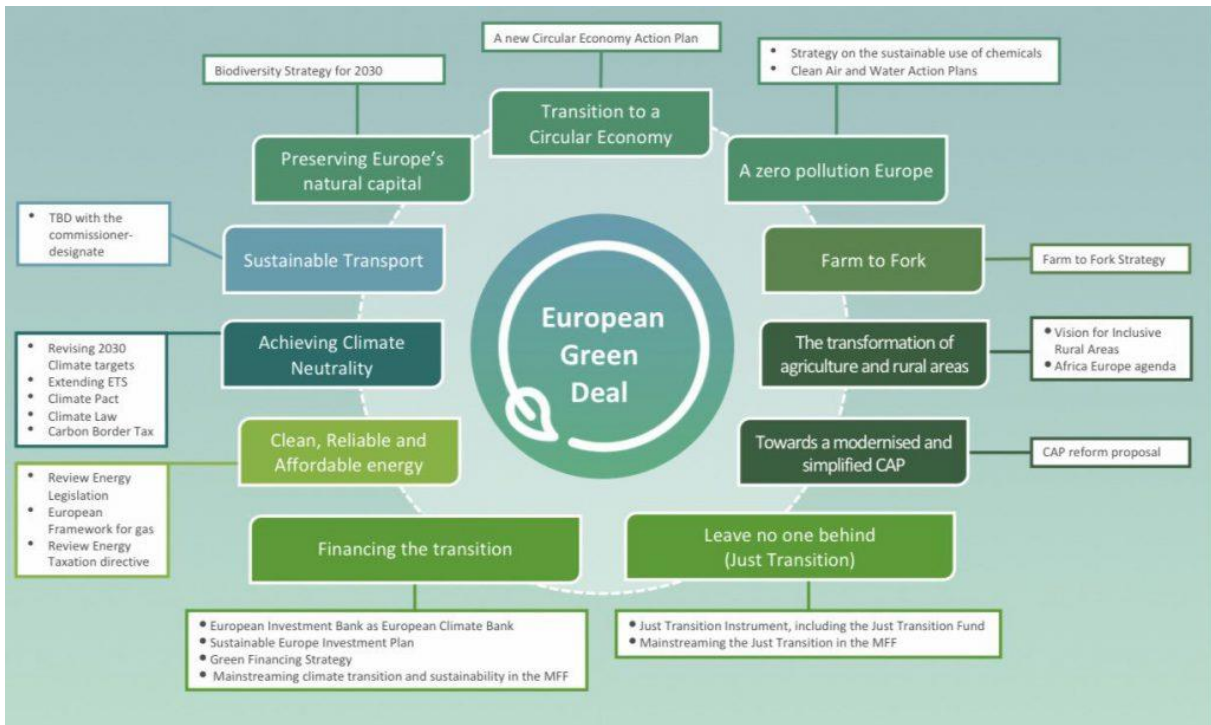
Source: Consultancy.uk and ReportLinker (2022)

### Appendix A4: Consulting Industry Revenues in Portugal



Source: Eurostat (2021)

**Appendix A5: EU Green Deal and Related Initiatives**



Source: ECN (n.d.)

**Appendix A6: Because Impacts Services on Company Website**

**Why do you need us?**  
Survival by impact.

**Strategy**  
What is my organization's impact footprint? How do I contribute to a more inclusive world?

**Services**

- Strategy for impact
- Immersion sessions
- Sustainability reports
- Impact scan
- Vision and purpose

The path requires a map. We know that information makes a difference. We carry out an in-depth diagnosis of each organization to build an appropriate strategy, starting from an ESG framework and having the SDGs on board. This analysis is essential to understand the state of the art of customer impact and what action to take. Call to arms! We plan the fight: reduce it, increase it, transform it. With an impact strategy, an agile execution plan in which the Planet wins, and greenwashing collides with the KO. From here comes change, aligning organizations with the pulse of a new social and economic reality, in which impact is the driving force.

**Going beyond the box.**

**Innovation**  
We transform vision into tailor-made impactful products and services.

**Services**

- ID&I for impact
- Impact partnerships
- Participation and Community
- Service design & design thinking
- Skill based volunteering

Creativity and innovation are our first and last name. We respond to challenges with skills and creativity to create something new. With innovate initiatives and tools we communicate and generate impact. Technology, network co-creation, design thinking and service design are part of our DNA. We believe in the power of People/Communities. From "skill-based volunteering" to community participation and involvement projects, we build participatory social innovation solutions. For exponential impact. We design and build bridges in an ecosystem of start-ups universities, companies, social economy organizations, entrepreneurs, inventors. We know that there are new business opportunities to be developed based on social and environmental challenges.

**The size of your impact matters.**

**Measurement**  
Measuring and valuing organizations impacts on society and the environment is the new management imperative.

**Services**

- Materiality analysis
- Creation of indicators
- Implementation of assessment system
- Impact report

All companies have an impact, they are all agents of positive or negative change for people and the planet. That is a fact. However, it must be measured to confirm it. Numbers are only good, or bad, when science convinces us. Organizing data and measuring impact, including the ecosystem of activities and businesses, is complex and challenging. We can do it. With personalized indicators, tailored to each organization. Building reports and measurement platforms. Actively listening to workers, consumers, partners. Information without filter. We want to take small steps - quantum leaps - for the benefit of humanity and the planet. Pursuing relevance, reporting transformation.

**Own up. Stand tall.**

**Communication**  
What is my organization's impact footprint? How do I contribute to a more inclusive world?

**Services**

- Creative Campaigns
- Organization and Promotion of Events
- Positioning, narrative and message
- Organizational transformation
- Zero Greenwashing
- Story Building

Today, the responsibility of an organization is no longer a proverbial dirty word. From talent management to respect for consumers, it has never been more important to align what an organization says with what it does. We avoid greenwashing, the corporate facade, with campaigns that really create impact, with concrete results in the lives of people, communities and the planet. From internal engagement programs to campaigns that always have the Sustainable Development Goals in their sights. We help to leave a mark on the world without ever going beyond the mark. On the path of good and doing it well


Own presentation, based on Based on Because Impacts (n.d.), translated by author.

## Appendix A7: Examples of Solutions Offered by Because Impacts

BECAUSE ▸ SUSTAINABILITY STRATEGY

### SUSTAINABILITY STRATEGY

**STRATEGY**



Systematizing initiatives, objectives, goals and outcomes that constitute the organization's sustainability strategy for a green and equitable transition, to ensure alignment with the objectives defined at national and European levels.

Additionally, this process will also involve transformation of the organization's mindset to embrace a more sustainable vision.

**APPROACH**

**Materiality:** Identify critical topics for the organization.

**Goals and Objectives:** Define the level of ambition for the various topics.

**Indicators:** Establish performance metrics to monitor the evolution of defined goals and objectives.

**Initiatives:** Adapt the business to align with the goals and objectives, transforming the operational model.

**BENEFITS**

- ✓ Enhance trust, transparency and stakeholder engagement.
- ✓ Align operations with international best practices, leveraging sustainability to enhance competitiveness within the sector.
- ✓ Shift the sustainability paradigm in Portugal and spread it to change the sector's modus operandi.


**PROJECTS/PROPOSALS**

- ✓ Sporting, musical and cultural events
- ✓ Banking and Insurance
- ✓ Retail
- ✓ Industrial Clusters

BECAUSE ▸ SUSTAINABILITY STRATEGY ▸ DIVERSITY AND INCLUSION STRATEGY

### DIVERSITY AND INCLUSION STRATEGY (DEI)

**STRATEGY**



Assess the current workforce, organizational culture, and policies to identify areas where diversity and inclusion can be improved.

Develop a customized strategy that promotes diverse recruitment, fosters an inclusive workplace culture, and includes training and education programs to increase awareness.

**APPROACH**

**Vision:** Define and align the starting point, objectives and goals in the short, medium and long term.

**Opportunities:** Identify challenges and opportunities and systemize initiatives' transformation.

**State of the art:** Develop a benchmark of the best national and international practices and actively listen to the organization's employees.

**Strategy:** Create the DEI strategy with the definition of objectives and the design of initiatives.

**BENEFITS**

- ✓ **Greater innovation:** Diverse teams bring varied perspectives, resulting in innovative ideas and solutions.
- ✓ **Increased talent attraction and retention:** Companies committed to DEI attract a greater number of talents and retain employees more effectively.
- ✓ **Positive workplace culture:** DEI promotes an inclusive, respectful and collaborative work culture.


**PROJECTS/PROPOSALS**

- ✓ Banking and Insurance
- ✓ Retail

BECAUSE ▸ CARBON FOOTPRINT MEASUREMENT

### CARBON FOOTPRINT MEASUREMENT

**STRATEGY**



Develop an environmental impact assessment framework for the organization's operations, including the analysis and calculation of the CO2 emissions. The assessment will cover all emissions (both direct and indirect) to guarantee real knowledge of the environmental impact of the operations in the short, medium and long term.

**APPROACH**

**Boundaries:** Determine the limits of the project, activities and specific areas of the event.

**Emission Sources:** Identify specific sources of greenhouse gas emissions.

**Baseline:** Build a baseline for future comparison and performance analysis.

**Emissions Calculation:** Calculate the CO2 emissions and the main performance control metrics.

**BENEFITS**

- ✓ **Improving reputation and brand:** By actively measuring and reducing CO2 emissions, organizations invest in enhancing their reputation as an environmentally conscious and socially responsible entity.
- ✓ **Cost reduction and efficiency:** Implementing emission reduction strategies often results in increased operational efficiency and reduced costs.


**PROJECTS/PROPOSALS**

- ✓ Sporting, musical and cultural events
- ✓ Banking and Insurance
- ✓ Retail
- ✓ Industrial Clusters

BECAUSE ▸ SUSTAINABLE PROCUREMENT

### SUSTAINABLE PROCUREMENT

**STRATEGY**



Develop a framework for assessing the organization's suppliers by introducing ESG factors into the organizations' procurement process.

The factors are monitored through KPIs tailored to the specific service/product purchased, based on best national and international benchmarks.

**APPROACH**

**Benchmarking:** Gather information and prepare an international best practice benchmark.

**Construction of the Assessment Model:** Define the assessment criteria (ESG) and develop the KPIs.

**Market Consultation:** Identify the market's responsiveness to the designed assessment model.

**Monitoring Tool:** Develop a performance monitoring tool.

**BENEFITS**

- ✓ **Reduced environmental impact:** Sustainable procurement helps to minimize the carbon footprint and waste.
- ✓ **Innovation and competitive advantage:** Sustainability promotes innovation and provides a competitive advantage.
- ✓ **Risk mitigation:** Sustainable procurement assists in mitigating risks associated with resource scarcity and climate change.


**PROJECTS/PROPOSALS**

- ✓ Sporting, musical and cultural events
- ✓ Banking and Insurance
- ✓ Local public entities (CM Cascais, among others)

BECAUSE ▸ SOCIAL IMPACT MEASUREMENT

### SOCIAL IMPACT MEASUREMENT

**STRATEGY**



Develop a framework for assessing the environmental and social impact of organizations. These projects aim to identify the operating context of organizations and create a model that supports decision-making through performance measurement on an initiative basis.

These projects are conducted in partnership with the Faculty of NOVA IMS, which provides scientific expertise in mathematical models and tool design.

**APPROACH**

**Context:** Defining the context of the organization and the values and mission of the organization.

**Limits of activity:** Selection of the sector/area of activity and respective initiatives.

**Measurement framework:** Development of performance indicators and the respective monitoring tool.

**Presentation of results:** Construction of a final report presenting the conclusions and main results.

**BENEFITS**

- ✓ **Informed decision-making:** Impact measurement leads to strategic decisions aligned with sustainability.
- ✓ **Competitive advantage:** Commitment to sustainability provides a competitive advantage in the market.
- ✓ **Improving risk management:** Addressing environmental and social security issues prevents future operational problems.

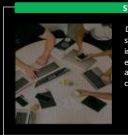
**PROJECTS/PROPOSALS**

- ✓ Banking and Insurance
- ✓ Retail
- ✓ Energy

BECAUSE ▸ COMMUNICATION STRATEGY

### COMMUNICATION STRATEGY

**STRATEGY**



Develop the organizations' communication strategy by following a structured process that includes identifying stakeholders, creating the engagement strategy, and defining initiatives, activities, projects, partners, locations and channels of action and communication.

**APPROACH**

**Identification of Stakeholders:** Identify internal (eg. employees) and external (eg. suppliers, regulator, NGOs) stakeholders.

**Concept and Positioning:** Definition of the concept and strategic positioning of the organization and its offer.

**Public Relations:** Strategy and support in public and corporate affairs and media affairs.

**BENEFITS**

- ✓ **Increased attraction of investors:** The communication strategy contributes to attracting socially responsible investors.
- ✓ **Greater market access:** The communication strategy opens up new market opportunities for sustainable companies.
- ✓ **Increased profitability:** The communication strategy improves brand image, resulting in higher revenues.


**PROJECTS/PROPOSALS**

- ✓ Sporting, musical and cultural events
- ✓ Start-ups
- ✓ Banking and Insurance

BECAUSE ▸ STAKEHOLDER ENGAGEMENT

### STAKEHOLDER ENGAGEMENT

**STRATEGY**



Through this program, internal and external initiatives are developed to bring stakeholders closer to organizations.

The goal is, through a product, service or relationship, to involve stakeholders and encourage a positive change in their behavior.

**APPROACH**

**ESG Corporate Volunteering:** Identify internal (eg. employees) and external (eg. suppliers, regulator, NGOs) stakeholders.

**Behavioral Change Program:** Ideate and define the organization's concept and strategic positioning, as well as its offering.

**Community assessment:** Develop projects that involve local communities, addressing their concerns and fostering relationships with them.

**BENEFITS**

- ✓ **Improved decision making:** Stakeholder engagement provides information for informed decisions.
- ✓ **Stronger relationships with the community:** Involvement strengthens community support, consequently enhancing the business's impact.
- ✓ **Better employee engagement:** Internal engagement projects boost employee retention and enhance brand reputation.

**PROJECTS/PROPOSALS**

- ✓ Banking and Insurance
- ✓ Industrial Clusters

Source: Because Impacts (2023b), translated by author.

**Appendix A8: Comparison of Services Offered by Because Impacts and Competitors**

Service	Because Impacts	Sair da Casca	Circular	Humb Consulting	ÉRRE LRB
Strategy	x	x	x	x	x
Innovation	x			x	
Measurement	x	x	x	x	x
Communication	x	x		x	
Training		x		x	
Specialized services			x		x
Urban and Regional Food Planning			x		
Geographic Information Systems (SIG)					x
Urbanism					x
Tourism					x
Fiber to the Home (FTTH)					x

Own analysis and presentation, based on Because Impacts (n.d.); Sair da Casa (n.d.); Circular (n.d.); Humb Consulting (n.d.); ÉRRE LRB (n.d).

**Appendix A9: Chefs on Fire Cascais – Program and Information**



**8 Set**

- ☪ ALEXANDRE SILVA ▲ LOCO\* // FOGO
- BRUNO CASEIRO ▲ CAVALARIÇA LISBOA
- VÍTOR ADÃO ▲ PLANO
- ☪ TIAGO PENÃO ▲ KAPPO
- JOÃO MAGALHÃES ▲ TRICKY'S
- ☪ JOÃO RODRIGUES ▲ PROJETO MATÉRIA
- DAVID JESUS ▲ SEIVA
- ☪ ANDREIA MOUTINHO ▲ ACP
- \* *Rising stars*
- RÚBEN TRINDADE & FRANCISCA DIAS
- ▲ CASA DO GADANHA

8, 9 & 10 SETEMBRO • FIARTIL

# CHEFS ON FIRE CASCAIS






**9 Set**

- ☪ GIL FERNANDES ▲ FORTALEZA DO GUINCHO\*
- ANDRÉ MAGALHÃES ▲ TABERNA DA RUA DAS FLORES
- HUGO CANDEIAS ▲ OFÍCIO
- ☪ RICARDO FERREIRA ▲ ELEMENTO
- MARTA FIGUEIREDO ▲ ESTRELA DA BICA
- ☪ JOÃO SÁ ▲ SÁLA
- TIAGO FEIO ▲ TIA TIA
- ☪ FÁBIO QUIRAZ ▲ BELAVISTA HOTEL & SPA\*
- \* *Rising star*
- ZÉ PAULO ROCHA ▲ O VELHO EURICO

**10 Set**

- ☪ CARLOS TEIXEIRA ▲ HERDADE DO ESPORÃO\*
- ANTÓNIO LOUREIRO ▲ A COZINHA\*
- MARLENÉ VIEIRA ▲ MARLENÉ,
- ☪ VASCO COELHO SANTOS ▲ EUSKALDUNA STUDIO\*
- PAULO ALVES ▲ KABUKI\*
- ☪ DIOGO FORMIGA ▲ ENCANTO\*
- ANTÓNIO GALAPITO ▲ PRADO
- ☪ NATALIE CASTRO ▲ ISCO
- \* *Rising star*
- CATARINA NASCIMENTO ▲ 83 GASTROBAR

**PALCO ESPANHA**

- 8 SET
- ☪ BEGOÑA RODRIGO ▲ LA SALITA\*
- 9 SET
- ☪ RAFA ZAFRA ▲ ESTIMAR/ CASA JONDAL
- 10 SET
- ☪ RAFA PANATIERI & JORGE SASTRE ▲ BRABO

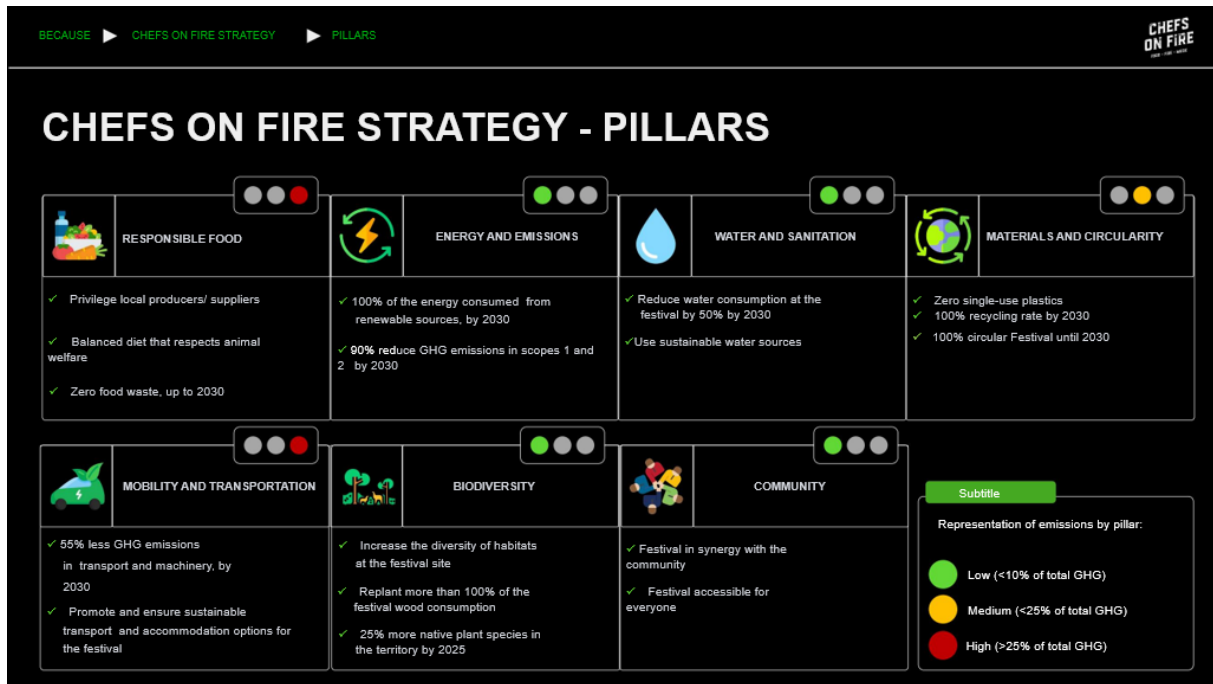
**CONCERTOS**

<p>☪ <b>8 Set</b></p> <ul style="list-style-type: none"> <li>▶ VELHOTE DO CARMO</li> <li>▶ D'ALVA</li> <li>▶ PEDRO MAFAMA</li> <li>▶ MOULLINEX ▲ GPU PANIC</li> </ul>	<p>☪ <b>9 Set</b></p> <ul style="list-style-type: none"> <li>▶ A GAROTA NÃO</li> <li>▶ CLÁUDIA PASCOAL</li> <li>▶ TIAGO BETTENCOURT</li> <li>▶ MIRROR PEOPLE</li> </ul>	<p>☪ <b>10 Set</b></p> <ul style="list-style-type: none"> <li>▶ BEATRIZ PESSOA</li> <li>▶ NENA</li> <li>▶ BENJAMIM &amp; SAMUEL ÚRIA</li> <li>▶ DEIXEM O PIMBA EM PAZ</li> <li>COM BRUNO NOGUEIRA E MANUELA AZEVEDO</li> </ul>
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CRIADO POR: LOHAD COM O APOIO DE: visit Portugal PARCEROS: CASCAIS *Trovoche* makro 1927 JAMESON BLACK LABEL *Choppo* ORELA **FIRE MADE**

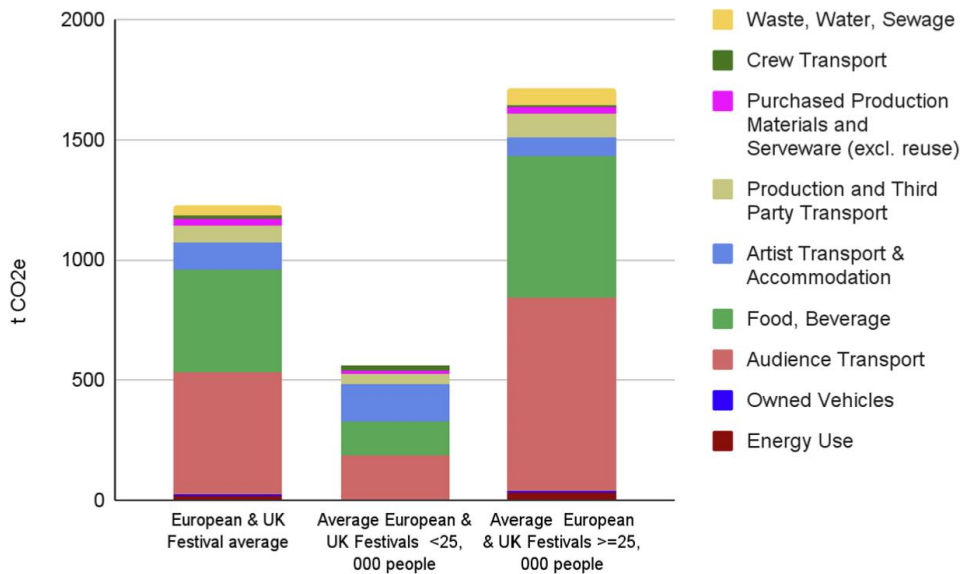
PARCEIRO DE SUSTENTABILIDADE: **RECICLAGE** **3cket** **BOLEUS** **why not** **zomato** **YAKO&CO** **TEKA** **eshte** PARCEIROS DE MÍDIA: **ALDO** **COMERCIAL** **AL**

### Appendix A10: Chefs on Fire Sustainability Strategy



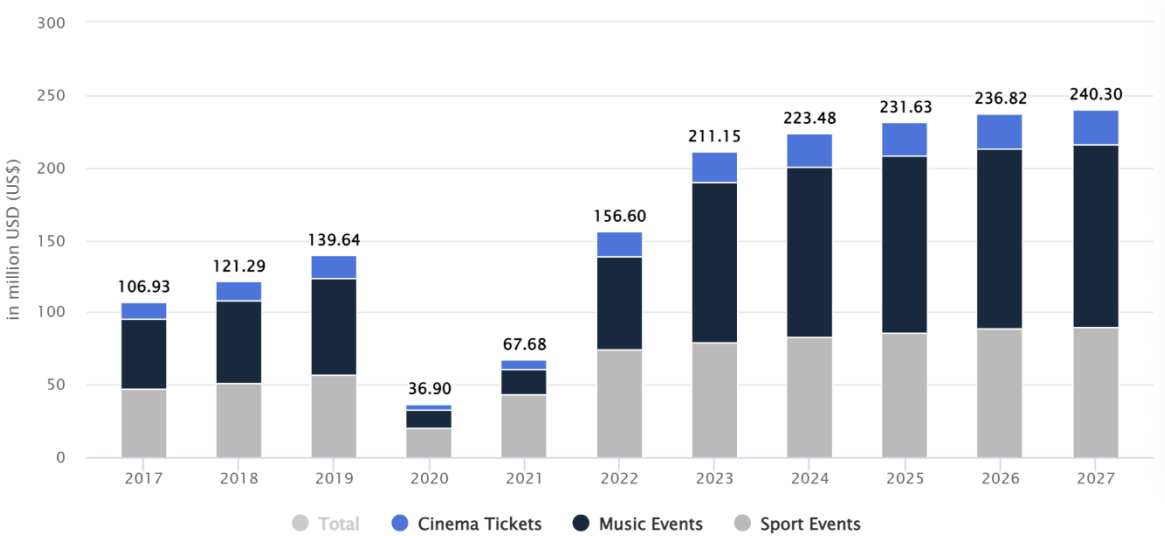
Source: Because Impacts (2023b), translated by author.

### Appendix A11: European & UK Festival Emissions Breakdown by Size (Average Daily Capacity)



Source: AGF (2023)

**Appendix A12: Event Ticket Sales – Portugal**



Source: Statista Market Insights (2023)

## Appendix A13: Financial Details on Because Impacts

### Disclaimer:

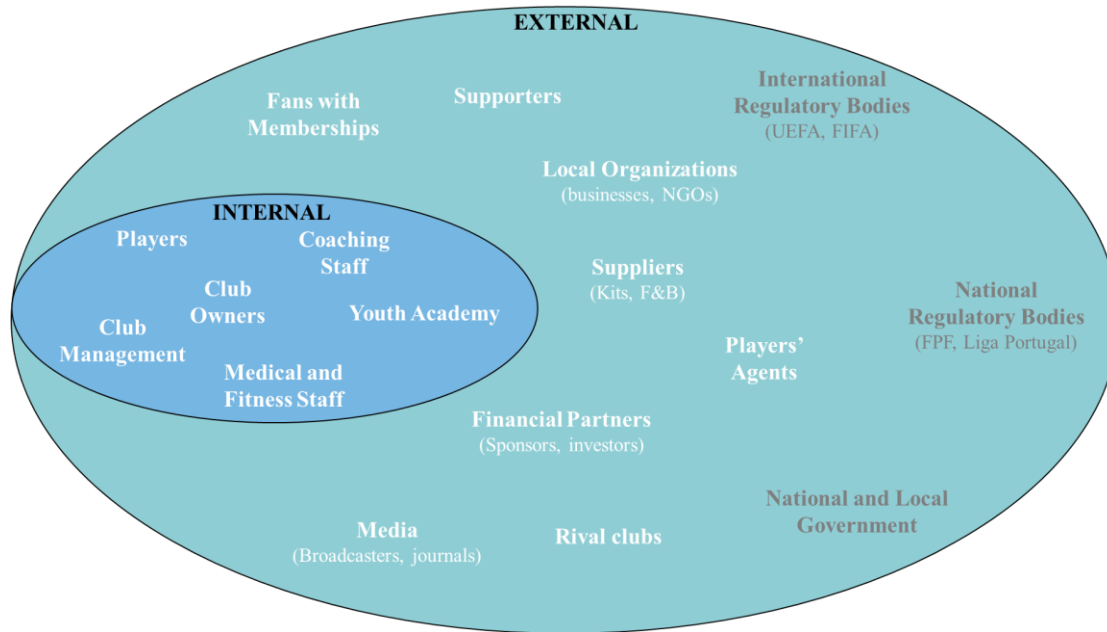
The numbers stated below are fictive and do not represent any real accounts of *Because Impacts*.

Financial Details on Because Impacts			
Revenues per project	Yearly Fee	Contract Period	Other Information
Chef's on Fire	40.000,00 €	2023-2027	Chef's on Fire is a relative big and potentially successful project, an external partner is paying the fees. The fees are expected to increase by 10% each year.
No Code	10.000,00 €	2023	No-Code is a very small project and BI is only doing it's public affairs.
Municipality of Cascais	19.500,00 €	2023	Public organization, does not pay the same as private companies. But the project is comparable big.
Food Retail	50.000,00 €	2023	Private project, pays off much better than most other projects. Comparable big, as BI develops an overall sustainability strategy.
Football Club	60.000,00 €	2023-2026	As the top private football clubs in Portugal have enough wealth to pay higher fees, this is the best paying project of Because Impacts. In addition, the fees are expected to increase by 10% each year.
Other Future Projects	100.000,00 €	2025 onwards	Given Because Impacts current Project fees, 100k€ would reflect between 2 to 4 medium-sized additional projects per year. The company is pitching for many future projects, especially in the life event and football industry. These projects seem to be pay off very well until now. Therefore it is highly expected, that Because Impacts will acquire more profitable clients in the future. For this reason, future projects are expected to increase by 25% each year.
Operating Costs	Yearly Salaries	Contract Period	Other Information
Graca Fonseca	50.000,00 €	2022 onwards	As the founder, owner and CEO, Graca is paid a fixed compensation. With 50.000k€ (including overtime), the compensation is lower compared to other managers in her position. As the company is still relatively small and not profitable.
Goncalo Mendes	50.000,00 €	2023 onwards	Goncalo was hired in 2023. He is a high potential, because he already has more than five years of consulting experience in a big5, and a Ph.D. in chemistry. Therefore, BI needs to pay him a competitive salary of 40k€ (including overtime) plus a bonus of 10k€.
Future Employee	50.000,00 €	2024 onwards	The Company is planning to hire one additional employee in 2024, due to it's expected revenue growth. The same salary expectations as for Goncalo Mendes apply.
Travel expenditure	10% of all payroll costs	2024 onwards	In order to ensure good client relations and good quality, BI tries to visit its clients multiple times. During 2022 and 2023, the travels undertaken were mainly focuses on customer acquisition and are already reflected there.
Other Costs	Amount	Contract Period	Other Information
Climate Change Event	15.000€ / total	2024	BI is planning to host a public event that aims to show people the influence of climate change. Costs, such as venues rents, promotion or catering apply here.
Office rents	4.000€/year	2023 onwards	BI rented a little office space at Incubator, therefore, the rents are comparable low (including utilities)
Customer Acquisition	5.000€/year	2022 onwards	BI is highly focused on acquiring customers. Therefore, Graca and Goncalo are attending many different events, fairs, get to gethers etc. The costs have been extra high (10.000€) in the first year, afterwards, as the first clients have been acquired, the costs declined to 5.000€.
IT-Hardware	2.000€/unit	2022 onwards	BI needs to buy one laptop per employee. One laptop has an expected lifetime of 5 years.
IT-Software	2.000€/year	2022 onwards	BI needs to buy general software licences for all laptops plus some specific softwares depending on their projects
Legal Fees	2.000€/year	2022 onwards	During it's foundation process, Because Impacts faced costs for lawyers, foundation fees other legal matters
Other Costs	2.000€/year	2022 onwards	Such as bank fees, communication fees, basic office supplies etc.
Other Information			
Revenue Delay	All contracts current and future contract BI has, include payments after the services were fully delivered or on a yearly basis. For this reason, the company faces a revenue delay of one year.		
Portuguese Tax Rate	Portuguese Corporate Income Tax Rate: 21% (Source: eportugal.gov.pt, 2023)		
Profits/Loss expectations	The Company is expecting a loss around 100k€ in 2023.		
Financial Targets	The only financial goal defined by the owners is a breakeven in 2025.		

Own presentation.

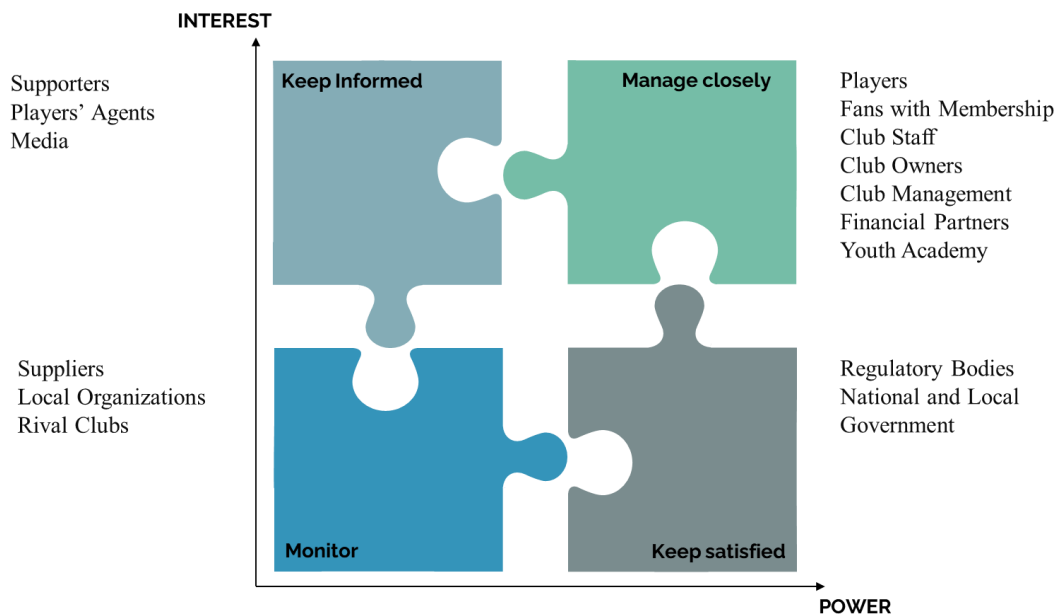
**Appendix B: Evaluation Report**

**Appendix B1: Stakeholder Classification Map for Tier 1 and Tier 2 Clubs**



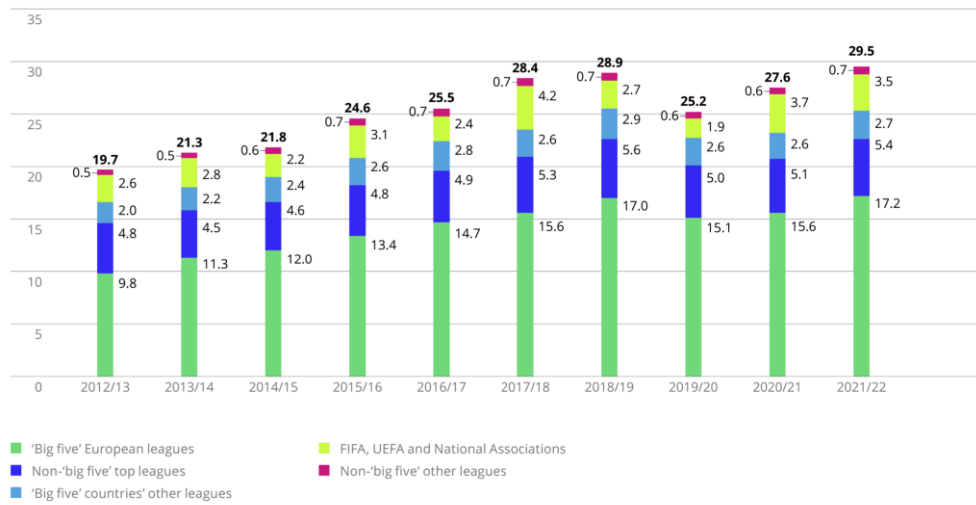
Own analysis and presentation, based on Caroll and Näsi (1997).

**Appendix B2: Stakeholders Map According to Their Interest and Influence Level**



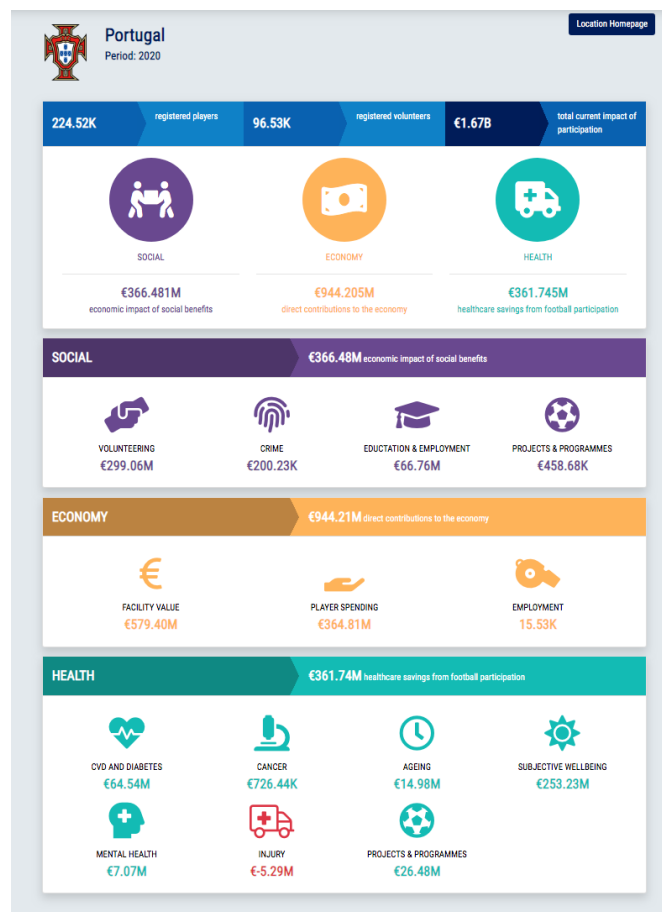
Own analysis and presentation, based on Mendelow (1981).

### Appendix B3: European Football Market Size (in € billion)



Source: Deloitte (2023)

### Appendix B4: SROI of Portuguese Football in 2020



Source: Andrade (2021)

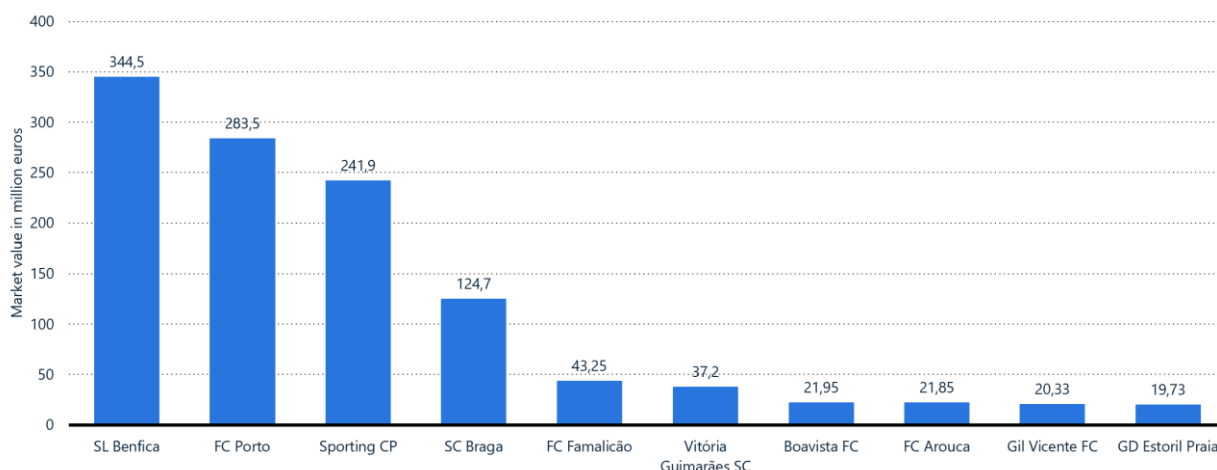
**Appendix B5: Tier 1 and Tier 2 Clubs and Stadium Capacity in Portugal**

	<b>Club</b>	<b>League</b>	<b>Stadium name</b>	<b>Capacity</b>
1	<b>SL Benfica</b>	Primeira Liga	Estádio da Luz	64,642
2	<b>Sporting CP</b>	Primeira Liga	Estádio José Alvalade XXI	50,095
3	<b>FC Porto</b>	Primeira Liga	Estádio do Dragão	50,033
4	<b>SC Braga</b>	Primeira Liga	Estádio Municipal de Braga	30,286
5	<b>Vitória SC</b>	Primeira Liga	Estádio D. Afonso Henriques	30,029
6	<b>Académica de Coimbra</b>	Liga 3	Estádio Cidade de Coimbra	29,622
7	<b>Boavista FC</b>	Primeira Liga	Estádio do Bessa Século XXI	28,263
8	<b>UD Leiria</b>	Liga Portugal 2	Estádio Dr. Magalhães Pessoa	23,888
9	<b>CF Os Belenenses</b>	Liga Portugal 2	Estádio do Restelo	19,980
10	<b>FC Felgueiras 1932</b>	Liga 3	Estádio Dr. Machado de Matos	15,000
11	<b>AD Sanjoanense</b>	Liga 3	Estádio Conde Dias Garcia	15,000
12	<b>Caldas SC</b>	Liga 3	Campo da Mata	13,000
13	<b>CD Santa Clara</b>	Liga Portugal 2	Estádio de São Miguel	12,500
14	<b>Gil Vicente FC</b>	Primeira Liga	Estádio Cidade de Barcelos	12,046
15	<b>SCU Torreense</b>	Liga Portugal 2	Estádio Manuel Marques	12,000
16	<b>CF Canelas 2010</b>	Liga 3	Estádio do Clube Futebol Canelas 2010	10,800
17	<b>CS Marítimo</b>	Liga Portugal 2	Estádio do Marítimo	10,600
18	<b>Lusitânia FC Lourosa</b>	Liga 3	Estádio Lusitânia Futebol Clube de Lourosa	10,000
19	<b>Leixões SC</b>	Liga Portugal 2	Estádio do Mar	9,821
20	<b>CF Estrela Amadora</b>	Primeira Liga	Estádio José Gomes	9,288
21	<b>FC Paços de Ferreira</b>	Liga Portugal 2	Estádio Capital do Móvel	9,076
22	<b>GD Chaves</b>	Primeira Liga	Estádio Municipal Eng.º Manuel Branco ...	9,000
23	<b>AVS Futebol SAD</b>	Liga Portugal 2	Estádio do Clube Desportivo das Aves	8,560
24	<b>AD Fafe</b>	Liga 3	Estádio Municipal de Fafe	8,000
25	<b>FC Alverca</b>	Liga 3	Complexo Desportivo do Alverca	7,705
26	<b>Varzim SC</b>	Liga 3	Estádio do Varzim SC	7,280
27	<b>SC Farense</b>	Primeira Liga	Estádio São Luís	7,000
28	<b>Casa Pia AC</b>	Primeira Liga	Estádio Municipal de Rio Maior	6,925
29	<b>Académico Viseu FC</b>	Primeira Liga	Estádio Municipal do Fontelo	6,912
30	<b>FC Vizela</b>	Primeira Liga	Estádio do Vizela	6,565

31	<b>Anadia FC</b>	Liga 3	Estádio Municipal Engenheiro Sílvio ...	6,500
32	<b>Moreirense FC</b>	Primeira Liga	Estádio C. J. de Almeida Freitas	6,153
33	<b>Portimonense SC</b>	Primeira Liga	Portimonense Estádio	6,000
34	<b>FC Oliveira do Hospital</b>	Liga 3	Estádio Municipal de Tábua	6,000
35	<b>FC Arouca</b>	Primeira Liga	Estádio Municipal de Arouca	5,600
36	<b>CD Feirense</b>	Liga Portugal 2	Estádio Marcolino de Castro	5,401
37	<b>FC Famalicão</b>	Primeira Liga	Estádio Municipal de Famalicão	5,305
38	<b>Rio Ave FC</b>	Primeira Liga	Estádio dos Arcos	5,300
39	<b>FC Penafiel</b>	Liga Portugal 2	Estádio Municipal 25 de Abril	5,230
40	<b>CD Nacional</b>	Liga Portugal 2	Estádio da Madeira	5,200
41	<b>CD Trofense</b>	Liga 3	Estádio CD Trofense	5,074
42	<b>GD Estoril Praia</b>	Primeira Liga	Estádio António Coimbra da Mota	5,000
43	<b>CD Tondela</b>	Liga Portugal 2	Estádio João Cardoso	5,000
44	<b>Länk FC Vilaverdense</b>	Liga Portugal 2	Campo Cruz Do Reguengo	5,000
45	<b>UD Oliveirense</b>	Liga Portugal 2	Estádio Carlos Osório	5,000
46	<b>FC Porto B</b>	Liga Portugal 2	Centro de Treino e Formação Desportiva ...	5,000
47	<b>Amora FC</b>	Liga 3	Estádio da Medideira	5,000
48	<b>Atlético CP</b>	Liga 3	Tapadinha	4,500
49	<b>SC Covilhã</b>	Liga 3	Municipal José Santos Pinto	3,500
50	<b>CA Pêro Pinheiro</b>	Liga 3	Parque de Jogos Parda Monteiro	3,000
51	<b>SC Vianense</b>	Liga 3	Estádio Municipal Manuela Machado	2,700
52	<b>SL Benfica B</b>	Liga Portugal 2	Benfica Campus	2,644
53	<b>CD Mafra</b>	Liga Portugal 2	Parque Desportivo e Municipal de Mafra	1,257
54	<b>Sporting CP B</b>	Liga 3	CGD Stadium Aurélio Pereira	1,180
55	<b>SU 1º Dezembro</b>	Liga 3	Conde Sucena	1,000
56	<b>SC Braga B</b>	Liga 3	Sports Center CF Fão	724

Own analysis and presentation, based on Transfermarkt (2023b); Transfermarkt (2023c); Transfermarkt (2023d).

### Appendix B6: Top 10 Soccer Clubs in Portugal as of September 2023, by Market Value



Source: Transfermarkt (2023e)

### Appendix B7: UEFA 11 Policies of the Football Sustainability Strategy



Source: UEFA (2021)

### Appendix B8: UNFCCC Sports for Climate Action Framework Principles

Principle 1	Undertake systematic efforts to promote greater environmental responsibility
Principle 2	Reduce overall climate impact
Principle 3	Educate for climate action
Principle 4	Promote sustainable and responsible consumption
Principle 5	Advocate for climate action through communication.

Own presentation, based on UNFCCC (n.d.).

## Appendix B9: Sustainable Initiatives of Tier 1 Portuguese Clubs

Tier 1 Clubs	Report	Overall Strategy	Initiatives	Relevant Partnerships
<b>Sporting CP</b>	Yes	No	<p>Sustainability report (2021/2022) was done in accordance with GRI standards and includes a materiality analysis to understand the clubs impacts, aligns with ESG-matrix:</p> <ul style="list-style-type: none"> <li>• <b>Environment</b> → released carbon footprint, energy &amp; water consumption, and waste management data with first initiatives to reduce these impacts.</li> <li>• <b>Social</b> → aims to support its community, estimates to have contributed around 217 553 euros for those causes (including “Apoio à Ucrânia”, “Sporting Solidário” and food grants for new athletes).</li> <li>• <b>Governance</b> → zero cases of corruption or bribery, goal of working hand in hand with sponsors and other partners to ensure financial support in medium and long term for sustainable-related initiatives.</li> </ul> <p>(Sporting CP 2023)</p>	<p>Sustainability report → PWC</p> <p>Homeless support → Comunidade Vida e Paz</p>
<b>SL Benfica</b>	No	No	<p>Environmental initiatives are summarized in what is called ECO Benfica, focused on 3 main pillars:</p> <ul style="list-style-type: none"> <li>• <b>Water</b> → efforts to use rainwater for the cleaning of stadium benches and groundwater use for irrigating its 9 pitches</li> <li>• <b>Waste</b> → reusable cups with deposits at stadium; developed recycling center; collects cooking oil from F&amp;B operators to be reused by the club;</li> <li>• <b>Energy</b> → thermal solar panels for water heating, and photovoltaic solar panels to supply clean energy at Benfica campus; charging station for electric vehicles at stadiums</li> </ul> <p>Social initiatives are done by Fundação Benfica and mainly center around <b>education to young people, inclusive sport, environmental education and humanitarian assistance.</b></p> <p>(ECO Benfica n.d.; Fundação Benfica n.d.)</p>	<p>Recycling center → Lisbon municipality</p> <p>Cooking oil reuse → EcoX (startup)</p> <p>Charging stations → EDP</p>
<b>FC Porto</b>	Yes	No	<p>The latest sustainability report includes a materiality analysis to identify the most relevant topics regarding sustainability for its stakeholders and also uses GRI standards. Its content is focus on 3 main action areas:</p> <ul style="list-style-type: none"> <li>• <b>Community</b> → focused on four main areas: diversity and inclusion, identity and tradition, social and environmental responsibility, and promotion of health and well-being. Has an educational approach which is supported by media and developed hand in hand with local organizations.</li> <li>• <b>Infrastructure</b> → reported its water and energy consumption, its greenhouse gas emissions and its waste, and defines measures to be an active participant of climate action, together with some partners: (1) measurement of the carbon footprint for matches days in the stadium is a unique initiative; (2) aims at carbon neutrality by 2030, planning to use solar energy in its stadium and training facility.</li> <li>• <b>Business Sphere</b> → Diversity &amp; inclusion, health &amp; safety in the workplace represent big areas of focus, especially when it comes to its human resources. Furthermore, the club is developing procedures to prevent corruption.</li> </ul> <p>(Source: FC Porto 2022; Life Tackle n.d.; Porto 2023)</p>	<p>Environmental management in sports → Pilot partner in ACCESS</p> <p>Measurement of the carbon footprint for matches days → Life Tackle (Porto is only Portuguese club participating)</p> <p>Carbon neutrality by 2030 → Porto Climate Pact</p>
<b>SC Braga</b>	No	No	<p>Strategic partnership with a technology and engineering company for the collection and processing of data with the goal of reducing annual cost and <b>reducing energy, water and gas</b> consumption. Social initiatives conducted by SC Braga Solidário's project with the main goal of combating <b>social inequalities, humanitarian causes</b>, as and contributing to <b>social inclusion.</b></p> <p>(Botelho 2023; SC Braga Solidário n.d.)</p>	<p>Strategic partnership for data collection → Coreflux</p>
<b>Vitória SC</b>	No	No	<p>A partnership to install <b>solar panels</b> was signed in June 2023, making it one of the first clubs to have renewable energy at its stadium. <b>Recycling</b> bins at the academy since May 2023. The 2023/2024 season jerseys are reused from the year before to reduce consumption.</p> <p>(Diário de Notícias 2023; own interview with club)</p> <p>Vitória Solidário focuses on social responsibility with three main pillars, <b>youth, elderly, and environmental preservation.</b></p> <p>(Vitória SC 2023a; Vitória SC 2023b; Vitória Solidário n.d.)</p>	<p>Solar installation → Sustainable Energy Systems</p>
<b>Moreirense FC</b>	No	No	<p>Containers for <b>separating waste</b> (organic, plastic and paper/cardboard) were introduced to the facilities in July of 2023, as well as a campaign aimed at raising awareness about the importance</p>	<p>Waste separation → Vitrus Ambiente</p>

			of correctly separating waste and promote recycling (Ambiente Magazine 2023, VITRUS Ambiente n.d.)	
<b>FC Famalicão</b>	No	No	Aim at <b>raising awareness on environment, education and improve living and food conditions</b> through partnerships and help address various specific causes. <b>Solidarity</b> game where items are collected and then given to people in need. (FC Famalicão Solidário n.d.; FC Famalicão 2023)	Partnerships with schools, social solidarity institutions and the municipality
<b>SC Farense</b>	No	No	<b>Solidarity</b> account for hospital equipment Boavista F.C. 2023 during covid-19, where the club matched every donation. (Source: Pires 2020)	//
<b>Boavista FC</b>	No	No	<b>Solidarity</b> initiative for collection of goods at the club's facilities with the aim of helping the village of La Pointe-Sarène, in Senegal. (Boavista F.C. 2023)	//
<b>Portimonense SC</b>	No	No	Have organized <b>solidarity</b> games in the past where fans could donate goods for social solidarity institutes in exchange for tickets for the game, (Portimonense S.C. 2017)	//
<b>Casa Pia AC</b>	No	No	<b>Ethics</b> department that aims at promoting ethical values in the club's youth training. (Source: Casa Pia A.C. n.d.)	//
<b>CF Estrela da Amadora</b>	No	No	Has formulated a vision a round <b>health</b> and promoting healthy life styles. Won the <b>Social Responsibility</b> award from the Portuguese Foundation for an awareness campaign on Parkinson's disease. (CD Estrela da Amadora n.d.; Fundação do Futebol 2023a)	//
<b>Gil Vicente FC</b>	No	No	Have a department that is responsible for <b>social action</b> . (Gil Vicente F.C. n.d.)	//
<b>Estoril Praia</b>	No	No	The 2023/2024 season jerseys are <b>reused</b> from the year before and made from recycled materials to reduce consumption. (Diário de Notícias 2023)	//
<b>Rio Ave</b>	No	No	Has defined an overarching quality policy for mostly aimed at <b>youth &amp; education and stakeholder engagement</b> . (Rio Ave FC 2021)	//
<b>GD Chaves</b>	No	No	Organized international day for the <b>elderly</b> and the team visited an old folk's home. (Ribeiro 2023)	Elderly day → Lar Santa Isabel
<b>FC Vizela</b>	No	No	Campaign with 11 local schools, that were each partnered with a player to establish direct interaction between players and <b>youth</b> . (Fundação do Futebol 2023b)	Local schools.
<b>FC Arouca</b>	No	No	Has an social solidarity initiative where members paying their fees can contribute to fans with less financial means staying members. (Fundação do Futebol 2021)	

Own analysis and presentation, based on Ambiente Magazine (2023); Boavista F.C. (2023); Botelho (2023); Casa Pia A.C. (n.d); CD Estrela da Amadora (n.d.); Diário de Notícias (2023); ECO Benfica (n.d.); FC Famalicão (2023); FC Famalicão Solidário (n.d.); FC Porto (2022); Fundação Benfica (n.d.); Fundação do Futebol (2021); Fundação do Futebol (2023a); Fundação do Futebol (2023b); Gil Vicente F.C. (n.d.); Life Tackle (n.d.); Pires (2020); Portimonense S.C. (2017); Porto (2023); Ribeiro (2023); Rio Ave FC (2021); SC Braga Solidário (n.d); Sporting CP (2023); Vitória SC (2023a); Vitória SC (2023b); Vitória Solidário (n.d.); VITRUS Ambiente (n.d).

**Appendix B10: Research Hypotheses**

Nr.	Variable	Explanation
<b>Background</b>		
1.	Club relevance	The base for a social and environmental strategy is the clubs relevance and reach to the local community
2.	Club size	The size of the club influences the scale and components of its sustainability strategy.
<b>Environmental Impacts</b>		
3.	Transportation	Transportation and the corresponding emissions (e.g. of Fans, Teams or Officials) are a relevant factor of football clubs' negative environmental impact.
4.	Energy consumption	Energy consumption and the corresponding emissions are a relevant factor of football clubs' negative environmental impact
5.	Water consumption	Water consumption is a relevant factor of football clubs' negative environmental impact
6.	Waste management	Waste management is a relevant factor of football clubs' negative environmental impact
7.	Food & Drinks	Food & Drinks and its corresponding emissions a relevant factor of football clubs' negative environmental impact
8.	Merchandise	Merchandise is a relevant factor of football clubs' negative environmental and social impact
<b>Social Impacts</b>		
9.	Diversity & inclusion	Diversity & inclusion is a relevant factor of football clubs' positive impact
10.	Anti Racism	Anti Racism is a relevant factor of football clubs' positive impact
11.	Youth Education & Protection	Youth Education & Protection is a relevant factor of football clubs' positive impact
12.	Solidarity & Rights	Solidarity & Rights is a relevant factor of football clubs' positive impact
13.	Health & Wellbeing	Health & Wellbeing is a relevant factor of football clubs' positive impact
14.	Employment	Employment is a relevant factor of football clubs' positive impact
<b>Stakeholders</b>		
15.	Clubs' management and staff	Clubs' management and staff decisions and mindset influence the development of a sustainability strategy.
16.	Sponsors and financial partners	Sponsors and financial partners influence the development of a club's sustainability strategy.
17.	Fan Behavior and Thinking	Fans believe social/environmental impacts of football clubs are relevant and believe clubs are not doing enough. Therefore, they want clubs to establish a social/ environmental strategy
18.	Fan Demographics	A clubs' fan demographics influence the development of a club's sustainability strategy.
19.	Fan's purchase decisions	Clubs fan purchase decisions influence the development of a club's sustainability strategies
20.	Clubs partnerships	Clubs' partners influence the development of a sustainability strategy.
21.	Regulation	Regulatory pressure and stakeholders influence the development of a club's sustainability strategy.

Own presentation.

## Appendix B11: Survey Structure

Section	Nr.	Question	Answers Format
1	Q1	How much would you consider yourself a football fan?	<i>Scale: 1 = very low, 5 = very high</i>
	Q2	What is your favorite football club?	<i>SL Benfica; FC Porto; Sporting CP; Other: _____; None.</i>
	Q3	How many football matches do you watch in average in a month (TV/online)?	
	Q4	How many football matches did you attend live in stadium in the last 365 days?	
2	Q5	Please indicate how strong you agree or disagree with the following statements. <ul style="list-style-type: none"> <li>o Football clubs have high influence on society</li> <li>o Football clubs already adequately addressing social problems</li> <li>o Football clubs have high influence on the environment</li> <li>o Football clubs already adequately reducing their environmental impacts</li> </ul>	<i>Strongly Disagree; Disagree; Neutral; Agree; Strongly Agree.</i>
3	Q6	According to your personal opinion, please rank these social and sustainable principles in the context of football (in Portugal). <ul style="list-style-type: none"> <li>o <u>Anti-racism</u> (prevent and fight all forms of racial discrimination)</li> <li>o <u>Child &amp; youth protection</u> (prevent and respond to any form of harm)</li> <li>o <u>Equality &amp; inclusion</u> (ensure everyone feels respected and empowered to express themselves, enjoy and contribute to the game)</li> <li>o <u>Football for all abilities</u> (accessible for all players and fans who wants to take part)</li> <li>o <u>Health and well-being</u> (across all age groups and through awareness-raising around non-communicable diseases)</li> <li>o <u>Refugee support</u> (help refugees remain physically and mentally healthy and become part of their host community through football)</li> <li>o <u>Solidarity and rights</u> (afford dignity, respect and equal rights to everyone involved)</li> <li>o <u>Circular economy</u> (optimize the consumption and life cycle of products, most notably food, packaging and branded items)</li> <li>o <u>Climate &amp; advocacy</u> (prevent or reduce the degradation of the environment by football-related activities, while advocating the urgency of action)</li> <li>o <u>Event sustainability</u> (design, plan and implement events to prevent or reduce negative environmental impacts on cities and communities)</li> <li>o <u>Infrastructure sustainability</u> (long-term financial and environmental benefits to operators and common spaces for local communities)</li> </ul>	<i>Not important; Slightly Important; Moderate Important; Very Important; Extremely Important.</i>
4	Q7	Please indicate how strong you agree or disagree with the following statements. <ul style="list-style-type: none"> <li>o Football clubs should have an overarching environmental and/or social strategy.</li> <li>o Football clubs should report about their environmental and social impact.</li> </ul>	<i>Strongly Disagree; Disagree; Neutral; Agree; Strongly Agree.</i>
	Q8	I would feel more connected to a football club if it communicated on its sustainable/social progress.	<i>Strongly Disagree; Disagree; Neutral; Agree; Strongly Agree.</i>
	Q9	What is your favorite medium to receive information about the sustainable/social actions of a football club? Please select all that apply:	
	Q10	Considering a football game costs €25, how many euros more would you be willing to pay if football clubs actively addressed environmental and social issues.	
	Q11	How many additional matches would I attend per year if I knew clubs was acting responsibly.	
5	Q12	What is your age?	
	Q13	What gender do you identify with?	<i>Male; Female; Diverse; Prefer not to say.</i>
	Q14	What is your nationality?	<i>▼ Afghanistan (1) ... Zimbabwe (1357)</i>
	Q15	Are you currently living in Portugal?	<i>No; Yes, since I was born; Yes, since _____ years old.</i>
	Q16	What is your monthly income?	<i>None; Less than €500; € 500 - €1,000; €1,000 - €2,000; €2,000 - €3,000; €3,000 - €4,000; More than €4,000; Prefer not to say</i>
	Q17	What is the highest level of school you have completed or the highest degree you have received?	<i>Less than high school degree; High school graduate; Some college, no degree; Bachelor's degree; Master's degree; Doctoral degree or PhD</i>

*Survey Sections: 1 - Fan Behavior; 2 - Current Perception; 3 - Social and Sustainable Attitude; 4- Consumer Behavior in Hypothetical Scenarios; 5 - Demographic Information.*

Own presentation.

**Appendix B12: Overview Qualitative Interviews with Experts**

<b>Type</b>	<b>Description</b>	<b>Date</b>	<b>Duration</b>
<b>Consultant</b>	CEO of <i>Because Impacts</i>	11.10.2023	45 min.
<b>Consultant</b>	Sustainability Manager at <i>Because Impacts</i>	25.10.2023	45 min.
<b>Academic</b>	Lecturer for Sport-business & Startup-Techniques, as well as writer and founder of a Blog on football economy	31.10.2023	30 min.
<b>Club</b>	Communication & Image Advisor and Social Media Manager at S.C. Braga	03.11.2023	45 min.
<b>Academic</b>	Professor with the Department of Environmental Sciences and Engineering at NOVA FCT	07.11.2023	40 min
<b>Consultant</b>	Director - ESG Strategy & Transformation at PHAT Consulting	09.11.2023	30 min.
<b>Academic</b>	Chief Sustainability Officer at NOVA FCT and Lecturer for Corporate Social Responsibility	14.11.2023	45 min.
<b>Club</b>	Director of Strategy and Governance at Vitória S.C.	16.11.2023	45 min.
<b>Club</b>	Head of Strategy Department and Sustainability Project Lead at a large Primeira Liga Club	28.11.2023	30 min.

Own presentation.

## Appendix B13: Interview Guide

### Introduction

Could you please describe your involvement in or relationship with football?

How do you define the concept of sustainability in the context of football?

### Personal Perspective

As someone deeply involved in football, how do you view the sport's responsibility in addressing global challenges such as climate change and social inequality?

In your opinion, what is the most critical aspect of football's contribution to sustainability, and what actions should the sport take to excel in this regard?

### Current Initiatives by Club *(only for clubs' interviews)*

What role does sustainability (social, environmental and economic) play in your club?

How do you currently measure and evaluate the impact of your club on the environment and society?

What specific environmental initiatives has your club implemented in recent years?

What specific social initiatives has your club implemented in recent years?

Does your club have overarching sustainability strategies?

Are you noticing any specific sustainability topics that are being prioritized within Portuguese football?

### Football Clubs Strategy

Do you know any overarching guidelines for sustainability practices in football?

In your view what would a successful and effective sustainability strategy for a football club be?

Do you think football clubs possess adequate knowledge to develop sustainability strategies?

### Challenges

Have you faced any challenges in developing sustainability initiatives or strategies? *(only for clubs' interviews)*

What challenges do you foresee in adapting more sustainable practices in Portuguese football?

### Future Outlook

How do you believe sustainability initiatives will impact your club's financial performance and profitability?

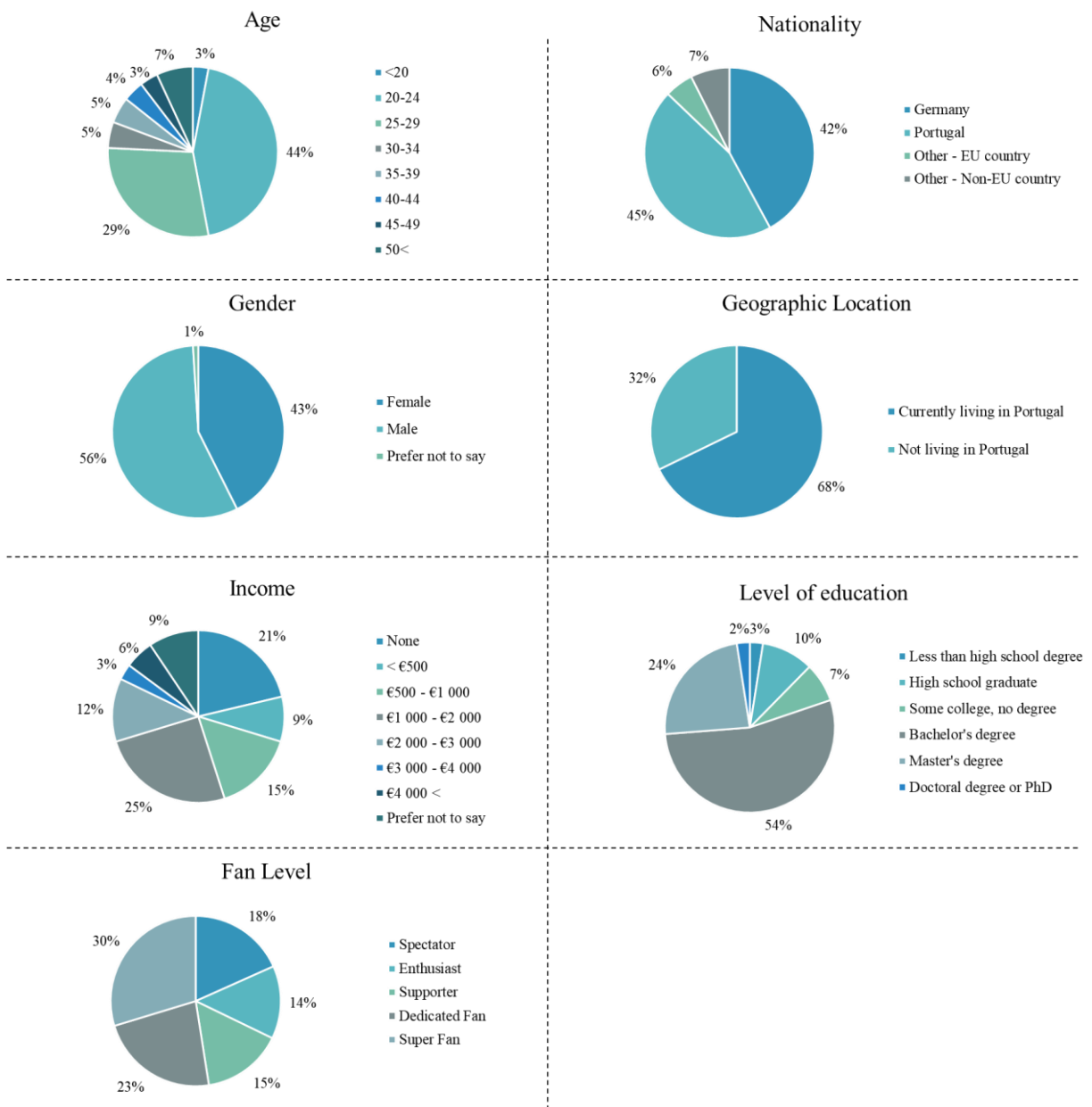
Are you exploring partnerships or grants that support sustainability in football? *(only for clubs' interviews)*

Which specific sustainability-related services do you believe would be most beneficial for your club to receive?

What would be the most effective communication about current and future social and environmental initiatives? Which media would you use? *(only for clubs' interviews)*

Own presentation.

**Appendix B14: Survey – Respondents Demographics**



Own presentation and data generation.

**Appendix B15: Survey - Fan Behavior**

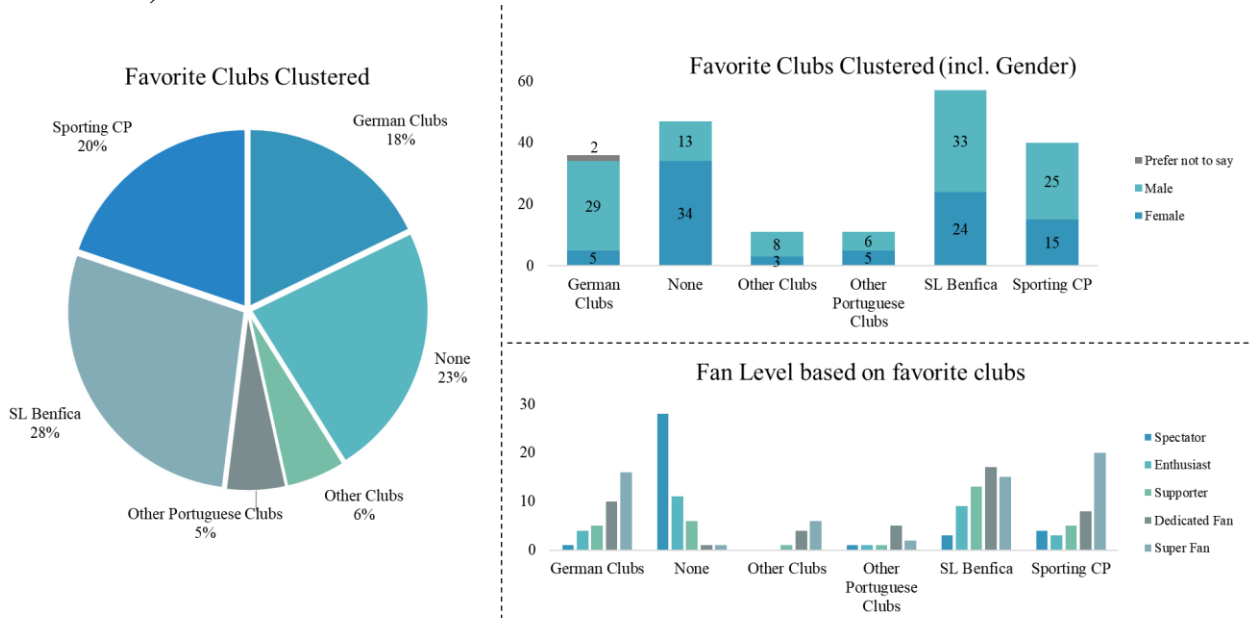
**Appendix B15.1: Favorite Clubs of Respondents**



(Graph includes 153 responses, as 49 answered “none”)

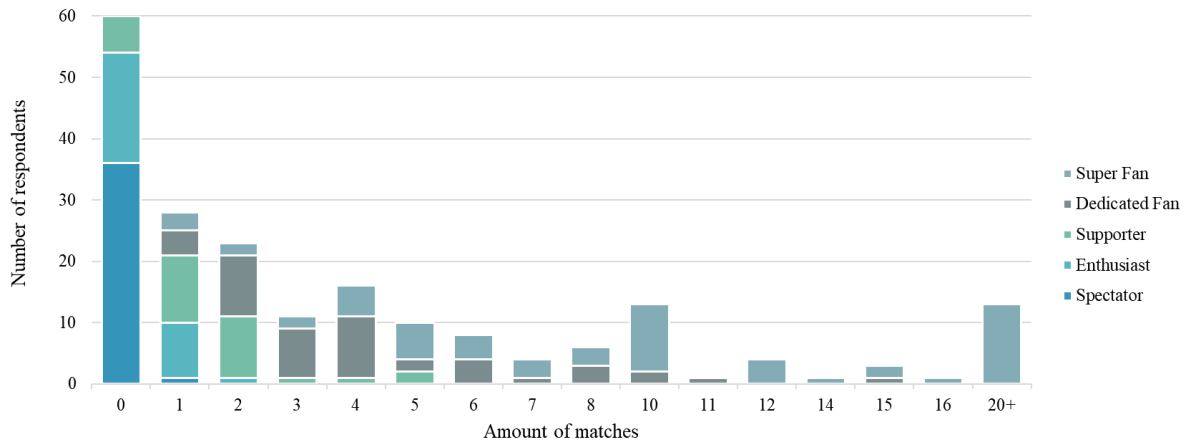
Own presentation and data generation.

**Appendix B15.2: Favorite Club or Cluster of Clubs (incl. Gender and Fan Level)**



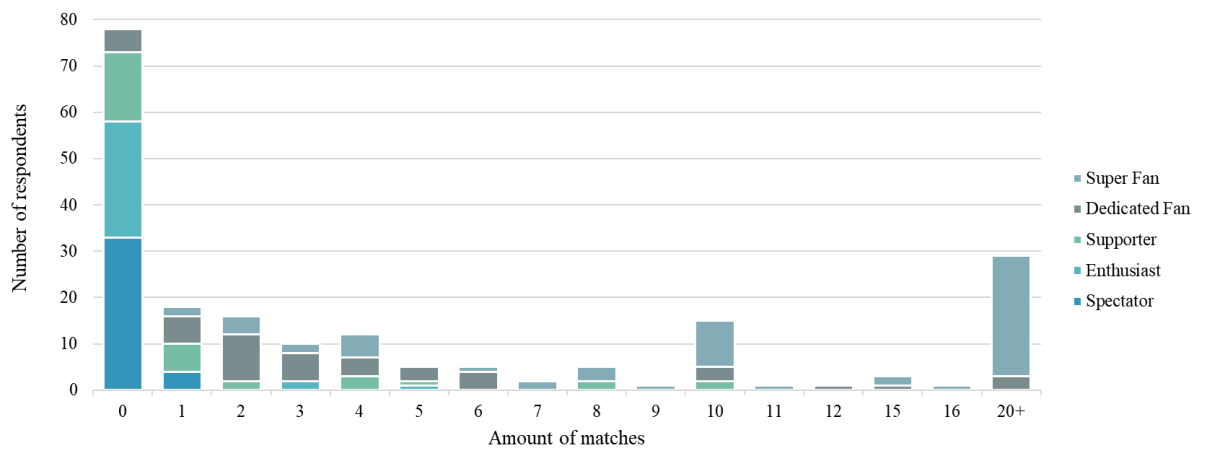
Own presentation and data generation.

### Appendix B15.3: Matches Watched on TV/Online per Month Based on Fan Level



Own presentation and data generation.

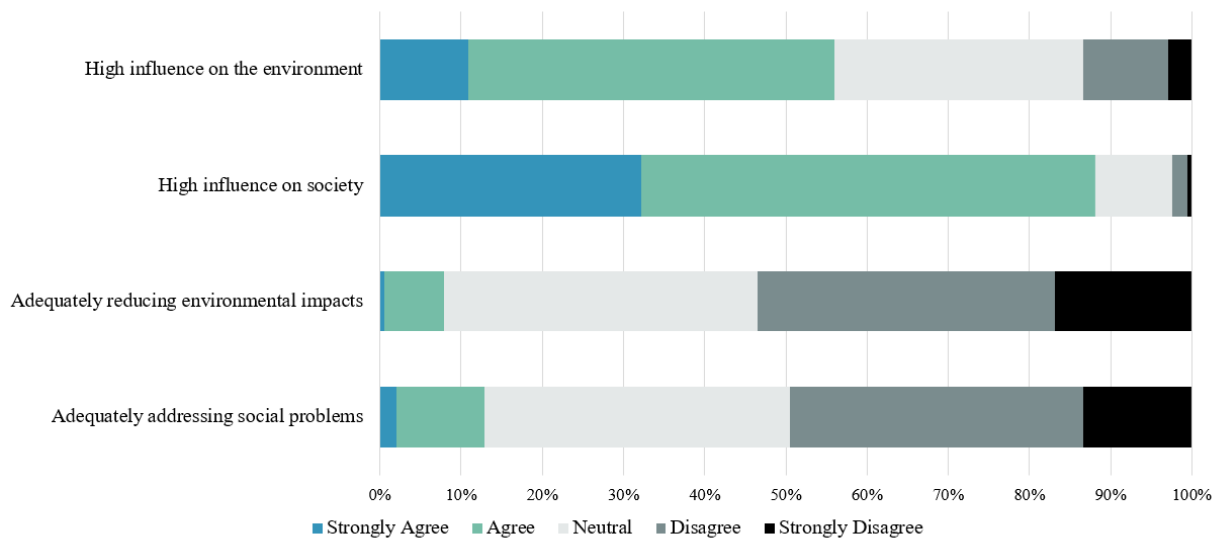
### Appendix B15.4: Matches Watched Live at the Stadium in the Last 365 Days



Own presentation and data generation.

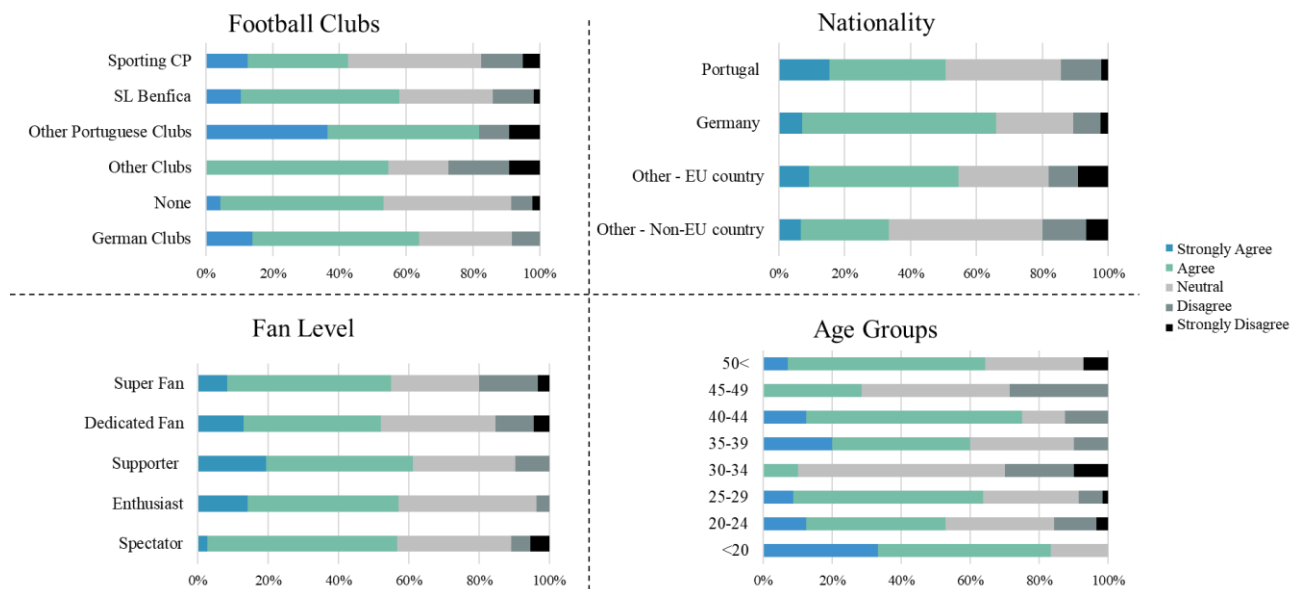
**Appendix B16: Survey – Current Perception on Sustainability**

**Appendix B16.1: Current Perception on Football Clubs’ Sustainability Efforts**



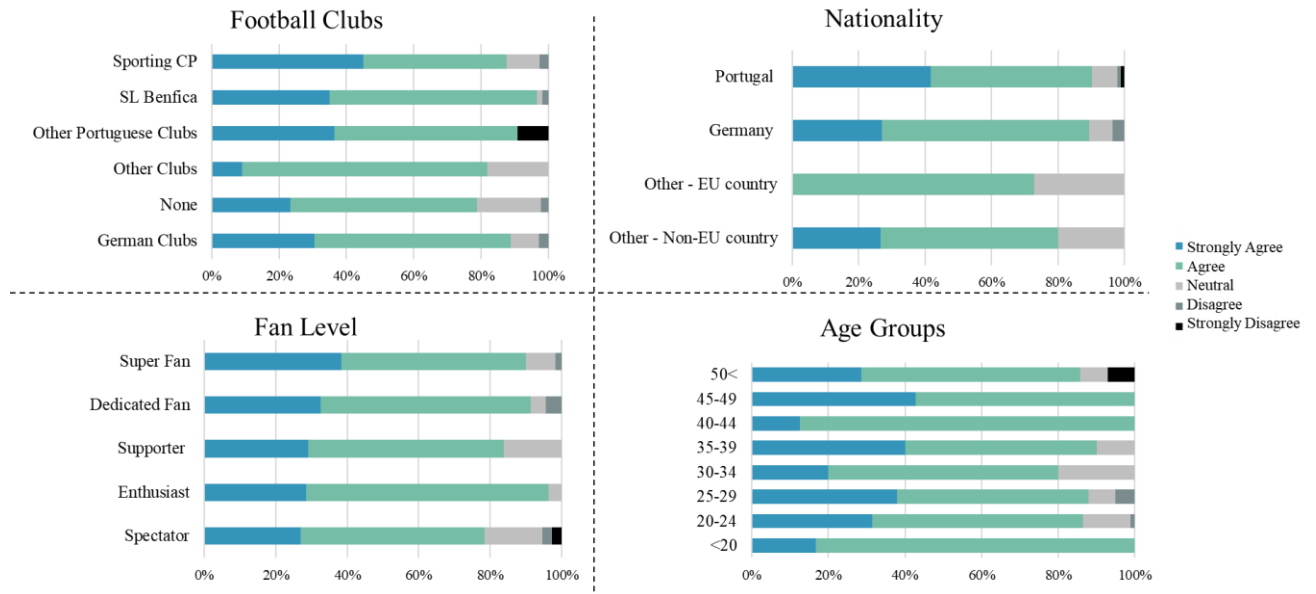
Own presentation and data generation.

**Appendix B16.2: Clubs’ Have High Influence on the Environment (Breakdown by Various Factors)**



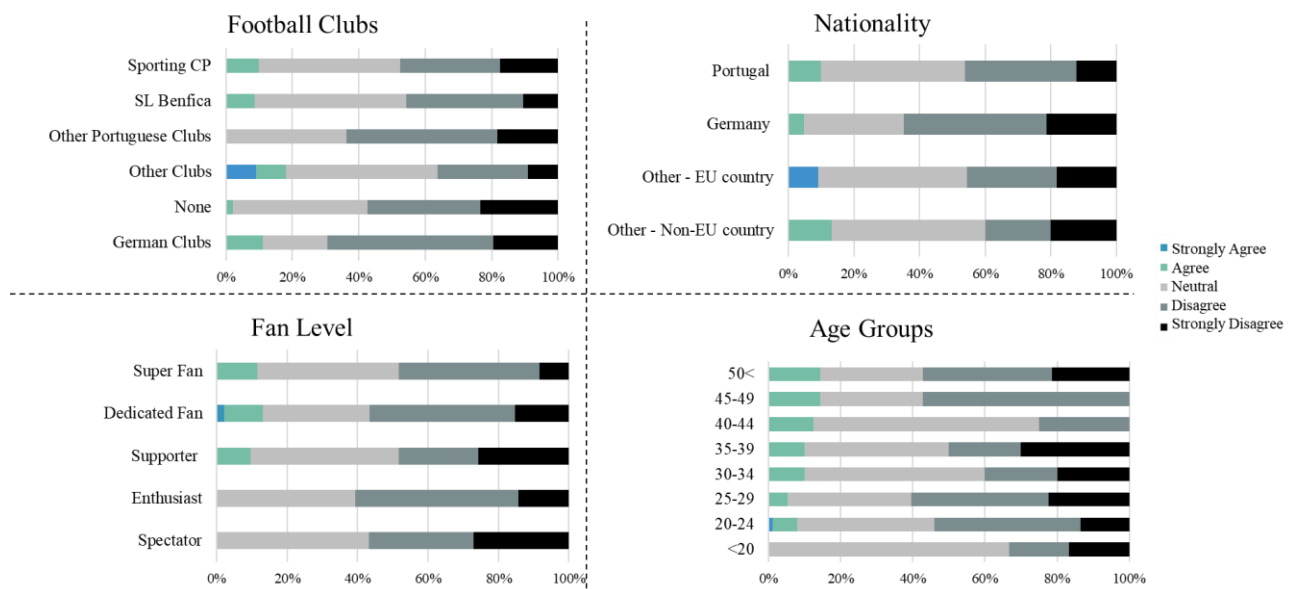
Own presentation and data generation.

### Appendix B16.3: Football Clubs Have High Influence on Society (Breakdown by Various Factors)



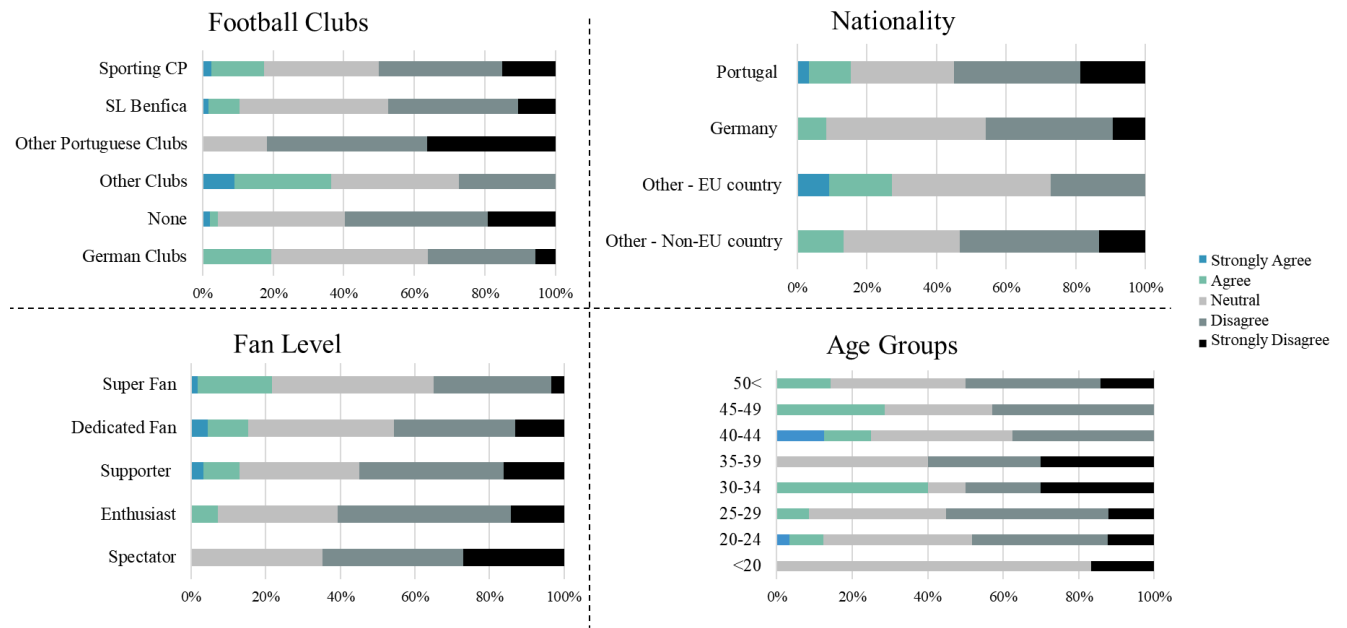
Own presentation and data generation.

### Appendix B16.4: Football Clubs Already Adequately Reducing their Environmental Impacts (Breakdown by Various Factors)



Own presentation and data generation.

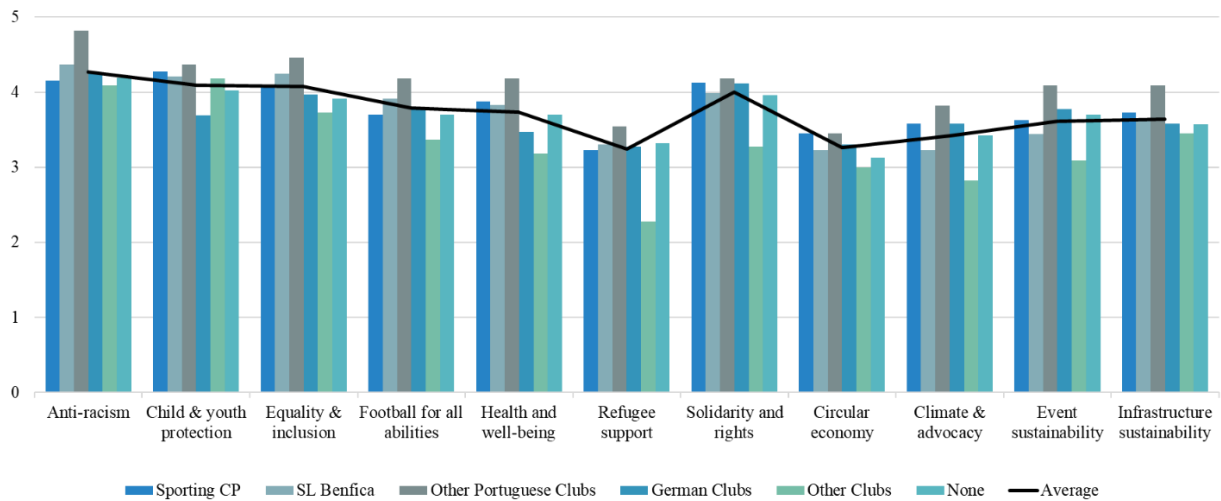
### Appendix B16.5: Football Clubs Already Adequately Addressing Social Problems (Breakdown by Various Factors)



Own presentation and data generation.

### Appendix B17: Survey – Social and Sustainable Attitude - Ranking of the UEFA Principles

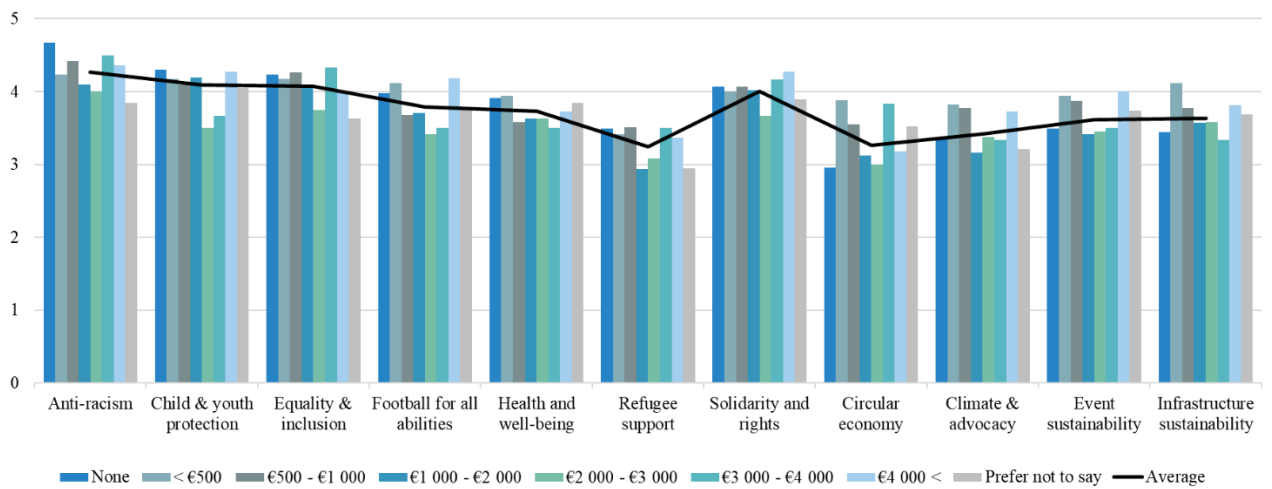
#### Appendix B17.1: According to Respondents' Club Support



(1= Not important, 2= Slightly Important, 3= Moderate Important, 4= Very Important, 5=Extremely Important)

Own presentation and data generation.

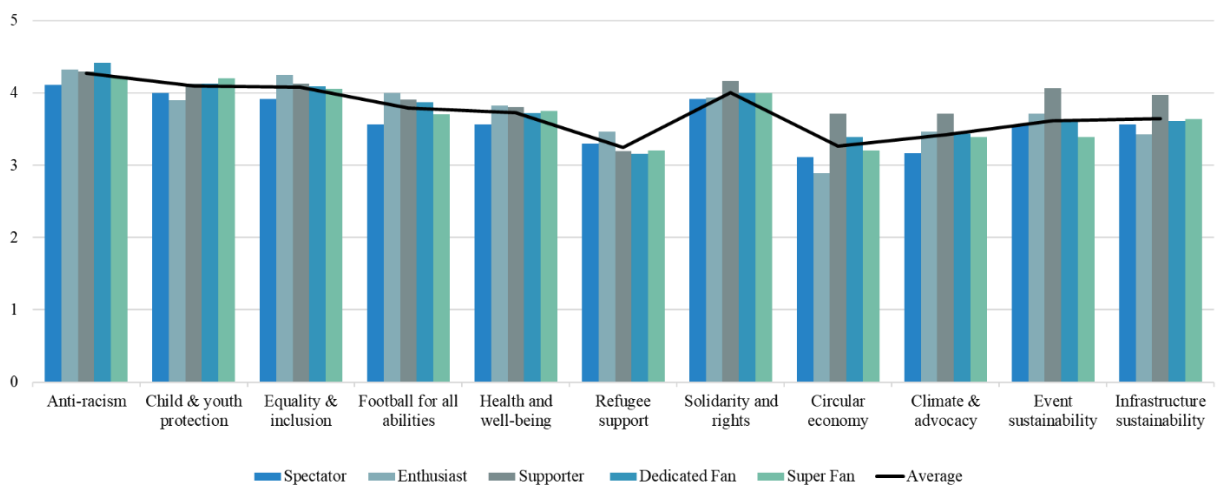
### Appendix B17.2: According to Income



(1= Not important, 2= Slightly Important, 3= Moderate Important, 4= Very Important, 5=Extremely Important)

Own presentation and data generation.

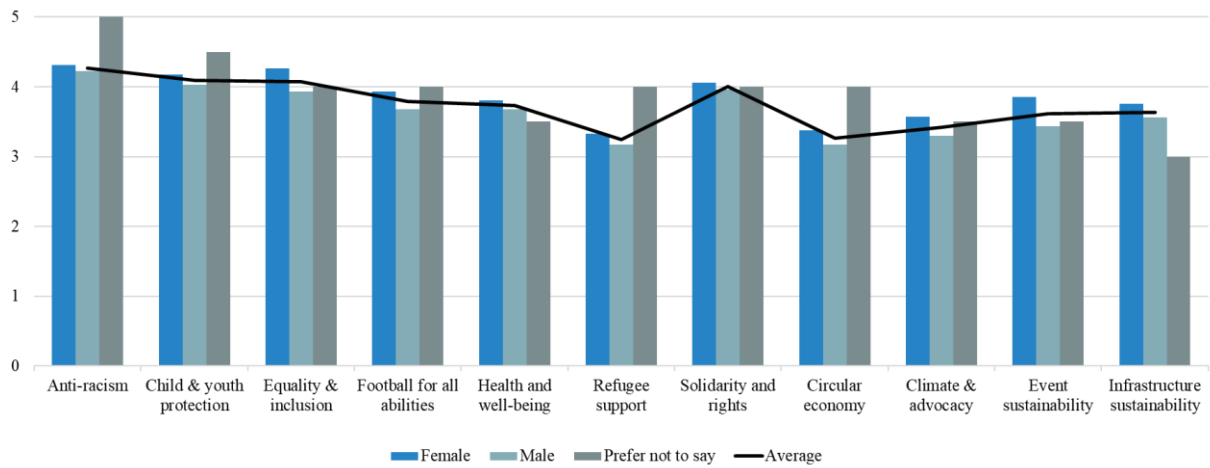
### Appendix B17.3: According to Fan Level



(1= Not important, 2= Slightly Important, 3= Moderate Important, 4= Very Important, 5=Extremely Important)

Own presentation and data generation.

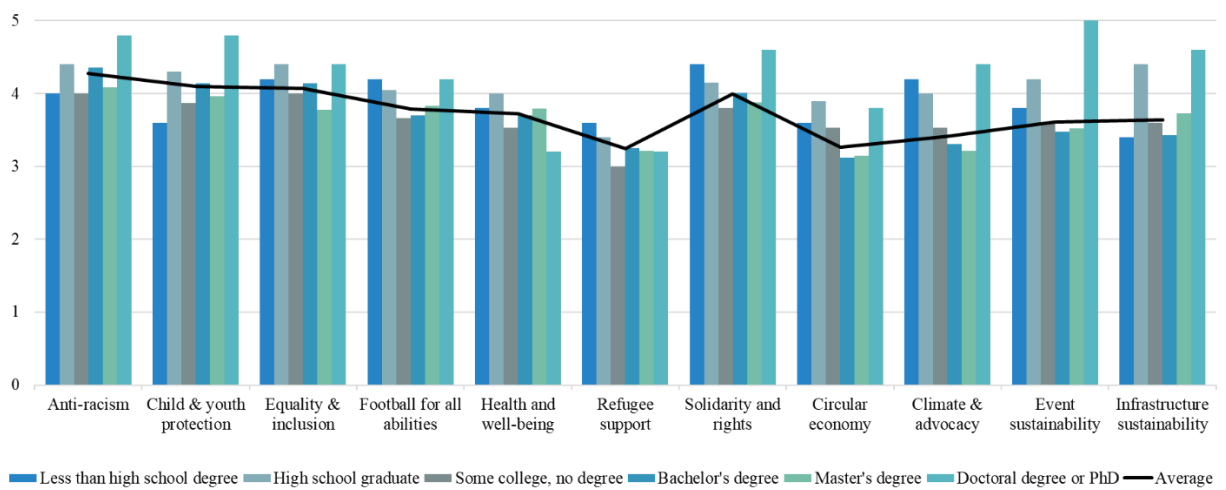
### Appendix B17.4: According to Gender



(1= Not important, 2= Slightly Important, 3= Moderate Important, 4= Very Important, 5=Extremely Important)

Own presentation and data generation.

### Appendix B17.5: According to Level of Education

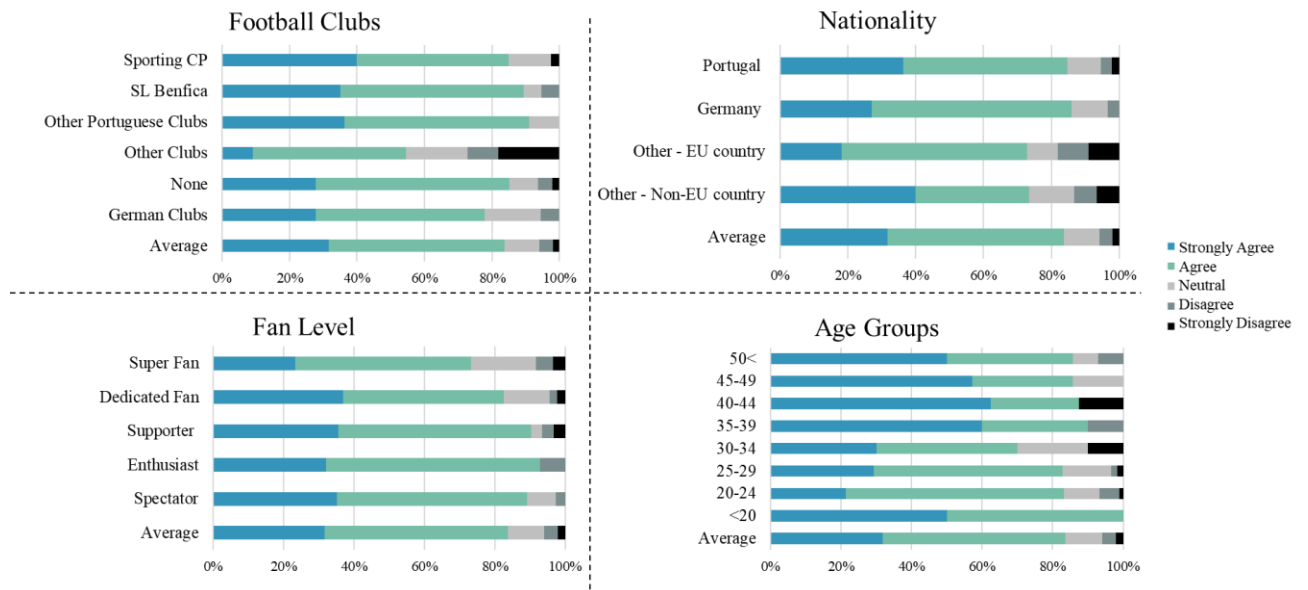


(1= Not important, 2= Slightly Important, 3= Moderate Important, 4= Very Important, 5=Extremely Important)

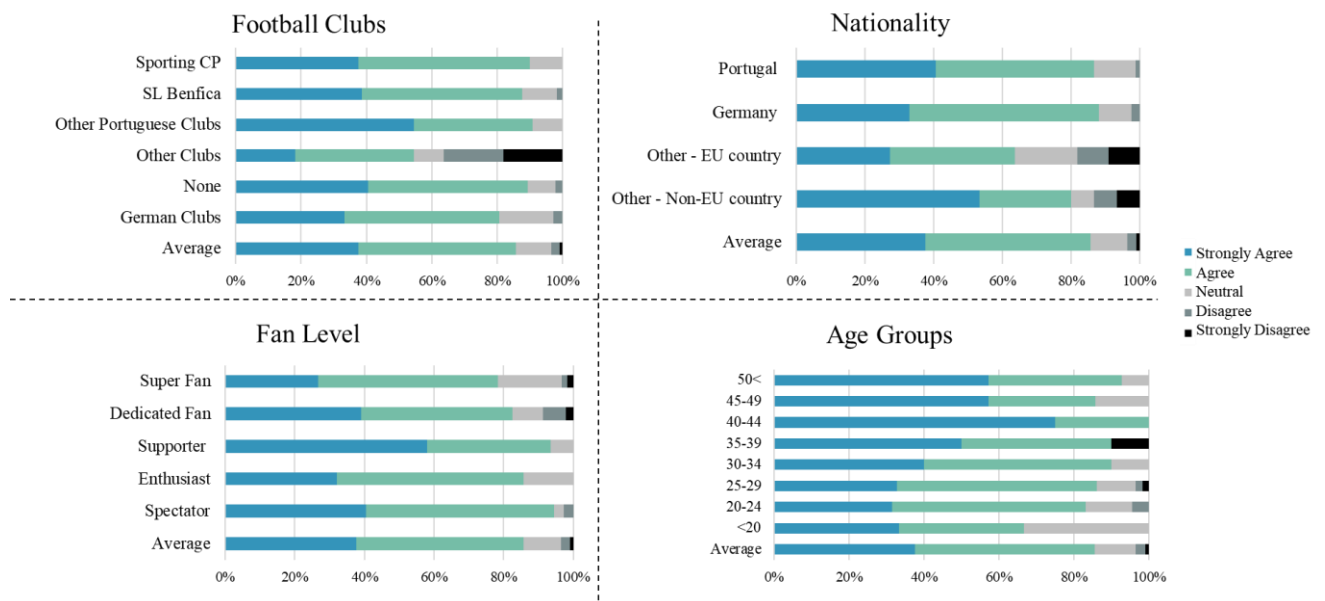
Own presentation and data generation.

**Appendix B18: Survey – Consumer Behavior in Hypothetical Scenarios**

**Appendix B18.1: Clubs Should Have an Overarching Environmental / Social Strategy**

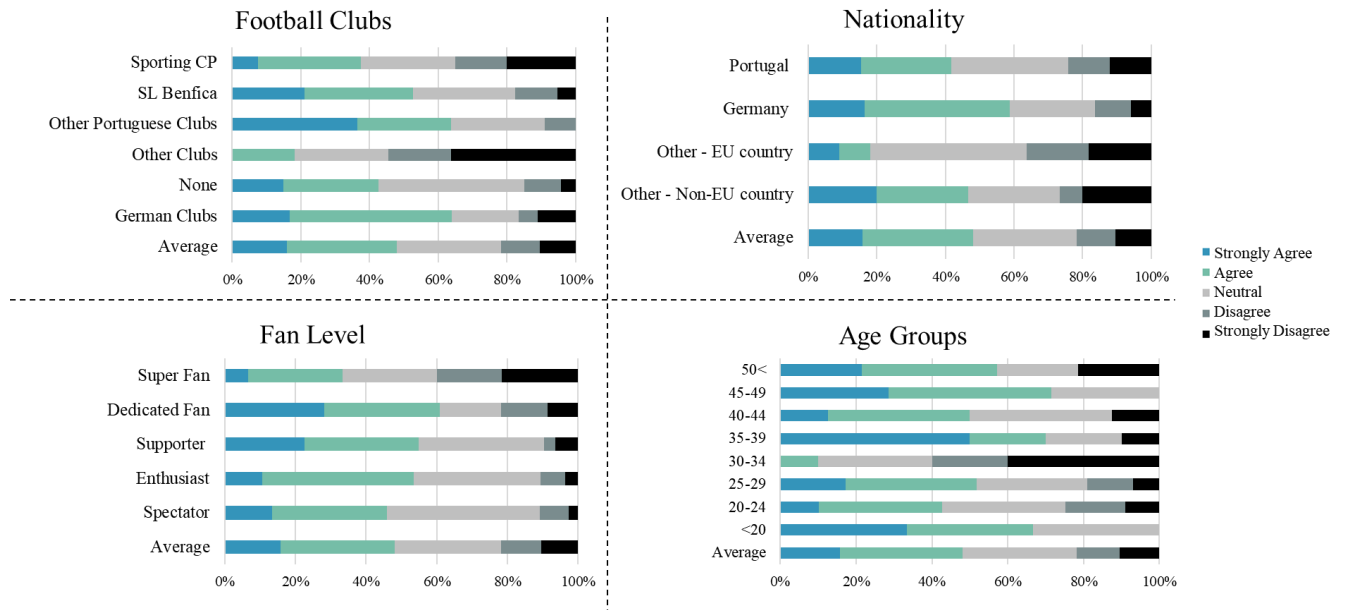


**Appendix B18.2: Clubs Should Report about Their Environmental / Social Impact**



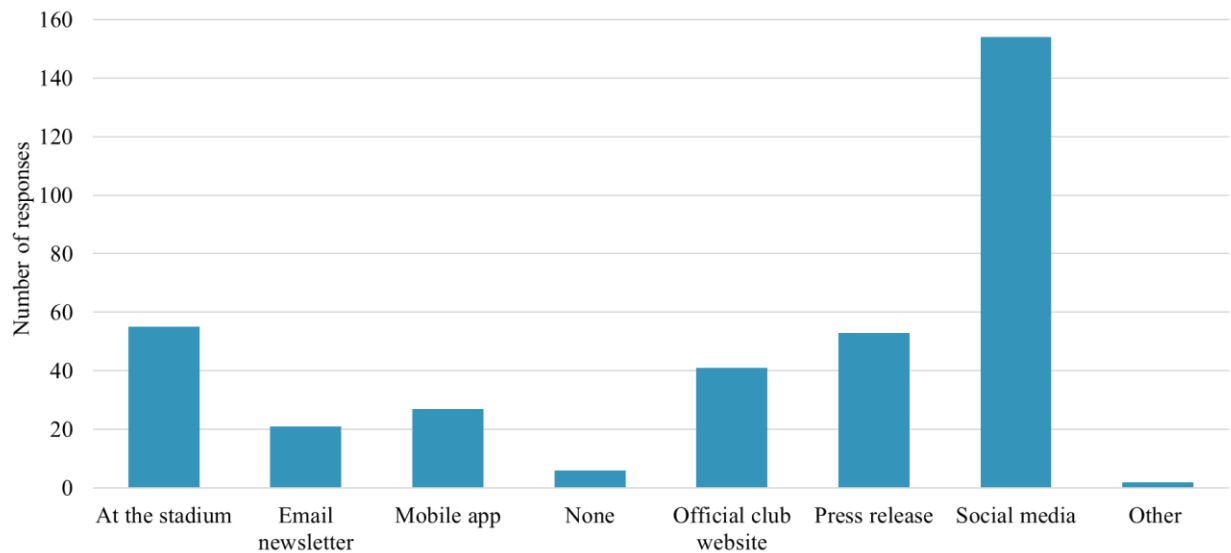
Own presentation and data generation.

### Appendix B18.3: Feel More Connect to Clubs if They Communicate on Their Sustainable and Social Progress



Own presentation and data generation.

### Appendix B18.4: Preferred Communication Channel for Information on Sustainable and Social Actions of Football Clubs



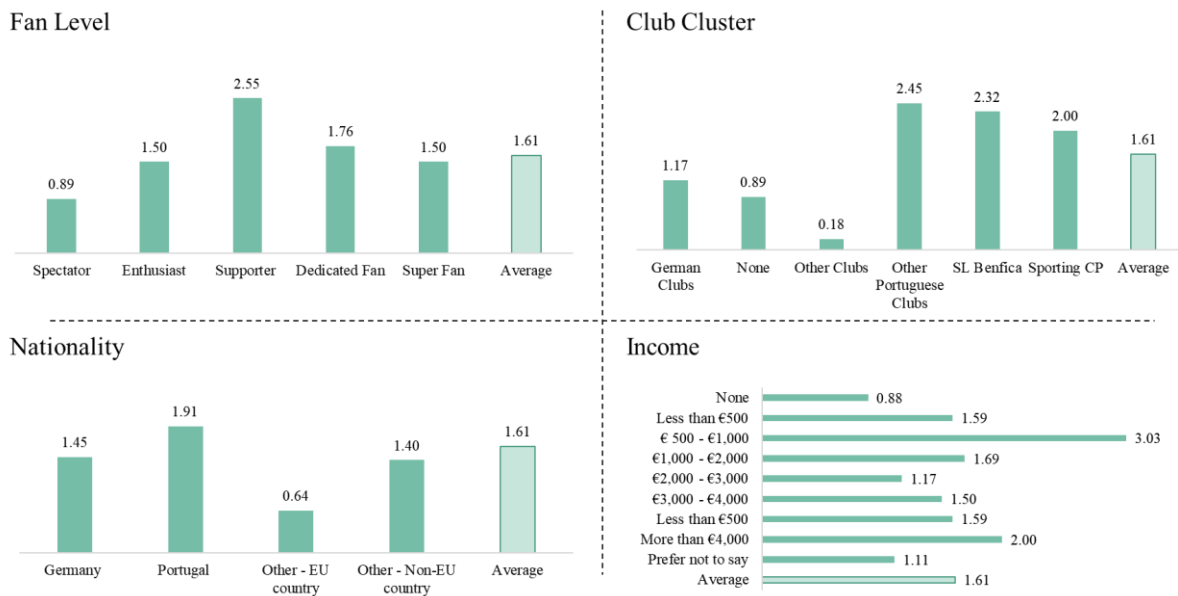
Own presentation and data generation.

### Appendix B18.5: Additional Willingness to Pay per Match if Clubs Actively Address Environmental and Social Issues



Own presentation and data generation.

### Appendix B18.6: Additional Matches Respondents Would Attend per Year if They Believed Clubs were Acting Responsibly



Own presentation and data generation.

**Appendix B19: Practical Implications - Extracted from Experts' Interviews**

Additional findings	# of Insights	Interviews
<b>Background</b>		
Portugal is lagging behind in terms of sustainability in football.	3	2 consultants, 1 club
Big clubs are leading change in Portugal.	3	1 consultant, 1 academic, 1 club
The main goal of football clubs is to generate profits/money.	2	1 consultant, 1 academic
The main goals of football clubs are winning competitions and other football-related topics.	3	2 academics, 1 club
Enhancing sustainability in the long term means more profits.	2	1 consultant, 1 academic
Clubs currently do not have the technical capabilities or organizational structure to implement a sustainability strategy.	5	1 consultant, 1 academic, 3 clubs
A challenge for proper sustainability management is the lack of a sustainability plan and/or budget.	3	1 consultant, 2 clubs
<b>Strategy design</b>		
A materiality analysis defines the basis for a sustainability strategy.	2	1 consultant, 1 academic
It is relevant to define the baseline of clubs for future evaluations.	2	2 consultants
Benchmarking holds a huge importance in stablishing best practices, both nationally and internationally.	3	1 consultant, 1 academic, 1 club
Defining some targets is fundamental to develop a sustainability strategy.	4	2 consultants, 2 academics
Clubs need to establish more initiatives to tackle social and environmental problems.	9	3 consultants, 3 academics, 3 clubs
It is more effective, in a fist phase, to focus on environmental measurement than on social.	2	2 consultants
<b>Environmental</b>		
Transportation is most likely to be tacked with clubs, public transportation companies, and local authorities working together.	3	1 consultant, 2 academics

Own analysis and presentation, based on information from the experts' interviews.

### Appendix B20: Interviews Evaluation

	Consultants					Academics					Clubs					All experts	
	Interview 1	Interview 2	Interview 3	Score	Conclusion	Interview 4	Interview 5	Interview 6	Score	Conclusion	Interview 7	Interview 8	Interview 9	Score	Conclusion	Overall Score	Overall Conclusion
<b>Background</b>																	
Club relevance	Important	Important	Important	100%	Highly Important	Not discussed	Important	Important	67%	Important	Important	Important	Important	100%	Highly Important	89%	Highly Important
Club size	Important	Important	Important	100%	Highly Important	Not discussed	Important	Not discussed	33%	Uncertain	Important	Not discussed	Important	67%	Important	67%	Important
<b>Environmental Impacts</b>																	
Transportation	Important	Important	Important	100%	Highly Important	Important	Important	Not discussed	67%	Important	Not discussed	Not discussed	Important	33%	Uncertain	67%	Important
Energy consumption	Important	Important	Important	100%	Highly Important	Important	Important	Important	100%	Highly Important	Not discussed	Important	Important	67%	Important	89%	Highly Important
Water consumption	Important	Important	Important	100%	Highly Important	Not discussed	Important	Not discussed	33%	Uncertain	Not discussed	Important	Important	67%	Important	67%	Important
Waste management	Important	Important	Not discussed	67%	Important	Important	Important	Important	100%	Highly Important	Important	Important	Important	100%	Highly Important	89%	Highly Important
Food & Drinks	Not discussed	Important	Not discussed	33%	Uncertain	Important	Important	Not discussed	67%	Important	Not discussed	Not discussed	Not discussed	0%	Uncertain	33%	Uncertain
Merchandise	Not discussed	Not discussed	Not discussed	0%	Uncertain	Not discussed	Not discussed	Not discussed	0%	Uncertain	Important	Important	Important	100%	Highly Important	33%	Uncertain
<b>Social Impacts</b>																	
Diversity & inclusion	Not discussed	Important	Not discussed	33%	Uncertain	Important	Not discussed	Important	67%	Important	Important	Important	Important	100%	Highly Important	67%	Important
Anti Racism	Not discussed	Not discussed	Not discussed	0%	Uncertain	Not discussed	Not discussed	Important	33%	Uncertain	Not discussed	Not discussed	Important	33%	Uncertain	22%	Uncertain
Youth Education & Protection	Not discussed	Not discussed	Not discussed	0%	Uncertain	Not discussed	Not discussed	Important	33%	Uncertain	Important	Important	Important	100%	Highly Important	44%	Uncertain
Solidarity & Rights	Not discussed	Not discussed	Not discussed	0%	Uncertain	Not discussed	Not discussed	Not discussed	0%	Uncertain	Important	Important	Important	100%	Highly Important	33%	Uncertain
Health & Wellbeing	Not discussed	Not discussed	Not discussed	0%	Uncertain	Not discussed	Not discussed	Important	33%	Uncertain	Not discussed	Important	Not discussed	33%	Uncertain	22%	Uncertain
Employment	Not discussed	Not discussed	Not discussed	0%	Uncertain	Not discussed	Not discussed	Important	33%	Uncertain	Important	Important	Not discussed	67%	Important	33%	Uncertain
<b>Stakeholders</b>																	
Clubs' management and staff	Important	Important	Important	100%	Highly Important	Important	Important	Important	100%	Highly Important	Important	Important	Important	100%	Highly Important	100%	Highly Important
Sponsors and financial partners	Important	Important	Important	100%	Highly Important	Important	Important	Not discussed	67%	Important	Important	Important	Important	100%	Highly Important	89%	Highly Important
Fan Behavior and Thinking	Important	Important	Important	100%	Highly Important	Important	Important	Not discussed	67%	Important	Important	Not discussed	Important	67%	Important	78%	Highly Important
Fan Demographics	Important	Not discussed	Not discussed	33%	Uncertain	Important	Important	Not discussed	67%	Important	Important	Important	Important	100%	Highly Important	67%	Important
Fan's purchase decisions	Important	Important	Important	100%	Highly Important	Important	Important	Not discussed	67%	Important	Not discussed	Not discussed	Not discussed	0%	Uncertain	56%	Important
Clubs partnerships	Important	Important	Not discussed	67%	Important	Important	Important	Important	100%	Highly Important	Important	Important	Important	100%	Highly Important	89%	Highly Important
Regulation	Important	Important	Important	100%	Highly Important	Important	Important	Important	100%	Highly Important	Important	Important	Important	100%	Highly Important	100%	Highly Important
<b>New Variables</b>																	
Infrastructure Construction	Important	Not discussed	Important	67%	Important	Not discussed	Important	Important	67%	Important	Important	Important	Not discussed	67%	Important	67%	Important
Communication	Not discussed	Important	Not discussed	33%	Uncertain	Important	Important	Important	67%	Important	Important	Important	Important	100%	Highly Important	67%	Important
Measurement and reporting	Important	Important	Important	100%	Highly Important	Not discussed	Not discussed	Not discussed	0%	Uncertain	Important	Important	Important	100%	Highly Important	67%	Important

Score: Represents the percentage of interviews that state the variable is important.

Criteria for the conclusion:

- ✓ Any variable with score higher than 70% is “Highly Important”.
- ✓ Any variable with score > 50% but lower or equal to 70% is “Important”.
- ✓ Any variable with score lower or equal to 50% can be either “Not discussed” or “Uncertain” depending on if it was mentioned or not in the interviews.

Own analysis and presentation, based on information from the experts’ interviews.

**Appendix B21: Overview of Variables Testing**

	Expert Interviews	Survey	Total Significance
<b>Background</b>			
Club relevance	Highly Important	Important	Highly Important
Club size	Important	Uncertain	Important
<b>Environmental Impacts</b>			
Transportation	Important	Uncertain	Important
Energy consumption	Highly Important	Uncertain	Important
Water consumption	Important	Uncertain	Important
Waste management	Highly Important	Uncertain	Important
Food & Drinks	Uncertain	Uncertain	Less Important
Merchandise	Uncertain	Uncertain	Less Important
<b>Social Impacts</b>			
Diversity & inclusion	Important	Important	Highly Important
Anti Racism	Uncertain	Important	Important
Youth Education & Protection	Uncertain	Important	Important
Solidarity & Rights	Uncertain	Important	Important
Health & Wellbeing	Uncertain	Important	Important
Employment	Uncertain	Not Discussed	Less Important
<b>Stakeholders</b>			
Clubs' management and staff	Highly Important	Not Discussed	Important
Sponsors and financial partners	Highly Important	Not Discussed	Important
Fan Behavior and Thinking	Highly Important	Important	Highly Important
Fan Demographics	Important	Important	Highly Important
Fan's purchase decisions	Important	Important	Highly Important
Clubs partnerships	Highly Important	Not Discussed	Important
Regulation	Highly Important	Uncertain	Important
<b>New Variables</b>			
Infrastructure Construction	Important	Uncertain	Important
Communication	Important	Important	Highly Important
Measurement and reporting	Important	Highly Important	Highly Important

**Criteria:**

- ✓ If both Expert Interviews and Survey' conclusions are "Important" or "Highly Important", the total significance is 'Highly Important'.
- ✓ If one of Expert Interviews and Survey' conclusions is not "Important" or "Highly Important", the total significance is "Important".
- ✓ If both Expert Interviews and Survey' conclusions are "Not discussed" or "Uncertain", the total significance is "Less Important".

Own analysis and presentation, based on information from the experts' interviews.

## Appendix B22: International Practical Examples for Key Variables

	Activity	Club	Country
<b>Environmental Impacts</b>			
<b>Transportation</b>	Encourages fans to utilize public transit, rideshare, and other options. Partnership with the local public transport providers to increase the number of buses to and from the stadium on match days.	Austin FC	USA
	The club is highly promoting public transport to its fans, on and beyond matchdays. In addition, the club includes the ticket price of the public transport in Hamburg City within the ticket for the match, which highly incentivises fans to come by public transport.	FC St. Pauli	Germany
	App that allows fans to carshare when going to the stadium.	Olympique Lyonnais	France
	The club installed a publicly accessible repair and maintenance station for bicycles/pedelecs outside area of the fan shop. Once a year, VfL calls on its employees to take part in Wolfsburg's city cycling. The club awards a challenge cup to first place. For the first time the club has planned the "Samba train", a special railway train, which brings fans to the stadium.	VfL Wolfsburg	Germany
<b>Energy consumption</b>	Converted all floodlights from HQL spotlights to energy-efficient LED technology to save around 246,250 kWh annually.	1. FC Köln	Germany
	All facilities, including the stadium are run with 100% renewable energies, provided by the clubs biggest sponsor Lichtblick (a renewable energy provider).	FC St. Pauli	Germany
	100% certified renewable energy and introduced aspects of the building design include insulation, solar shading and building fabric thermal performance that reduce the need for additional energy usage.	Tottenham Hotspur	England
	Since 2011 the club is supplied 100% by renewable energy, as well as having on-site solar PV power generation, combined heat and power system and district heating to reduce the impact of its energy consumption	VfL Wolfsburg	Germany
<b>Water consumption</b>	Water consumption is minimised across the stadium with waterless urinals and low-flow fittings and fixtures.	Tottenham Hotspur	England
	At the Training Centre, a sedum 'green roof' has been installed to significant portions of the main building to enable the capture and re-harvesting of rain water across the site.	Tottenham Hotspur	England
	An extensive water measurement system to monitor its consumption more effectively. The club is using grey water for watering its field and the club implemented micro-plastic filters that absorb the plastic (coming from artificial turf) within its waste water.	VfL Wolfsburg	Germany
<b>Waste management</b>	Allows fans to bring their own empty reusable drink containers into the stadium in order to reduce waste from cups.	Austin FC	USA
	"Reds Going Green" programme. All of the staff are committed to reduce, recycle or reuse waste. Recycling over 55% of the waste and regularly review what improvements can be made on match and non-match days.	Liverpool FC	England
	Under the slogan 'We take the risk for our seas', the project is rescuing abandoned nets from the water to transform them into football goal nets.	Real Sociedad	Spain
	Commitment to phase out single-use plastics by utilizing a reusable cup scheme, collecting key caps, not stocking plastic straws, stirrers or cutlery, using refillable bottles for players and installing water fountains	Tottenham Hotspur	England
	Implemented reusable cups at the stadium for all drinks.	VfL Wolfsburg	Germany
	Waste recycling containers within and around its facilities to collect and classify waste. The club developed an extensive measurement system, which includes an analysis of its current waste streams (e.g. stadium, administration, etc.). Thereby, the club will be able to implement new solutions that tackle specific areas within its waste streams.	VfL Wolfsburg	Germany
<b>Infrastructure construction</b>	LEED Gold Certification for their stadium, first Major League Soccer team to use Whole Building Life Cycle Analysis to environmentally optimize its structure and enclosure and reduce carbon.	Austin FC	USA
	The Eco Park, will be the new training complex. The centerpiece will be a 5,000-seat, state-of-the-art stadium. Generating over 80 per cent of its energy requirement on site, Eco Park will only use renewable energy from the wind and sun, generated by Ecotricity. Over 2km of new hedgerows, thousands of new trees, wetlands and the return of the canal will bring a 12 per cent improvement in biodiversity at the site. Other features will be a rainwater harvesting system, and an organic playing surface. There will be good walking, cycling the and public transportation accesses. In addition, the stadium is designed in a way that is accessible for everyone	Forest Green Rovers	England
<b>Social Impacts</b>			
<b>Diversity &amp; inclusion</b>	Makes their facilities accessibility of their matches by offering various services for the blind, for people in wheelchairs, for the deaf, big and tall seating and handicap parking spaces during match days.	Bayer 04 Leverkusen	Germany
	Founded a diversity fan club that aims to advance the recognition, appreciation and integration of diversity in society, regardless of background, religion/beliefs, physical or mental disability, age/generation, sexual identity/sexual orientation and gender.	VfL Wolfsburg	Germany
	Communicates about the accessibility of its facilities for people with disabilities, for instance, provides commentary for the blind.	VfL Wolfsburg	Germany
	Every season, the club use one match day to really put the topic of diversity in the spotlight during both the men's and women's games. The Diversity Day	VfL Wolfsburg	Germany
	Flagship program to promote women's football in Chattanooga, a city in the USA. It aims to attract more women to the sport and create awareness about inclusion.	VfL Wolfsburg	Germany
<b>Anti Racism</b>	The club actively positions AGAINST racism.	FC St. Pauli	Germany
	Founded a "No place for racism!" club in 2008 and supports the campaign "No place for racism!", which was launched due to the recurring xenophobic incidents on German football pitches.	Eintracht Frankfurt	Germany
<b>Youth Education &amp; Protection</b>	Offers workshops for kids on the topics of teamwork, nutrition, bullying prevention, media literacy, racism and sexism. These courses are offered at various schools for grades 1 to 10, but separate workshops can also be booked.	Bayer 04 Leverkusen	Germany
	Organize free workshops for school children with the beekeeper that looks after the 12 beehives at the stadium and the charity that takes care of its permaculture garden to raise environmental awareness among young people.	Olympique Lyonnais	France
	The club develops many programs to tackle youth unemployment and crime through sports. Participating in these programs enhances the sports skills of young individuals, fostering positive mental well-being, boosting self-esteem, and instilling empowered attitudes.	Tottenham Hotspur	England
<b>Solidarity &amp; Rights</b>	Organized solidarity auction of jerseys used by the players participating in a match with all the funds raised going to a foundation to defends the right to health for all people.	Real Sociedad	Spain
	Organizes a variety of yearly events such as a children's christmas party at a local shelter, one game where deposits of reusable cups are collected and donated to a charity for seriously ill children and young people and support for the homeless	RB Leipzig	Germany
<b>Health &amp; Wellbeing</b>	Community-based outreach group that develops programmes that improve physical health and mental wellbeing for people living in our local communities.	Tottenham Hotspur	England
	Initiatives for children and young people to move more and do sports.	Eintracht Frankfurt	Germany
	The clubs develop activities of walking football for elderly people to integrate old people into the practice of the sport and promote the connection between community members.	VfL Wolfsburg	Germany
	Narrowed their efforts to face the needs of a specific health issue. A specific foundation to assist those affected by a specific disease (e.g., the nerve disease ALS - amyotrophic lateral sclerosis).	VfL Wolfsburg	Germany

Stakeholders			
<b>Clubs' management and staff</b>	Founded an external expert council for sustainability that consists of five independent international experts on sustainability-related topics. It advises the club management on their sustainability activities and initiatives.	Eintracht Frankfurt	Germany
	The club integrates sustainability as a core in its mission, vision, and values. The whole club has in mind being sustainable in its operational model.	Forest Green Rovers	England
	Established an environmental/energy team to develop travel guidelines, mobility concepts and other improvement potential.	TSG Hoffenheim	Germany
	The club has its own CSR team that includes internal consultants in sustainability. Together they designed a comprehensive strategy for the club.	VfL Wolfsburg	Germany
<b>Sponsors and financial partners</b>	Has a renewable energy company "Lichtblick" as one of the main sponsors of the club	FC St. Pauli	Germany
	The club's main owners and sponsors are committed to sustainability. In this way, the club can align its activities with its values while receiving all the support needed to reach its goals. The club seeks this alignment constantly when looking for sponsors.	Forest Green Rovers	England
<b>Fan Behavior and Thinking</b>	Inclusion of fans, for example with the jersey or catering offers of the club in various different conversation formats.	Bayer 04 Leverkusen	Germany
	Ran a new mobility survey to understand fans mobility demands.	TSG Hoffenheim	Germany
	Fans are made aware when purchasing a drink with a reusable cup, that they can donate the deposit of 2€ to a local charity.	VfL Wolfsburg	Germany
<b>Fan Demographics</b>	Various formats to interact with fans and have a better understanding of them	Bayer 04 Leverkusen	Germany
<b>Fan's purchase decisions</b>	Fans can buy climate neutral tickets for games.	VfL Wolfsburg	Germany
<b>Clubs partnerships</b>	The club received the support of a consulting company (PHAT Consulting) to better define its sustainability strategy.	FC St. Pauli	Germany
	Developed a Match Day Transport Strategy together with the Liverpool City Council to facilitate transportation by bus, Soccerbus, taxi and walking.	Liverpool FC	England
	The club received the support of a small German consulting firm (Impct For Change) to develop the sustainability report	RB Leipzig	Germany
	Launched Forever Green a open platform for partners who want to show what they are doing for the future of the planet.	Real Betis Balompié	Spain
	First sports team to become a member of Products of Change (POC). POC is a global educational hub aimed at driving sustainable change across consumer product markets and beyond.	Tottenham Hotspur	England
	Helped initiate the Sports for Future project, which unifies the power of sport to work on the challenge of climate change.	TSG Hoffenheim	Germany
<b>Regulation</b>	The sustainability management is certified by an independent party (TÜV Rheinland) and checked annually for progress.	1. FC Köln	Germany
	First major European football club to sign UN Sports for Climate Action Framework.	VfL Wolfsburg	Germany
	Joined the UN Race to Zero, committing to halve its carbon emissions by 2030 and become net zero carbon by 2040 by becoming a signatory of the UN Sports for Climate Action Framework	Tottenham Hotspur	England

Own analysis and presentation, based on Austin FC (n.d.); Bayer 04 Leverkusen (n.d.); Eintracht Frankfurt (n.d.); FC St. Pauli (2023); La Liga (2022); Liverpool FC (n.d.); Olympique Lyonnais (n.d.); RB Leipzig (n.d.); Real Betis Balompié (n.d.); Real Sociedad Fundazioa (2020); Sport Positive Leagues (2021); Sport Positive Leagues (2023); Tottenham Hotspur (n.d.a); Tottenham Hotspur (n.d.b); VfL Wolfsburg (n.d.a); VfL Wolfsburg (n.d.c); 1. FC Köln. (n.d.).

## Appendix C: Teaching Note Strategy

### Appendix C1: Exemplary Timetable for Class Discussion:

Question / Content	Time
<b>Introduction to the case</b>	<b>5 min.</b>
<b>Class discussion</b>	
<b>1. How can Because Impacts establish itself in the Portuguese sustainability consulting market?</b>	<b>35-40 min.</b>
PESTLE Analysis <ul style="list-style-type: none"> <li>• Take 2-3 min. to discuss the need for macro analysis</li> <li>• Allocate 5-6 min. for student to do the PESTLE analysis*</li> <li>• Keep 1-2 min. for a brief discussion on findings and interpretation</li> </ul>	10 min.
Porter's Five Forces <ul style="list-style-type: none"> <li>• Take 2-3 min. to transition from PESTLE to Porters' Five Forces</li> <li>• Allocate 5-6 min. for student to do the Five Forces analysis* or 10-12 min. for the more comprehensive Five Forces*</li> <li>• Keep 1-2 min. for discussing the insights and the implications</li> </ul>	10-15 min.
Porter's Value Chain Analysis ( <b>optional</b> ) <ul style="list-style-type: none"> <li>• Take 1-2 min. to transition from Porters' Five Forces</li> <li>• Allocate 4-5 min. for a discussion on the primary and secondary factors</li> </ul>	5-10 min.
VRIO analysis <ul style="list-style-type: none"> <li>• Take 2-3 min. to transition from previous analysis to VRIO</li> <li>• Allocate 5-6 min. for student to do the VRIO analysis*</li> <li>• Keep 1-2 minutes for a discussion on the implications and how the company can leverage its resources and capabilities</li> </ul>	10 min.
<b>2. What strategy should Because Impacts employ to enter the market of consulting live events such as Chefs on Fire?</b>	<b>20 min</b>
Red ocean versus blue ocean strategy <ul style="list-style-type: none"> <li>• Take 1-2 min. for students to identify and discuss the concept</li> <li>• Allocate 2-3 min. to discuss whether <i>Because Impacts</i> should follow a blue or red ocean strategy</li> <li>• Allocate 5-6 min. for student to apply Four Actions Framework*</li> <li>• Keep 3-4 minutes for a brief discussion of the findings</li> </ul>	15 min.
Miles and Snow's Adaptive Strategies	5 min.
<b>3. How can Because Impacts ensure its future growth and continue to win projects?</b>	<b>10 min.</b>
<ul style="list-style-type: none"> <li>• Take 3-4 min. for initial discussion</li> <li>• Allocate 5-6 min. for discussing various schools of thought</li> </ul>	10 min.
<b>Total time allocated for case study</b>	<b>65-70 min</b>

\*Can be done in small groups or with the person next to the student

Own presentation.

**Appendix C2: Exemplary News Articles for the Four Forces in Case Introduction**

<i>Publisher</i>	<i>Article Title</i>	<i>Force</i>	<i>Source</i>
<i>Boston Consulting Group</i>	Why Emerging Markets Need to Prepare for the EU's New Climate and ESG Regulations	Regulation	Tansan et al. (2023)
<i>Bloomberg</i>	EU Companies Get ESG Rules Aimed at Addressing Climate Risks	Regulation	Schwartzkopff (2023)
<i>Business Insider</i>	How businesses can meet high expectations around sustainability	Consumption	Hinish (2022)
<i>Earth.Org</i>	ESG Investing in 2023: A Rising Trend Amid Greenwashing Concern	Financing	Murray (2023)
<i>Financial Times</i>	A war for climate talent is hotting up	Talent	Clark (2023)
<i>Financial Times</i>	More than 50,000 companies to report climate impact in EU after pushback fails	Regulation	Hancock (2023)
<i>Financial Times</i>	Green skills shortage threatens Europe's climate ambitions	Talent	Strauss (2023)
<i>Forbes</i>	A Hidden Recruitment and Retention Tool — Think ESG Investing	Talent	Michelson (2021)
<i>Harvard Business Review</i>	Research: Consumers' Sustainability Demands Are Rising	Consumption	Reichheld, Peto and Ritterhaler (2023)
<i>Harvard Business Review</i>	The Investor Revolution: Shareholders are getting serious about sustainability	Financing	Eccles and Klimenko (2019)

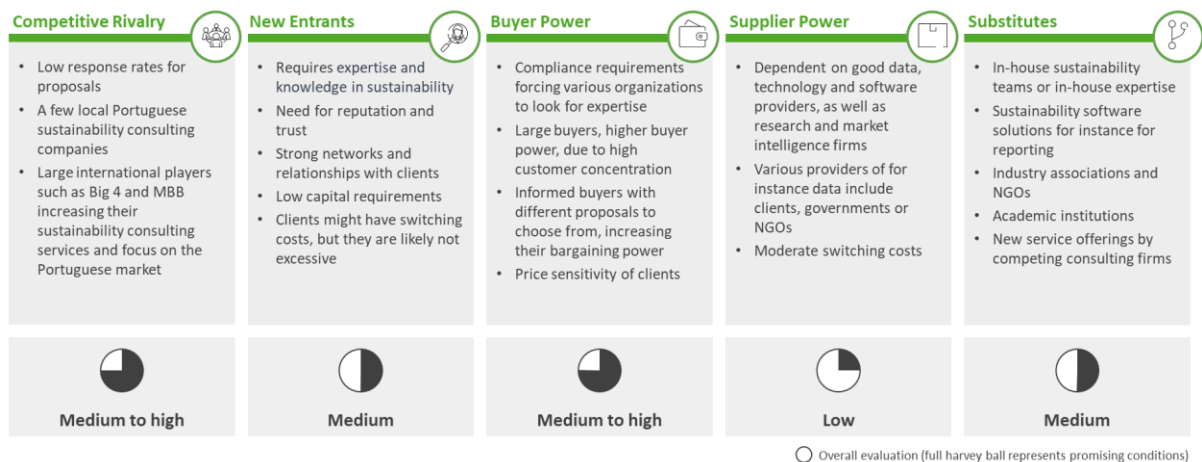
Own presentation.

### Appendix C3: PESTLE Analysis Portugal

<b>Political</b>	Stable parliamentary democracy with multiparty system EU membership Aligns with EU objectives of achieving carbon neutrality by 2050 Aim of increasing R&D expenditure to 3% of GDP by 2030 Supports startups through incubators
<b>Economical</b>	Among 50 largest economies in the world 6.7% GDP growth rate in 2022 Inflation rate 7.8% in 2022 Large tourism, banking & telecommunication sector and major energy exports Increasing service sector EU regulations forcing companies to adapt sustainable practices
<b>Social</b>	10.2 million inhabitants Portuguese speaking Working age population set to decline leading to skill shortage High income inequality Increase awareness regarding the environment
<b>Technological</b>	Moderate innovator according to European innovation scoreboard Vibrant tech startup ecosystem R&D expenditure as percentage of GDP below EU average Growing number of startup incubators Government aims at positioning Lisbon as a global player for innovation
<b>Legal</b>	Foreigners' law to facilitate immigration Portugal intends to achieve 80.0% renewable electricity by 2026 Benefits from EU trade agreements Reporting pressure on companies and suppliers through CSRD
<b>Environmental</b>	Ranked 48 of 180 in the environmental performance index Inadequate progress on waste and biodiversity aims Agriculture stresses water bodies Increasing extreme weather and water scarcity

Own analysis and presentation, based on information from the case study.

### Appendix C4: Porters’ Five Forces for the Sustainability Consulting Market



Own analysis and presentation, based on concept by Porter (1980) and information from case study.

## Appendix C5: In-Depth Assessment of Porter's Five Forces through Component Scoring

Porters' 5 Forces weighting impact for sustainability consulting industry in Portugal		3,3	For the overall score a weighting of 1 is chosen, except for Competitive Rivalry as it is the most influential force, therefore a weighting of 1.5 is chosen.
<b>1. Threat of Competitive Rivalry</b>		<b>3,3</b>	<b>Explanation of rating</b>
Existing competitors	3	Only a few local competitors exist. However, depending on the client's size and project requirements, large international firms with established offices in Portugal also need to be taken into account.	
Industry growth rates	4	Sustainability consulting is becoming increasingly relevant, and it is experiencing moderate growth at a CAGR of 5.44%. However, challenges exist in terms of the prices clients are willing to pay.	
Fixed costs	3	Consulting firms can have high fixed costs for personnel, which means they aim at having employees staffed on projects most of the year to be profitable.	
Service differentiation	4	Services can depend on the clients' needs, and therefore, they can be similar in nature.	
Switching costs	4	Proposals depend on clients needs, which can lead to challenge of client retention, and low switching costs for clients.	
Capacity expansion	3	Companies typically run at high capacity, which can pose challenges in acquiring human capital. This is particularly evident when there is a sudden surge in demand for sustainability services.	
Loyalty among clients	3	Loyalty may vary among clients, affecting competitive rivalry moderately.	
Exit barriers	2	Depending on the length of contracts with clients and the number of employees, however, generally, lower exit barriers exist.	
<b>2. Threat of Buyers</b>		<b>3,5</b>	<b>Explanation of rating</b>
Order volume of buyers	4	Usually influenced by the duration and scope of a project, it commonly poses a substantial amount for consulting firms, tying up human capital for the project's entirety.	
Information access of buyers	4	Buyers typically have access to substantial information, but lack the specialized expertise/ knowledge and personnel to utilize it.	
Buyer backward integration	4	Threat of backward integration by buyers, with some clients considering in-house capabilities.	
Buyer forward integration	3	Some sustainability consulting firms clients could use the expertise gained and offer their own consulting services, but this is not an immediate threat.	
Concentration of buyers	2	Various organisations from NGO's, governments to private companies require consulting services, the concentration is moderate.	
Differentiation of the industry services	4	Sustainability consulting services can often be very similar in nature, exceptions exist for vary specialised services.	
Switching costs for buyers	3	Switching costs may be moderate, with some costs associated with changing consultants but not excessive.	
Profitability of buyers	4	Clients profitability of clients is crucial, given that their budgets and investment choices significantly impact the acquisition of new projects with lucrative pricing.	
<b>3. Threat of suppliers</b>		<b>2,0</b>	<b>Explanation of rating</b>
Concentration of suppliers	2	Multiple companies provide services such as software, hardware, and training. While fewer suppliers offer sustainability data, public entities could serve as potential providers of this information.	
Volume of suppliers sales	2	Can represent a substantial share of supplier sales and thereby enhance bargaining power.	
Supplier forward integration	2	Suppliers may have the potential to integrate forward into areas traditionally handled by consulting firms, but it is not a significant threat.	
Backward integration by consulting firms	2	Consulting firms might consider integrating supplier capabilities in-house (e.g. emission data gathering).	
Differentiation of suppliers' products	2	Often more standardized; however, for certain data requirements, there may be more specialized options.	
Switching costs	2	Switching costs might exist, but they are likely to be minimal.	
Substitutes	2	Viable substitute options are likely accessible, except for national and local sustainability data, however, this information is often supplied by local or national authorities.	
<b>4. Threat of new entrants</b>		<b>3,2</b>	<b>Explanation of rating</b>
Benefits of scale (demand-side)	2	Established firms can benefit from network effects, allowing them to offer a broader range of services efficiently to clients.	
Economies of scale (supply-side)	4	Relies heavily on internal knowledge, resulting in limited benefits of economies of scale on the supply side, which makes market entry easier.	
Switching costs	3	Clients might incur some switching costs but these are likely not excessive and various consulting firms can compete for new project proposals.	
Capital requirements	5	As can be seen in the case of Because Impacts capital requirements are not that high, making it easier for new companies to enter the market.	
Brand loyalty	3	Established firms may have loyal clients, but new entrants proposals can still win over clients depending on various other factors.	
Benefits of time in the market (first mover / late mover)	3	There may be reputational benefits associated with being long-established, as well as advantages from entering the market later with new ideas and expertise.	
Distribution channel access	2	Established firms strong network of past clients and expertise may give them a advantage in distributing their services and obtaining the necessary supply of information.	
Government policy	4	There are regulations, and possibly government subsidies, incentivizing firms to transition to sustainability, making the market more attractive to new entrants.	
Anticipated response by established firms	3	Established firms have resources to retaliate, but the extent retaliation likely depends on the size of the account.	
<b>5.Threat of substitutes</b>		<b>2,7</b>	<b>Explanation of rating</b>
Price of substitutes	4	Substitutes (e.g. in-house) are relatively close in terms of price and performance to sustainability consulting services	
Price sensitivity of buyers	2	Buyers may favor short-term sustainability investments over long-term in-house integration, as sustainability is often perceived as a cost factor.	
Performance of substitutes	3	Substitutes can meet some customer needs, but may not offer the same level of expertise or customization as consulting services.	
Switching costs for buyers	3	Some switching costs (e.g. hiring/training in-house sustainability teams) exist, but they are not excessive.	
Product differentiation	2	Services are often highly differentiated, especially if specializes in specific areas of sustainability, which makes them less susceptible to substitution.	
Willingness of buyers to try substitute	3	Buyers maybe willing to explore substitutes depending on the needs and complexity of their problem.	
Buyer Profile	2	Buyers may lean toward risk aversion, viewing sustainability as a cost, preferring to avoid risky investments, and favoring consultants.	

Scale from 1 to 5, the lower the rating for each force, the more profitable the industry tends to be.

Own analysis and presentation, based on Dobbs (2014) and information from the case study.

## Appendix C6: Porter's Value Chain Analysis Applied to Because Impacts



Own analysis and presentation, based on Porter (1985; 2001) and information from the case study.

## Appendix C7: VRIO Analysis of Because Impacts

Core capabilities / Resources	Value	Rarity	Inimitability	Organization	Evaluation	Explanation
Network and reputation	Yes	Yes	Yes	Yes	Competitive advantage	The company's strong network and reputation allow it to find clients and solutions (e.g. 5-year contract with Chefs on Fire), that are not targeted by competitors.
Local industry knowledge	Yes	Yes	No	-	Temporary competitive advantage	Specialized expertise on creating sustainability strategies in Portugal. Knowledge can be imitated, staying ahead requires ongoing efforts.
Partnerships for knowledge	Yes	No	-	-	Competitive Parity	Find different partners when the necessary internal expertise is missing, others also have access to these partners.
Client testimonials	No	-	-	-	Competitive disadvantage	Currently no project is complete, so <i>Because Impacts</i> does not yet have testimonials, however, competitors do.

Own analysis and presentation, based on concept by Barney (1991) and information from the case study.

**Appendix C8: Red Ocean Versus Blue Ocean Strategy**

Red ocean strategy	Blue ocean strategy
Compete in existing market space.	Create uncontested market space.
Beat the competition.	Make the competition irrelevant
Exploit existing demand	Create and capture new demand.
Make the value-cost trade-off	Break the value-cost trade-off.
Align the whole system of a firm's activities with its strategic choice of differentiation or low cost	Align the whole system of a firm's activities in pursuit of differentiation and low cost

Own presentation, based on Kim and Mauborgne (2015, 18).

**Appendix C9: The Four Actions Framework Applied to Because Impacts**

Goal	Four actions	Question to answer:	Because Impacts
A new value curve	<b>Eliminate</b>	Which factors that the industry takes for granted should be eliminated?	<b>Expensive sustainability solutions:</b> Eliminate perception that comprehensive sustainability consulting is only for those with large budgets <b>Complex and resource intensive reporting:</b> Focus on the necessary information for events to understand what initiatives they need to develop
	<b>Reduce</b>	Which factors should be reduced well below industry's standard?	<b>Minimize the financial burden on events:</b> Proactively seek sustainability partners willing to cover specific cost <b>Complexity of reporting:</b> empowering the events to do it themselves
	<b>Raise</b>	Which factors should be raised well above the industry's standard?	<b>Exceed sustainability goals:</b> By for instance making events climate positive <b>Increase sustainability partnerships:</b> To for instance reduce food waste <b>Show importance for small-medium events:</b> by showcasing positive impacts on their brand and community engagement.
	<b>Create</b>	Which factors should be created that the industry has never offered?	<b>Collaborative environment:</b> Bringing together diverse partners such as NGOs, businesses, and local communities, to contribute to the success of sustainable events <b>Develop innovative funding models:</b> to subsidize sustainability consulting cost for events

Own analysis and presentation, based on concept by Kim and Mauborgne (2015, 31-37)