



# Syllabus. Managing and financing a sustainability programme



## SYLLABUS

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Module 1. Define your vision and engage stakeholders

Module 2. Creating a plan to finance and implement your sustainability programme

Module 3. Engaging fans and athletes in sustainability

## Module 4. Communicating about sustainability

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# Justification

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The world of sports is evolving rapidly and recovering from the devastating impact of the current health pandemic. Sport organisations at all levels and their respective sport events have to redefine their operational and business models to continue to engage players, sponsors, fans, and other stakeholders. There is a mutual dependency between climate change, health and sport, but the potential impact of sport goes much beyond the field of play. Sport organisations, fans and those working in sport—and in particular athletes—have an enormous potential to accelerate a systemic change of society to foster and encourage inclusion, healthy lifestyle, climate action, and collaboration. Furthermore, sport, from organizations to leaders, to athletes and grassroots coaches, all have a role and responsibility in rebuilding societies and economies post COVID-19.

Sustainability focuses on meeting the needs of the present without compromising the ability of future generations to meet their needs. Sustainability is a holistic concept that includes ensuring the needs of people, planet and profit, also referred to as environment, social and governance (ESG). A sustainable sport programme including a sport event needs to incorporate all three elements.

The purpose of this course is to learn how to understand and approach sustainability in sport, how to get started with your own sustainable sport action plan, whether this is by designing a programme, strategy or initiative. Additionally, you will learn how to develop new policies, strategies, and actionable plans to build resilience and develop sustainable and profitable business models for your sports organisation.

To do so, we will use the most relevant techniques and frameworks from the world of sustainability, illustrated with good practices and insider stories from the world's leading sports events and organisations

such as the Olympic Games, FIFA World Cup, Athletics World Championships, Formula E races, etc. We will also listen to medium and small events to understand how to start your sustainability journey.

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# Objectives

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By establishing objectives, we give ourselves a clear idea of what we want to achieve once the teaching and learning process of this course has finished. But our aims are even more specific: we also want to establish what you will need to accomplish in order for this new knowledge to contribute to your educational goals.

To achieve these objectives, you must complete the entire process laid out in the different stages of the course.

Thus, if you work in the way suggested, you will be well-positioned to meet the following objectives:

## General objective


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Participants will finalise this programme with a plan to develop and implement a sustainability programme, which adds value to their sport organisation or event, as well as to the wider society.

## Specific objectives

1

Specific objective 1: Recognise the business case and opportunities for sustainability, and generate ideas to seize them, either within or through your sport organisation.



2

Specific objective 2: Learn how to design a sustainable sport programme, by understanding relevant international standards and frameworks, and ways to measure and report on your outcomes.

3

Specific objective 3: Engage with key stakeholders on sustainability and identify new sponsorship and partnership opportunities.

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# Skills

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The skills we hope you will develop throughout this course are:

## General skills

- 1** **Group and collaborative work:** the ability to work with colleagues in order to accomplish shared goals and to achieve the synergy typical of a high performance group.
- 2** **The capacity of analysis/reflection:** the capacity to methodically examine the different aspects of a certain reality or situation and to carry out an assessment of that situation.
- 3** **Creativity and innovative, knowledge-based solutions:** the capacity to find alternative solutions to existing problems based on formal knowledge.

## Specific skills

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1. Knowledge of the concept and key elements of sustainability
2. Capability to relate sustainability to the organisation's corporate strategy
3. Understanding of the operational aspects of sustainability programmes
4. Capacity to drive impact measurement within an organisation

5. Tools to effectively communicate about sport and sustainability

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# Criteria for participation and approval

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## Participation criteria

During the month of course, the student is expected to:

- Browse the multimedia contents of each of the modules that make up the course.
- Solve the evaluations assigned in each module.
- Carry out the proposed activities, whether group or individual.
- Take the final exam.

## Approval criteria

For the approval of the course, the student is required to complete the (4) proposed activities in the course and pass the final exam. The student must obtain a final score of 70% or more. This grade will be the average between the activities and the final exam.

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# Module 1. Define your vision and engage stakeholders

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**Unit 1.1 Establish a starting point and identify your long-term goal**

**Unit 1.2. Obtain executive leadership support for sustainability**

**Unit 1.3. Map and prioritise the stakeholders of your (event) organization**

**Unit 1.4. Identify the key issues and scope of your sustainability programme by consulting your stakeholders**

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## **Module 2. Creating a plan to finance and implement your sustainability programme**

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**Unit 2.1 Creating a sustainability programme that is unique – a selling point for your sport organization/event**

**Unit 2.2 Identifying and engaging with different potential funders of your sustainability programme**

**Unit 2.3 Football clubs**

**Unit 2.4 Tools and tips to define and measure targets**

**Unit 2.5 Case study: football strategy at three levels: federation, league, club**

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## **Module 3. Engaging fans and athletes in sustainability**

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**Unit 3.1 Engaging football fans and supporters in sustainability**

**Unit 3.2 UEFA & #EqualPlay Campaign**

**Unit 3.3 Using new technology to engage with fans on your sport's sustainability programme**

**Unit 3.4 Creating an athlete or ambassador sustainability programme**

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## Module 4. Communicating about sustainability

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**Unit 4.1 Understanding the potential of sports and athletes as advocates for sustainability**

**Unit 4.2 Benefits of sustainable purpose-driven communication for the sports organization**

**Unit 4.3 Creating your sustainability communication plan as a function of an integrated sports marketing plan**

**Unit 4.4 Identifying challenges and opportunities to set your strategic goals, audiences, and channels**

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