



GREENFOOT

**Green Power and Energy Efficiency Investments Community-Financed
for Football Buildings**

Deliverable 5.1: Communication Kit and Stakeholder Engagement Plan



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Executive Summary

The Communication Kit and Stakeholder Engagement Plan provides a strategy to ensure visibility to the GREENFOOT project, and the communication kit tools necessary for successful and discernible communication relating to the project. The developed set of tools includes a logo, a project presentation template, roll-up banners, social media, a website, and leaflets. As such, this document serves as a point of reference for all partners on the strategy and implementation of communication and engagement within the GREENFOOT project.

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1 Introduction

The GREENFOOT Project, Green Power and Efficiency Investment community-financed for Football Buildings, receives funding through the European Commission’s Horizon 2020 Programme under grant number 893858. The global aims of the project are twofold:

-  Encouraging and supporting the transition to energy efficient, low-carbon, renewable energy structures in sports facilities, using the popularity of football to attract wider interest and increase the visibility of the energy transition in and through sports.
-  Involving European citizens in the energy transition and transformation of their sports club and wider environment through the crowdfunding initiatives at the heart of the project, which fund the buildings’ renewal.

The project started in September 2020 with the expected end date of September 2023, for a total implementation period of 36 months. The project is implemented by a core consortium composed of **9 partners**: the Energy Institute (Austria), Rina Consulting (Italy), the European Crowdfunding Network (Belgium), EURACTIV Media Network (Netherlands), Electricite de France, also referred to as EDF (France), the European Football for Development Network (EFDN) and the national football associations of Ireland, Azerbaijan and France.

Today, sports buildings, including football facilities, consume high levels of energy, not only during matches but also in their maintenance. **The sports sector therefore holds a large potential in the energy transition and for raising the visibility of energy efficiency and renewable energy infrastructure**, in sports and across other sectors, through the GREENFOOT project. Using football as a visibility booster, this project aims to develop a reproducible model and set of tools to facilitate the engagement of citizens and a smooth energy transition in other sports as well as in other industries.

The objectives of engaging stakeholders are to maximize the visibility, demand and impact of the GREENFOOT concept.

-  **Visibility:** boosting the visibility of the GREENFOOT project will guarantee a better unfolding of the pilot project through an increased participation, both from citizens and relevant organisations. Increased visibility will also raise awareness of the necessity of the energy transition and prepare the roll-out of GREENFOOT’s solutions.
-  **Demand:** increased visibility will heighten the demand for setting up the GREENFOOT project in sports facilities throughout the European Union and encourage more participation from more locations.
-  **Impact:** by boosting the visibility and demand for the expansion of the GREENFOOT activities, the impact of the project will grow significantly.

The targeted stakeholders are as follows:

Table 1-1: List of Targeted Stakeholders

Stakeholders	Definition
UEFA	The Union for European Football Associations (UEFA) brings together 55 national football associations and is the administrative body responsible for the organisation of the biggest Europe-wide football competitions, such as the European Football Championship (Euro), or the Champions’ Leagues. Given this position, the UEFA can have a significant influence both on national teams and football clubs in encouraging them to commit to the energy transition and engaging their community.

National Football Associations (NFA)	National football associations (NFA) are under increasing pressure to deliver on corporate social responsibility (CSR) goals in a variety of domains, including the environment, for which implementing GREENFOOT activities can demonstrate their commitment. NFAs can be the trend setters for joining the energy transition for football clubs in these countries. Additionally, NFAs have the unique position of engaging with citizens across their national territory , meaning these individuals can be informed and initiate the transition even when local clubs might not be holding this discourse.
Football Leagues	Football leagues are an opportunity to reach out to a high number of football clubs and football fans , as well as to showcase stadiums, which have been renovated to increase their energy efficiency, or their use of renewable energy sources.
Football Clubs	Today, football clubs are increasingly answerable to their communities in incorporating social or environmental concerns in their activities , one such way to show commitment to the environment would be implementing activities outlined by the GREENFOOT project. Football clubs have the advantage of holding a closer relationship with their supporters , allowing them to establish a closer partnership between citizens and the club and stadium managers .
Stadium Managers	Stadium managers aim to reduce their costs and can do so through better management of their energy use, either improving their energy efficiency or turning to renewable energies. Additionally, implementing GREENFOOT's model can help them set more ambitious environmental CSR goals and demonstrate commitment to social and environmental concerns in their community and beyond.
Energy suppliers and contractors of NFAs and stadiums	Energy suppliers and other contractors have a similar incentive to the NFAs, clubs or stadiums they work with to commit to ambitious CSR objectives, as this is increasingly of concern for citizens . Furthermore, these contractors are an important target when it comes to expanding GREENFOOT's implementation beyond partnerships in football and sports .
Football Fans	As one of the main aims of the project is to empower citizens to participate in the energy transition, football fans represent an important target group for GREENFOOT's communication and engagement. Citizens do not only have the ability to hold clubs, NFAs and other organisations accountable and set expectations for their climate action , they can also help spread the GREENFOOT message and ambitions amongst themselves and in this way expand its implementation to sectors beyond sports.
Local, national and European authorities and Policy makers	Interest in the GREENFOOT project can improve environmental management of sport facilities throughout Europe and enhance local, national, transnational and European collaboration, as well as foster confidence in the European Union for supporting this transition.
Environmental NGOs and science community	Environmental NGOs and scientists can bring additional legitimacy to GREENFOOT's approach to the energy transition, as well as spread the implementation of GREENFOOT activities beyond football and in sectors other than sports. NGOs and the science community can also offer visibility to the GREENFOOT project by being used in case studies.
Crowdfunding platforms	Targeting and involving crowdfunding platforms in the GREENFOOT project will enable GREENFOOT to promote the potential of crowdfunded energy-related sports

	investments. Once this potential has been realized, the crowdfunding organizations will be valuable in the dissemination of GREENFOOT templates for replication.
Media (local, national, international, specialised)	Media involvement is critical for maximising project visibility and magnifying the communications effort in target countries and beyond.

2 Communication

Communication, exploitation, and dissemination (CED) activities will be a continuous process throughout the duration of the GREENFOOT project, providing information on the **quality, relevance, and validity** of the project and its evolution to **key stakeholders**. The CED efforts in GREENFOOT intend to achieve the **maximum visibility** of the project and its results.

GREENFOOT will rely on an integrated communication strategy that involves different activities and modules and reaches out to involve various communities at the local and international levels. All consortium partners will play key roles in the CED strategy.

The CED strategy is fully aligned with the project's objectives, most notably to promote and exploit the developed concepts and **create a real-world impact on the buildings sector**. In order to maximise the effectiveness of the CED strategy, the communication process will be based on four main pillars:

Multi-stakeholder	GREENFOOT aims at involving different stakeholders, such as researchers, environmental and energy NGOs, consumer associations, researchers, technology developers, businesses in the energy sector, sport/football associations, policy makers at local, national and EU level, certification institutions, financial institutions, SMEs and businesses around the football world, and building owners/managers.
Cross-cultural and Multi-lingual	GREENFOOT will be extended across borders, allowing for both publication and dissemination in other languages, localization and aggregation of content. (EN, FR, DE, IT, AZ)
Interactive	Allowing for reciprocal exchanges and feedbacks among partners and with stakeholders, a sustained two-way process conducive to high-level debate and fruitful content.
Continuous and sustained	Dissemination will be led by paying constant attention on project's updates, ensuring a consistent flow of information about the project findings, and sustaining interest from target groups and the public.

In line with ensuring a consistent flow of information regarding the project, GREENFOOT will utilise an established set of identifiable tools to aid its CED strategy. These tools are described in detail in section 2.1.

2.1 Communication Kit

The Communication Kit provides the consortium with tools such as **logos, a presentation template, roll-up banners and leaflets** to make the project and communications related to it identifiable. These tools also serve to

boost the GREENFOOT project's **visibility, in the media, online and at football-related events, be they conferences or matches.**

2.1.1 Logos

Logos offer a clear recognisable identity to the GREENFOOT project in all forms of communication and when attending events. Below are the examples of the logos developed for the project, both in colour and black. To ensure the logo is recognisable at all times, please be sure to use the .png file provided at part of the Communication Kit, and to avoid putting the logo on a green background, re-arranging the elements composing it, or distorting the size ratios.

Figure 2-1: Standard Logo in Colour



Figure 2-2: Standard Logo in Black



Figure 2-3: Secondary Logo



Figure 2-4: Alternate Logo



Please note that along with the above options of GREENFOOT logos to include in communications and presentations, the European Union logo and disclaimer must also be present on all documents related to the project which are made publicly available. As shown below:



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2.1.2 Presentation Template

A PowerPoint (file type: .pptx) template for presentations has been created to ensure the harmonisation, and therefore recognition, of presentations given on the GREENFOOT project and its activities. This template is **to be**

used for both internal and external presentations related to the GREENFOOT project, including consortium meetings, conferences, and offering a more in-depth presentation of the project to entities wishing to replicate GREENFOOT activities.

Figure 2-5: Presentation Template



Slide 1: Title Slide

GREENFOOT

Title Text

Slide 2: Content Slide

CONTENT

Topic 1	01
Topic 2	02
Topic 3	03
Topic 4	04
Topic 5	05
Topic 6	06
Topic 7	07

Slide 3: Body Levels

- Body Level One
 - Body Level Two
 - Body Level Three
 - Body Level Four
 - Body Level Five

Slide 4: Body Level One Image

Body Level One

Slide 5: Body Level One Chart

Body Level One

Slide 6: Body Level One and Two Image

Body Level One

Body Level Two

Slide 7: Contact Information

CONTACT INFORMATION

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 893858

Email _____

Phone number _____

Website _____

2.1.3 Roll-up Banners

Roll-up banners will facilitate the engagement of relevant stakeholders at football matches, equipped with inviting slogans and the GREENFOOT logo, they will attract the attention of football fans and make them want to find out more and get involved. Roll-up banners can also be used to **make the GREENFOOT project more visible at events** such as conferences or sports matches.

Figure 2-6: Banners Template – Option A

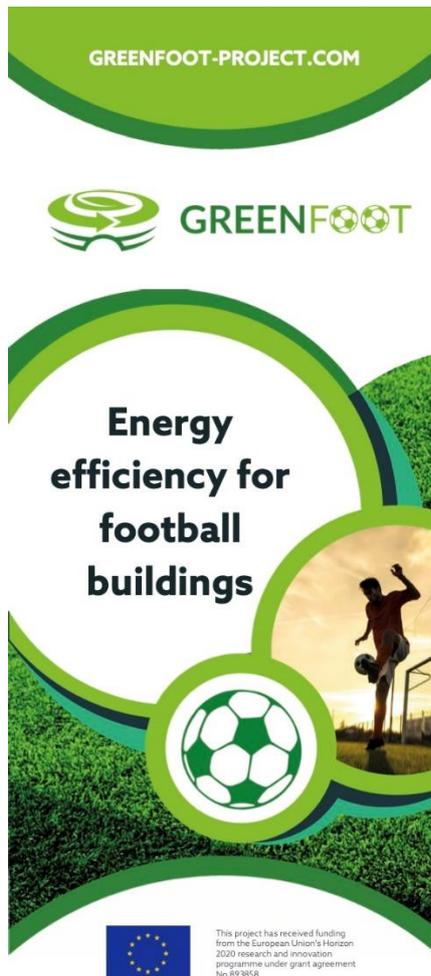
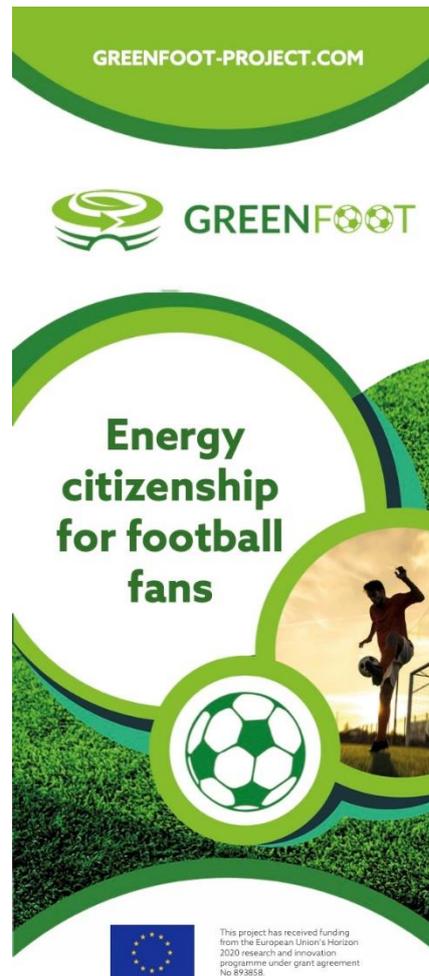


Figure 2-7: Banners Template – Option B



2.1.4 Leaflets

Leaflets are useful and informative tools through which the objectives, strategy and expected results of the GREENFOOT project can be easily communicated to interested parties. Leaflets are particularly practical when participating in events as they can be quickly distributed to or picked up by attendees who wish to get a clear understanding of the project. Leaflets are a great tool to use, especially during conferences or other similar events, as participants are often overloaded with information about various initiatives during conferences, the leaflet offers something to refer back to which contains all relevant information.

Figure 2-8: Leaflet Template



2.1.5 Letterhead

In addition to the above elements planned in the Communication Kit, EURACTIV has also developed a **GREENFOOT letterhead** complete with GREENFOOT's logos and colours. This letterhead is **not to be used for internal communication**, rather for the **outreach to relevant stakeholders**, be it an invitation to a GREENFOOT event or to communicate on the project.

Figure 2-9: Letterhead Template



2.2 Website

The creation of a dedicated website will afford more credibility to the project and provide a **one-stop shop for all information on past, present and future activities**. The GREENFOOT dedicated website will make all project content, from guidelines to news, easily accessible and available on a single platform for **individuals and organisations interested in finding out more or reproducing the GREENFOOT model in their sector**.

The **website will be nourished by EURACTIV**, through content published by the media on the EURACTIV websites, as well as **partners' contributions** to stories, to **offer insight from those participating in the implementation** of the GREENFOOT project. The website can be accessed at greenfoot-project.com.

2.3 Social Media Accounts

Social media accounts will be **instrumental in boosting the visibility** of the GREENFOOT project and of content published. Social media additionally offers a platform for **more interaction with stakeholders and citizens**, to **stimulate discussions centred around energy efficiency and renewable energies** in sports and other sectors.

Social Media Accounts Handles		
Twitter	LinkedIn	Instagram
@greenfoot2020	GREENFOOT Project	@greenfootproject

Relevant accounts to mention: @EU_H2020; @EU_Commission; @GabrielMariya; @energie_inst; @EFDN_tweets; @RINA1861; @eurocrowd; @EURACTIV; @EDFofficiel; @EDF_Europe; @Fondation_EDF; @FAIreland; @FFF; @Stade_GGuichard; @JedCohenEcon

Relevant hashtags to use: #greenfoot #Horizon2020 #energyefficiency #renewableenergy #sports #crowdfunding #sustainability #makesportsgreen #greenfootball #greenbuilding #greenstadium #greentfootat*event* #sportsustainability #greenfootpartner #greenplayer #greenfootfunder #greencontributor #greenfootcitizen

2.4 Newsletters

The communication plan includes a **bi-annual newsletter to keep all interested parties up to date with the project** and what it is accomplishing, (showcasing stadiums, presenting testimonials from individuals and entities having participated in the implementation of GREENFOOT). It will additionally offer useful information to entities wishing to reproduce the successes of the GREENFOOT project.

The first bi-annual GREENFOOT newsletter is expected to be circulated in March 2021, i.e. newsletters will be sent out in the months of March and September for the duration of the project. In addition to the newsletter, the mailing list will be used to invite interested parties to GREENFOOT events, such as conferences, webinars, and workshops.

All partners associated with the GREENFOOT project should **help boost the visibility and spread of the newsletter** by including the **subscription link in their email signatures**.

2.5 Video(s)

Videos including **testimonials from football players, fans, and informative videos** will be created and disseminated through the GREENFOOT website and other channels to **stimulate the interest of the general population**. The videos will also **make the project more visible and easily understandable** for stakeholders wishing to get involved with an aligned initiative. The main goal of the videos is to support the roll-out of the crowdfunding opportunities at the demo sites.

3 Stakeholder Engagement

3.1 Workshops

The purpose of the workshops will be to **promote the replication of the GREENFOOT concept beyond football arenas and to interact with policymakers, building managers, sports organizations, and other businesses involved in the energy sector**. In order to maximize attendance, these workshops will be organised and promoted through the GREENFOOT project partners' networks. Workshops 1 and 2 are managed and described under Task 5.2.

3.1.1 Workshop 1: Energy efficiency in sports buildings

Workshop 1 took place at EFDN's Annual Conference (11/11/2020). This workshop focused on interactive engagement with prominent stakeholders within EFDN's network to communicate how energy efficiency and the GREENFOOT solution could fit into their social responsibility strategies. Workshop 1 emphasized:

- 🌱 **Why building managers and clubs should replicate the GREENFOOT concept** in their own stadiums.

There were two sessions of Workshop 1, the first was a presentation, where Jed Cohen (EI-JKU) explained the GREENFOOT vision and then Fabrizio Tavaroli (RINA) showed interesting technical solutions in sports buildings and how these can improve the functionality of the building and save energy/money. There were a number of attendees to this presentation, all of whom are professionals in the sports world. The video of this session is freely available at: <https://youtu.be/str8FL01h5s>

The second session was a roundtable discussion led by Jed Cohen and Fabrizio Tavaroli from the GREENFOOT project. At this discussion other sports teams shared their interests in energy topics and got a deeper understanding of the GREENFOOT solution.

3.1.2 Workshop 2: Replicating the GREENFOOT concept

Workshop 2 will take place after the launch of the GREENFOOT demonstrations (~M20). Like the Webinars (see section 3.4), Workshop 2 will **train building and sport managers on how to replicate the GREENFOOT concept**. Workshop 2 will be **geared towards those stakeholders outside of football, providing the basis for GREENFOOT's replication beyond football arenas**. A key part of Workshop 2 will be discussing the pros and cons of crowdfunding in sports, and how sports organizations can use crowdfunding. This workshop will likely take place at the EFDN 2022 meeting.

3.1.3 Workshop 3: Final stakeholder workshop

This event is organised under Task 5.1 and is planned to take place in Brussels towards the end of the project's run time. The primary target of this workshop is to address the media, European Commission, policymakers, and central sports organisations with dissemination of the GREENFOOT results and a view forward in how sports can become a major player in the energy transition and the fight towards climate change, and what is needed for the GREENFOOT solution to maximize its replication potential (e.g. relating to harmonizing crowdfunding regulations in Europe).

3.2 Media

In order to **increase visibility and engagement with the GREENFOOT project**, there will be a concerted effort to increase the project's presence in the media as a whole, and in two strategic moments:

- 🌱 From M9-M12 of the project, which will coincide with both the Educational Symposium (see section 3.3) and Euro 2021.
- 🌱 From M17-M19 of the project, to promote the demonstrations of the GREENFOOT concept.
- 🌱 Around M33 to coincide with the final stakeholder workshop and to disseminate the results from the pilot sites.

These efforts will be completed through the project's media partners, coupled with utilization of the GREENFOOT project website and social media pages. Specifically:

- 🌱 Use of LinkedIn & Twitter to share editorial content, information about the project, and event specifics
- 🌱 Use of Instagram & Twitter to engage with fans through surveys and other interactive posts
- 🌱 Use of Instagram, Twitter, and the project website to share project videos, and news about the project.

3.3 Educational Symposium

Another means of stakeholder engagement will be an Educational Symposium. This symposium will take place around M10 and M11 (End of June 2021) of the project, thus corresponding with Euro 2021 in order to increase the opportunity for fans, organizations, and other stakeholders to become involved with the GREENFOOT project. As such, the symposium will focus on:

- 🌱 The benefits and potential of energy efficiency in sports arenas and buildings
- 🌱 The GREENFOOT Project and Concept
- 🌱 Crowdfunding Opportunities

Owing to the COVID-19 pandemic, the symposium may be organized in an online format or postponed to a later date when football fans are again invited to the stadiums. This is a risk of the project that has been discussed internally and with the Project Officer. In the event the symposium is postponed a webinar (see below) will be given at this time with the same objectives as those listed above.

The overarching goal of the Educational Symposium is to stimulate interest and demand for energy-related investments among stakeholders and fans alike.

3.4 Webinars

The final method of stakeholder engagement will come in the form of three webinars. These webinars will serve two purposes:

- 🌱 First, **to educate Europeans and stakeholders on the potential benefits of sport building improvements**, and;
- 🌱 Second, **to inform and train building and sport managers on how to implement the GREENFOOT concept in their areas and/or buildings.**

In order to fulfil these purposes, a total of three webinars will be organised. The first webinar **will be informative and educational in nature**, thus fulfilling the first purpose listed above. The second, and third webinars will be **training sessions, geared at instructing building and sport managers on how to put the GREENFOOT**

concept into practice, corresponding to the second purpose. Along with this purpose parts of the webinar may focus on crowdfunding and how to leverage this financing stream in sports.

At least one of the three instructive webinars will coincide with the start of the GREENFOOT demonstrations (around M17-M19). This will **enable the target audience to see how to implement the GREENFOOT concept through the demonstrations, and subsequently learn how to make the GREENFOOT concept actionable in their own contexts.**