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Teaming up for Sustainability: Promoting Sustainable Management and Policies in Sports Clubs. The Sport Lisboa e Benfica Case

Matilde De Lemos Cabeça

Master's in Management of Services and Technology

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Acknowledgment

The successful completion of this thesis undoubtedly marks a significant and arduous milestone in my life, especially given the complexity of reconciling it for some time with a full-time job and a double degree.

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Abstract

Growing global environmental concern has pushed companies, including sports organisations, to adopt sustainable development goals. In this context, sustainability has become the central principle, aimed at reducing the negative impact on the environment and benefiting both companies and society in general.

The sports sector wields global economic, financial, and media influence, embodying crucial social, and cultural significance in modern societies. In this study we will analyse one of the Portuguese clubs, Sport Lisboa e Benfica.

The main objective of this thesis is to explore practices to improve the social and environmental sustainability of the Portuguese club and to assess the receptiveness of fans to these initiatives, by using a mixed-methodology approach. The thesis begins by studying sustainability practices in European football clubs through literature review and benchmarking. It identifies Sport Lisboa Benfica's existing initiatives and assesses the organization's willingness to adopt additional measures, gathered from interviews with key members. This insight is complemented by assessing fans' openness to adopting sustainability strategies.

This assessment is made using as a basis the Theory of Planned Behaviour, incorporating two additional constructs to measure consumers' intention and behaviour towards sustainable measures. The resulting questionnaire was then conducted online, garnering 201 responses. The data were subsequently analysed using IBM SPSS and AMOS. This approach goes beyond promoting club sustainability in general, incorporating enhancements in public transport. It was possible to see that the fans have environmental concerns in their day-to-day lives, and they are also open to this type of measure.

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Resumo

A crescente preocupação ambiental impulsionou empresas, incluindo organizações desportivas, a adotarem metas de desenvolvimento sustentável. Nesse contexto, a sustentabilidade tornou-se o princípio central, visando reduzir o impacto negativo no ambiente e beneficiar tanto as empresas quanto a sociedade em geral.

O sector do desporto tem influência económica, financeira e mediática global, assumindo um significado social, e cultural crucial nas sociedades modernas. Neste estudo iremos analisar um dos clubes portugueses, o Sport Lisboa e Benfica.

O principal objetivo desta tese é explorar práticas para melhorar a sustentabilidade social e ambiental do clube português e avaliar a recetividade dos adeptos a estas iniciativas, utilizando uma metodologia mista. A tese começa por estudar as práticas de sustentabilidade dos clubes de futebol europeus através da revisão da literatura e de um benchmarking. Identifica as iniciativas existentes no Sport Lisboa Benfica e avalia a disponibilidade da organização para adotar medidas adicionais, recolhidas através de entrevistas com membros-chave. Esta análise é complementada pelo estudo da abertura dos adeptos para adotarem estratégias de sustentabilidade.

Esta avaliação utiliza como base a Teoria do Comportamento Planeado, incorporando dois constructos adicionais para medir a intenção e o comportamento dos consumidores relativamente a medidas sustentáveis. O questionário resultante foi aplicado online, obtendo-se 201 respostas. Os dados foram posteriormente analisados utilizando o IBM SPSS e o AMOS. Esta abordagem vai para além da promoção da sustentabilidade do clube em geral, incorporando melhorias nos transportes públicos. Foi possível constatar que os adeptos têm preocupações ambientais no seu quotidiano, estando também abertos a este tipo de medidas.

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Glossary

Single-use Plastics (SUP)

Sport Lisboa e Benfica (SLB)

Waste Electrical and Electronic Equipment (WEEE)

Waste Batteries and Accumulators (APR)

Theory of Planned Behaviour (TPB)

Corporate Social Responsibility (CSR)

Theory of Reasoned Action (TRA)

Futebol Clube Do Porto (FCP)

Sports Team Licensed Merchandise (STLM)

Behavioural Beliefs (BB)

Outcome Evaluations (OE)

Normative Belief (NB)

Motivation to Comply (MC)

Control Beliefs (CB)

Perceived Power (PP)

Confirmatory Factor Analysis (CFA)

Structural Equation Modelling (SEM)

Composite Reliability (CR)

Average Variance Extracted (AVE)

Subjective Norm (SN)

Willingness to Pay More (WPM)

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General Index

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1 Introduction

1.1 General context of the sports sector

As Charles Michel stated at the Glasgow 2021 conference, "We, humans, have started a war against nature; we, the human race, have caused the climate change that poses a serious threat to our security and the security of future generations. And it is up to us, humans, to stop that threat, to reverse the trend and to restore hope to future generations."

So, it is up to us to change the fate of this war. As the years went by, it is possible to note that are some critical environmental issues emerging and affecting the planet and its inhabitants (Moisander, 2007). The deterioration of the natural environment brought with it the issue of environmental protection, which led to a more ethical way of acting and living. Due to this, there is no industry that does not face the need to implement environmental measures, so, sports industry is no exception. As one of the most popular forms of cultural participation, it manages to unite people from all backgrounds, and has an added responsibility to society (Faccia et al., 2020).

Besides, hardly any organization has more fans and can influence more the global community than a football club. Grabowski (2021)pointed out that, the attitudes of the Sports Clubs influence the way society functions. As they are historically anchored in the cities, they have a huge power in the citizens and in their behaviour. So, sport organizations have an increased responsibility in matters related to social and environmental concerns.

1.2 Problem contextualization

Football, with its extraordinary cultural influence, unites individuals from across the globe, while concurrently producing substantial waste and consuming substantial amounts of energy and water (Moris, 1981). The ecological consequences of football matches are significant, but in recent times, emphasis has been placed on addressing the environmental impact associated with this sport (Walzel et al., 2018). Over the past few decades, the public has generally become more conscious of environmental concerns, prompting industries and governments to elevate their focus on environmental management (Du et al., 2010).

A parallel occurrence is unfolding in the realm of football, as football stakeholders are progressively recognizing their responsibility for the ecological footprint engendered by football matches. According to Weston (2022) sport has an estimated global carbon footprint equivalent to the size of Tunisia, and that is at the low end of estimates.

Several issues are now affecting the football sport sector due to its impact both on the society and to the environment. A key concern is related to the use of plastics in big sport events. In order to tackle the issue of plastic waste, strategies should be put forth to enhance the control of Single-use Plastics (SUP) consumption and their waste management in major sports events. It is possible to achieve this goal and avoid situations like those experienced at the Premier League, where six million plastic cups were thrown away in one single season (Edie, 2020); or at the Super Bowl, one of world's biggest sports events, that produced 40 million tons of plastic garbage in a single day (Environmental Leader, 2020).

The consequences of climate change are already manifesting in the world of football. According to Goldblatt's report, numerous clubs may face partial or complete inundation as early as 2050. Notably, among these are prominent Premier League clubs such as Chelsea, West Ham, Norwich, and Southampton. Additionally, in France, the Matmut Atlantique stadium in Bordeaux could face annual flooding.

Another concern is the use of private transport to go to the stadium. In fact, a survey conducted by Life Tackle among supporters of the Real Betis club in Seville revealed that respondents frequently employ private cars to access the stadium, deviating from their typical daily mobility habits. Indeed, 56.3% of respondents consistently opt for private cars when journeying to the stadium (Daddi et al., 2020).

These developments place an additional responsibility on sports organizations, which must now introduce social and environmental initiatives to fulfil their organizational objectives (Walzel et al., 2018). Hence a multitude of initiatives have been created to tackle pressing concerns, with a particular focus on two key objectives: i) reducing their ecological footprint, and ii) utilizing the influence and popularity of sports to foster environmental and social consciousness, thereby making contributions to the betterment of society. The development and implementation of these initiatives depend on multiple stakeholders, including International Federations and Authorities and, of course, stadium managers, Clubs, and supporters.

An examination of the Premier League reveals a multitude of measures already implemented within this domain. Since it is considered the toughest and most watched competition in the world, it deserves to be analysed. Among the Premier League clubs, Forest Green stands out as the most sustainable (Sky Sports, 2023). For the fans, in the away games, they organize group trips, where they offset the emissions from the bus trip. While at home games fans can use park & ride, bike parking, or the line of electric vehicle charging points. Another curious example occurs at Forest Green, is that their equipment's are made from coffee and plastic waste (Leitão, 2021).

A notable environmental measure used by another club, Brighton-Hove-Albion, is the vegan and vegetarian options available in all restaurant areas, they opt for local suppliers, they are also encouraging suppliers to remove single used plastics (SUP) from packaging. Premier League best practices are somewhat followed by fans, proving that sports can be an example for others to follow when it comes to the environment.

Similar trends are evident in Portuguese clubs as well. Projects to combat school abandonment, financial donations to hospitals and schools and voluntary activities, are several measures implemented by the *Clube Futebol Benfica* and *Futebol Clube do Porto* (*Fundação Benfica*, 2020; Porto Canal, 2023). According to Jogadores website cited by Cardoso (2022), these two clubs are among the three with the highest number of supporters in Portugal.

1.3   Sport Lisboa e Benfica

Although environmental measures are starting to be taken by the whole sport industry (Babiak & Trendafilova, 2011), *Sport Lisboa e Benfica* (SLB), a Portuguese football club, deserves to be studied. The adoption of environmental management practices has never been an exception and has always been faced in a natural and spontaneous way by Sport Lisboa e Benfica in its activities.

The fact that it is one of the biggest sports institutions in Portugal and Europe makes it even more demanding to be an active part of the solution. It was in this context that in 2019 the *ECO Benfica* project was born. The goal of *ECO Benfica* is to support the entire organization in the sustainable management of resources, monitoring the environmental performance and impact of the SLB Group. It has allowed about 1200 tons of waste to be sent for recycling so far.

Concerning measures in the water sector, it stands out the project to use rainwater to clean the stands of E*stádio da Luz*. Besides being a water management measure, it is also an energy management measure, since the energy required for the operation of this water system is much lower than that required for the operation of the public supply system. *Sport Lisboa Benfica* has also led to a significant decrease in the consumption of disposable water bottles, with water dispensing machines being a great help in this transformation (Eco Benfica, n.d).

Another measure implemented by *Sport Lisboa Benfica* is the Protocol with the ERP (*European Recycling Platform*) *Portugal*. With this partnership, the club guarantees that the Waste Electrical and Electronic Equipment (WEEE) and Waste Batteries and Accumulators (APR) are properly forwarded. Furthermore, the club implemented seven points available for charging electric vehicles in Luz Stadium, one of them ultrafast (160kW), the first from EDP in Lisbon. This allows users to restore the energy levels of their vehicles in just 10 minutes.

Sport Lisboa e Benfica has initiated efforts towards sustainability in diverse sectors, although there remains a significant scope for enhancing the club's sustainable practices. Several areas remain unaddressed, such as transportation (including electric vehicles, carsharing, and the provision of bus and train trips for games), Carbon Footprint Calculation, offer of sustainable diet (including vegan and vegetarian choices, as well as support for local suppliers), and the creation of sustainable campaigns/initiatives. These factors accentuate the importance of embarking on this project, with a specific focus on cultivating increasingly sustainable approaches that seamlessly encompass both social and environmental aspects.

1.4   Thesis Objectives

Based on the context presented above, this thesis aims at exploring which practices have potential to be adopted by Sport Lisboa e Benfica in order to promote further its social and environmental sustainability, as well as how open are supporters to those practices.

In line with this general objective, three main research questions arise:
- RQ1: What is the current state of environmentally and socially sustainable solutions currently implemented within sports organization?
- RQ2: To what extent would *Sport Lisboa Benfica 's* fans be willing to adjust their habits and accept the new sustainable strategies proposed by the club?

- RQ3: Which strategies focused on achieving a more social and environmentally sustainable management have potential to be adopted by Sport Lisboa Benfica?

In pursuit of the overarching goal, there are partial objectives to be achieved. Firstly, a comprehensive identification of sustainability measures undertaken by European football clubs is performed. This first partial objective dovetails into the second objective, which involves an analysis of SLB's sustainability initiatives, encompassing their perspective on benchmarking metrics and any innovative concepts they may possess. The third objective involves assessing the willingness of SLB fans to embrace the sustainability strategies proffered by the club. Ultimately, these insights culminate in the development of actionable recommendations to be implemented in SLB sustainability performance.

1.5 Methodological Overview

A mixed- methodology is proposed for the purpose of this project, in which both primary and secondary data should be gathered and analysed.

Firstly, a benchmarking analysis was carried out, then semi-structured interviews were conducted with various stakeholders of the club, followed by a questionnaire to evaluate openness on the part of the supporters. For this project, personal interviews were conducted exclusively, focusing on assessing the current sustainability practices and determining whether sports organisations are receptive to implementing more sustainable practices.

1.6 Thesis Structure

The following topics of the project are those that cannot be missing in any thesis.

The Introduction section includes the development of the problem statement, the study objectives, the identification of research gap, then formulation of research questions and an explanation of the methodology used to achieve the intended results.

The Literature Review section present previous studies that serve as a basis for the current research. Towards the end of this chapter, an empirical model and its variables are presented to serve as a basis for the development of the questionnaire and to facilitate the drawing of conclusions.

The Methodology chapter explains the research approach, the methods of data collection and the necessary software tools for analysis.

The fourth chapter, Data Analysis, presents statistical data and analysis, assesses the reliability of the model, and identifies the main determinants. Different statistical techniques are used for the discussion.

In the concluding section of the study, the research questions presented in the initial chapter will be addressed. Inferences will be drawn from the results and the investigation's limitations and recommendations for future research will be discussed.

2   Literature review

This chapter explores the literary content surrounding the topic, setting the basis for further research. A review of relevant studies is presented, to showcase the evolution of each topic throughout time. The chapter commences with an exploration of the Concept of Sustainability, followed by the intersection of the Sport Industry and Sustainability, with particular emphasis on football industry and supporters as pivotal stakeholders. Additionally, the Theory of Planned Behaviour is also explained through classic and contemporary authors. Lastly, the chapter examines the application of the Theory of Planned Behaviour within the sports context, shedding light on relevant studies.

2.1   Concept of Sustainability

Environmental concerns began in the 1960s regarding air and water pollution due to dense urban living conditions. In 1992, the United Nations convened an International Conference on the Human Environment in Stockholm. This was the first world conference to make the environment a major issue. This conference signalled the first global summit to consider human impacts on the environment and was the first attempt to reconcile economic development with environmental protection (Purvis et al., 2019).

Although there were some initiatives during the 70's, 80's and 90's aimed at to increase environmental awareness, it was insufficient. The evidence was that our lifestyle was incompatible with the current capacity of our planet. The environment was constantly being harmed due to various economic activities and consumption patterns (Haake & Seuring, 2009). It became evident that development needed to be sustainable in a broader sense - it shouldn't just focus on economic and social issues, but also on issues related to the use of natural resources (Du Pisani, 2006).

Critically examining the Triple Bottom Line approach through the lens of the Wellbeing of Future Generations Act perspective (WFF, 2017), is possible to better understand the holistic sustainability goals and responsibilities towards future generations. According to WFF (2017), sustainability is often broken down into to three key areas: environmental, social and economic sustainability. Environmental sustainability entails responsible resource management to maintain the diversity and productivity of the planet's ecosystems. Simultaneously, social sustainability addresses aspects such as social equity, health equality, community advancement, human and labour rights, as well as social justice. In parallel,

economic sustainability examines the social and ecological repercussions of economic activities.

Nowadays, it is recognized that separating human well-being from environmental protection is neither acceptable nor feasible. An ecologically sustainable world inherently contributes to an equitable future for all. Consequently, environmental solutions must actively promote both social equity and economic progress, aligning with the principles of the Triple Bottom Line.

2.2   The Sport Industry and Sustainability

Sport by its very nature is highly dependent on the natural environment, but also ends up contributing to environmental degradation (McCullough et al., 2016).

Globally, the sports industry recognized the environmental impact of sport and, in some cases, actively addressed the acknowledged contribution. For example, in 2006, the International Olympic Committee launched a Voluntary Athlete Code of Conduct that encourages athletes to be environmental role models (Mallen et al., 2011).

The sustainability of a football club can be analysed according to different perspectives, such as (a) improvement of sports performance; (b) sustainability of financial management (in terms of profitability); (c) development of the communities that support the club; (d) sports and moral education of the athletes and (e) social and environmental responsibility (Schulenkorf, 2012; Trendafilova et al., 2013).

However, sports industry has made great improvements in environmental protection, from communicating green values to the supporters, to recycling programmes, and renewable energy at facilities. Another important progress is sharing of best practices within individual organisations and across the sport sector (McCullough et al., 2016). Moreover, the early adoption of environmental measures by the organization is connected to a preventive approach, which creates added value for them and a higher return (Rezende et al., 2019). Of course, this requires the engagement of top management in the world of sustainable practices within the organization.

Due to increased social pressure on environmental issues and stricter regulations, companies needed to take into account environmental considerations in their strategic planning if they wanted to gain an advantage over their competitors.

The current state of the sports industry, despite notable advancements, show up that there is still substantial work ahead in achieving comprehensive social and environmental sustainability. The literature review highlights that while strides have been made in adopting green practices, the industry continues to grapple with pressing challenges. For instance, the significant carbon emissions stemming from travel and event logistics (Wilby et al., 2023), the excessive resource consumption by sports facilities (Zhang & Yang, 2023), and the management of extensive event-generated waste all attest to the ongoing need for innovative solutions (Environmental Leader, 2020). Moreover, the call for inclusivity and equitable representation within sports (Barbu et al., 2022), coupled with the financial complexities of transitioning to sustainability, further accentuates the multifaceted nature of these challenges (Beech & Chadwick, 2017). As such, the literature underscores that the sports sector's journey towards achieving full social and environmental sustainability remains a critical and ongoing pursuit, reiterating the sector's need for continuous adaptation and improvement.

Professional football, by being deeply established in culture, has the potential to transform the way fans see and practice sustainability. Thus, as club´s supporters have very close relation with their club, is very important to use that influence to engage them to have more sustainable behaviours (Francis et al., 2017). These behavioural changes can be achieved in several ways, including green games, conferences, sustainability messaging campaigns, creating joint educational programs and other initiatives (Mallen et al., 2011). The success of any such measure relies significantly on the supporters' willingness to embrace its adoption. This openness can be assessed using a well-established theory - the Theory of Planned Behaviour (TPB).

2.3 Corporate Social Responsibility

The concept of Corporate Social Responsibility (CSR) has experienced significant expansion and has gained recognition as an academic discipline, exerting influence on academia, industry, and society (Kiessling et al., 2016). According to the European Commission (2011), the new definition of CSR is "the responsibility of enterprises for their impacts on society". By using CSR, the company hopes to improve its reputation with the customer. The reputation plays an important role in the company's image, which affects the customers' decision-making process De la Chauvinière (2013).

At times, there was uncertainty surrounding the distinction between CSR and sustainable development. Therefore, Baumgartner and Lautner (2017) defined CSR as a voluntary commitment that addressed the immediate needs of stakeholders, whereas sustainable development took a longer-term perspective, also considering the preservation of the planet and the conservation of resources for future generations.

Sports organizations' managers now understand the strategic significance of embracing social responsibility and sustainability, realizing their profound impact on overall performance. These organizations engaged with diverse stakeholders and shaped activities that influenced many people. Ethical, responsible, and sustainable behaviour yields various benefits, including cost reduction, increased loyalty, greater satisfaction among fans and employees, and enhanced public image (Montazeri et al., 2017).

In the context of studying the perceptions and intentions shift of sports managers and sports stakeholders towards CSR and sustainable development initiatives, it's essential to find a theory to better support such approach. The Theory of Planned Behaviour (TPB) can shed light on how individuals form their attitudes and intentions regarding these initiatives.

2.4   Theory of Planned Behaviour

The Theory of Planned Behaviour is one of the most popular models, developed by Ajzen, to explain the human behaviour. It is an improvement of the Theory of Reasoned Action (TRA) (Fishbein & Ajzen, 1975) since there were several limitations. The applicability of TRA was questioned because it only considered volitional factors, such as attitude and subjective norm. Thus, there were many factors that could affect human behaviour (Chen & Hung, 2016). A key factor in the TRA is the intention, as it allows to predict the behaviour through the evaluation of it (Ajzen, 1991). Intention in this case it has to do with how much effort people plan to exert to perform the behaviour (Ajzen, 1991).

The main difference between TRA and TPB is that the second theory include perceived behaviour control. Which can be defined as the people perception of the ease or difficulty of performing the behaviour.

The theory of planned behaviour links beliefs to behaviour and states that human behaviour is influence by attitude, subjective norm, and perceived behaviour control (Ajzen, 1991). However, other studies have suggested that more variables should be added to increase

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the explanatory capacity of the theory. Even so, this theory has proved to be very usefulness and has been widely used in several areas (Alhamad & Donyai, 2021).

The Theory of Planned Behaviour was designed to predict human behaviour in a specific context (Ajzen, 1991), but as the years went by, has been used to predict various behaviours, fruit and vegetable consumption (Bogers, 2004), Green Consumption Behaviour (Wu & Chen, 2014) Computer science (Jawad et al., 2018) and purchase intention for organic clothing (Varshneya et al., 2017) Based on the TPB, the current study seeks to test new variables, such as willingness to pay more and brand image.

The Theory of Planned Behaviour relies on three conceptually independent determinants of intention. Attitude toward the Behaviour, Subjective Norm, And Perceived Behaviour Control (Ajzen, 1991).

2.4.1   Theory of Planned Behaviour in Sports

This Theory was widely used, in different fields, which proves its usefulness. It has been adopted by several researchers in the sports sector, both in studies focused on the analysis of behaviour towards sustainable initiatives or other types of initiatives (Wang & Zhang, 2021; Cayolla et al., 2022; Yim & Byon, 2021).

Although the number of identified studies might be limited, it's essential to recognize the existence of a notable body of research within the sports sector that delves into the examination of behaviours concerning sustainable initiatives.

This is evidenced by several studies in this domain. For instance, Cayolla et al. (2022) employed the TPB to assess the awareness levels of *Futebol Clube Do Porto* (FCP) members regarding the implementation of sustainable initiatives, considering their geographical location. In this recent study, it was revealed that distance exerted a positive influence only in instances where sustainable initiative awareness was present. Additionally, Zarei et al. (2021) applied the TPB to predict the behaviour of climbers engaging in outdoor recreation at Mount Damavand National Park in Iran. Their objective was to mitigate further harm to precious and declining natural resources. The findings indicated that by implementing strategies to manage capacity limitations and devising waste disposal solutions at higher altitudes, it was feasible to improve the adverse impact of structural constraints. These studies collectively emphasize the versatility and applicability of the TPB framework within the realm of sustainable initiatives in sports.

Apart from its application in sustainability-focused research, the sports sector has also been the subject of diverse investigations. The utilization of the Theory of Planned Behaviour in previous studies, have successfully predicted purchase intentions for Sports Team Licensed Merchandise (STLM) and have examined spectator behaviour at major sports events, such as the 2010 Fédération Internationale de Volleyball World Grand Prix in Taipei (Kim & James, 2016; W.-C. Lu et al., 2011). Furthermore, authors like Wang and Zhang (2021) and Lu et al. (2013) have delved into the analysis of factors influencing individuals' attitudes towards sports activities. Wang and Zhang (2021) introduced an empirical model rooted in the Theory of Planned Behaviour, considering family support, social influence, self-efficacy, and self-regulation, revealing that social factors wielded substantial influence on attitudes. Another compelling aspect is the theory's application in predicting game attendance behaviour. Lu et al. (2013) found that perceived behavioural control significantly predicted game attendance behaviour through intention. These diverse studies underscore the theory of planned behaviour's adaptability and relevance across multiple dimensions of the sports domain.

It should however be noted that although several studies have been identified applying the TPB in the sports sector, no study was identified in the context of football towards more sustainable practices. But being recognized its usefulness in the sports sector in general, the TPB also shows potential to be applied to the football sector, particularly when it comes to evaluate the behaviour towards more sustainable practices.

2.4.2 Hypothesis in the Theory of Planned Behaviour model

Attitude towards behaviour

According to Ajzen (1991), attitude relates to the degree to which a person has a favourable or unfavourable evaluation of a particular behaviour.

Attitudes are critical to consumer behaviour investigation. Therefore, marketing often tries to understand customer attitudes to predict customer behaviour and deliver what is desired to get a good result (Nelson Barber et al., 2009).

Attitude is an outcome of Behavioural Beliefs (BB) and Outcome Evaluations (OE). Behavioural Beliefs refers to the perceptions of an individual about the consequences of performing a certain behaviour, while the Outcome Evaluations is the evaluation about the consequences of a behaviour (Ajzen, 1991).

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According to the theory the more positive the consequence of a behaviour is, more likely it is that the individual will have the intention to perform a certain behaviour.

Chen and Tung (2014) stated that "if attitudes are positive, behavioural intentions tend to be more positive as well".

They see attitude as the psychological emotion conveyed through consumers' evaluations.

Hypothesis 1: Behavioural Beliefs positively influence the attitude towards the application of sustainable initiatives.

Hypothesis 2: Outcome Evaluation optimistically influences the attitude towards the implementation of sustainable initiatives.

Hypothesis 6: Attitude positively influence the intention to purchase sustainable initiatives.
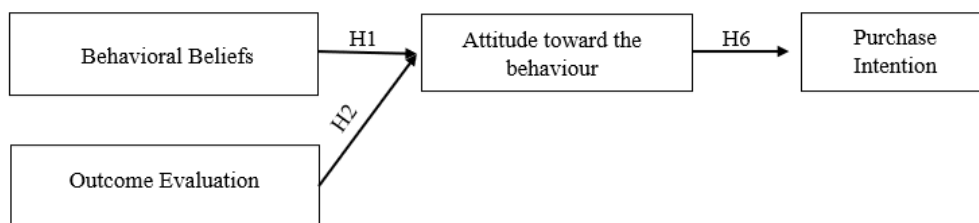
Figure 2.1 - Hypotheses related with the construct of Attitude towards behaviour

Subjective Norm

Subjective Norm is the second determinant of behavioural intention. Subjective norm is defined as the perceived social pressure from people important to an individual that encourages to engage in a specific behaviour (Paul et al., 2016).

According to Arli et al. (2018), Subjective Norm recognises the relevance of reference groups and is also interested in the extent to which an individual will be driven to comply with these groups.

Social pressure can be even more influential than an individual's own attitude towards a behaviour. If an individual understands that should do a certain behaviour according to others, the more likely is to do it (Fishbein & Ajzen, 1975).

Thøgersen (2006), notice that subjective social norms are directly and positively related to pro-environmental behaviours.

Subjective norm is a result of Normative Belief (NB) and Motivation to Comply (MC). Normative Belief represents an individual's perception of how others would like him or her to behave in a certain situation, while Motivation to Comply has to do with the individual's

motivation to conform to the opinion of others (Ajzen, 1991). People who feel greater social pressure from significant others will feel more inclined to be green (Arli et al., 2018).

Hypothesis 3: Normative Beliefs positively influence the subjective norm.

Hypothesis 4: Motivation to Comply has a favourable impact on the subjective norm.

Hypothesis 7: Subjective Norms positively influence the intention to purchase sustainable initiatives.
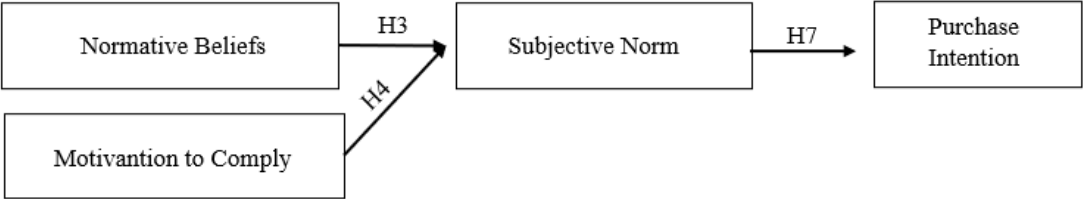
Figure 2.2 - Hypotheses related with the construct of Subjective Norm

Perceived Behavioural Control

Perceived Behavioural Control comes from Control Beliefs (CB) and Perceived Power (PP). Control Beliefs refers to the belief of the person regarding the presence of certain factors that may facilitate or not the performance of a certain behaviour, such as money, time, and opportunity. Perceived Power is the person's evaluation of the impact of the factors in enabling or inhibits the behaviour (Ajzen, 1991). The theory also states that the greater the Perceived Behavioural Control, the more confidence an individual will be to the behaviour (Randall & Gibson, 1991)

Hypothesis 5: Control beliefs and Perceived Power positively influence the Perceived Behavioural Control.

Hypothesis 8: Perceived Behaviour Control positively influences the intention to purchase sustainable initiatives.
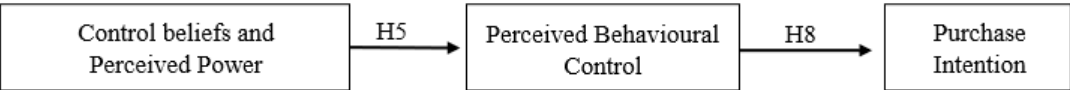
Figure 2.3 - Hypotheses related with the construct of Perceived Behavioural Control

Intention

The aim of the Theory of Planned Behaviour is to forecast and explain an individual's behaviour (Ajzen, 1985). According to the model, intention serves as the direct precursor to behaviour (Ajzen, 2002). The behavioural intentions are described as a combination of three factors: attitudes toward the behaviour, subjective norms, and perceived behavioural control (Randall & Gibson, 1991).

The importance of these three components should fluctuate based on the nature of the intended behaviour and the specific circumstances in which it is to be performed (Ajzen & Fishbein, 1980).

Intention can be interpreted as the expression of an individual's will to behave in a particular manner (Ajzen, 1991). According to this theory, the greater the strength of one's intention to engage in a specific behaviour, the higher the probability of that person carrying it out (Randall & Gibson, 1991). This determinant occupies a central position in both theories, TRA and TPB.

Hypothesis 11: Intention to purchase sustainable initiatives positively influences the sustainable Purchase Behaviour.
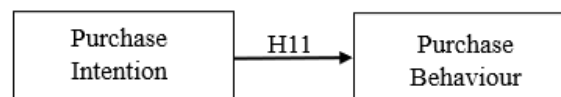
Figure 2.4 - Hypothesis related with the construct of Intention

2.4.3 Additional determinants of intention

Ajzen (1991) contends that the Theory of Planned Behaviour (TPB) framework remains receptive to expansion through the inclusion of novel constructs, provided they demonstrate a meaningful contribution to the variability in intentions or behaviours. The context under examination in this current study involves new perspectives and resulting attitudes, thereby enabling the introduction of a new construct.

Brand Image

Brand image is a set of impressions, beliefs, and ideas that the customers possess about the object, product, or a brand (Jurnal Manajemen dan Bisnis et al., n.d.). It is also related with the brand prestige.

Aaker and Keller argued that brand image is an essential section of powerful brands, which allows the company to differentiate itself from its competitors (Aaker, 1991; Keller, 1993).

Sustainable measures can have a significant impact on a brand's image. Consumers became increasingly concerned about the environment, and they looked for brands that shared their values and were committed to sustainable practices (Martín-Consuegra et al., 2018).

Brand image has a significant impact on consumer buying behaviour, because if brand image becomes favourable to customers, then consumer buying behaviour also becomes favourable to the brand and its products. Once the customer is satisfied with the brand, he will be loyal to the brand (Gupta et al., n.d.).

According to Gherra (2005), eco-design has a very positive impact on company legitimacy and highly influence the global brand image. Brands that prioritize green measures can benefit from a positive brand image, increased customer loyalty, and even increased revenue. For example, according to a study by Unilever, sustainable brands grew 46% faster than other brands in the company's portfolio (Unilever PLC, 2017).

Hypothesis 9: Brand Image will affect customer loyalty and purchase decisions.
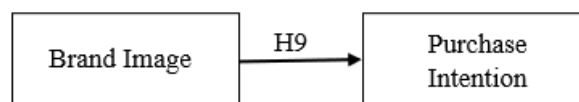
Figure 2.5 - Hypothesis related with the construct of Brand Image

Willingness to pay more

According to Krishna (1991), Willingness to Pay is the maximum amount of money that the consumer is willing to give for a product or service. They feel price as barrier when considering environmentally friendly consumption habits (Gleim et al., 2013).

However, price does not have to become a limitation if consumers are willing to accept higher prices (Moser, 2015) . For instance, consumers who are more concerned about the environment tend to be less price-sensitive (Tanner & Wölfing Kast, 2003). This variable plays an important role in consumer behaviour because the adoption of sustainable practices depends on the consumer's willingness to pay a green price (Biswas, 2016).

Hypothesis 10: Willingness to pay more (WPM) positively influences the intention to purchase sustainable initiatives.
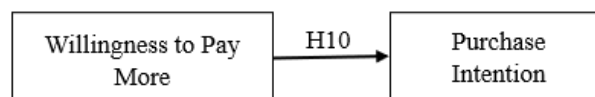
Figure 2.6 - Hypothesis related with the construct of Willingness to Pay More

2.5   Literature Review Wrap Up

Based on TPB assumptions and the literature discussed above, the conceptual model shown in Figure 2.7 is proposed to be applied in this study.
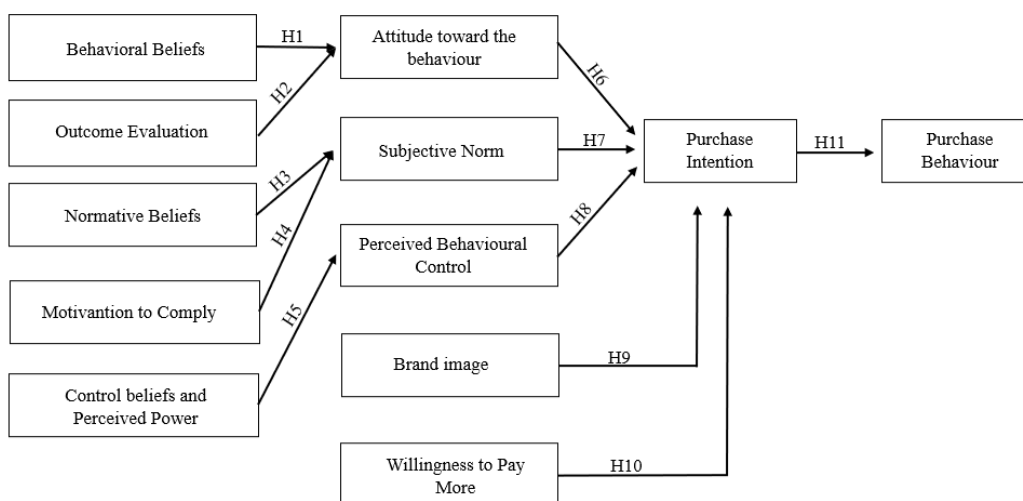
Figure 2.7 – Conceptual model (adapted from Ajzen, 1991)

3   Methodology

The present chapter presents the methodology used for the investigation, aiming to addressing the hypotheses, research questions, and objectives defined in this thesis.

3.1   Overview

The research was supported by a mixed-method approach, comprising four main stages, as shown in Figure 3.1. These different stages involved the collection and analysis of both primary and secondary data:

i.   Secondary data was collected through a benchmarking exercise (Step 1) that was conducted to gain an understanding of current environmental and social practices, regarding CSR policies, and their prevalence across various clubs in Europe, according to UEFFA in the five countries where football has the most impact.

ii.   Then, the collection of primary data consisted of two parts: semi-structured interviews (Step 2) and a questionnaire (Step 3).

iii.   In the end, based on the data collected, some conclusions and recommendations were drawn (Step4).
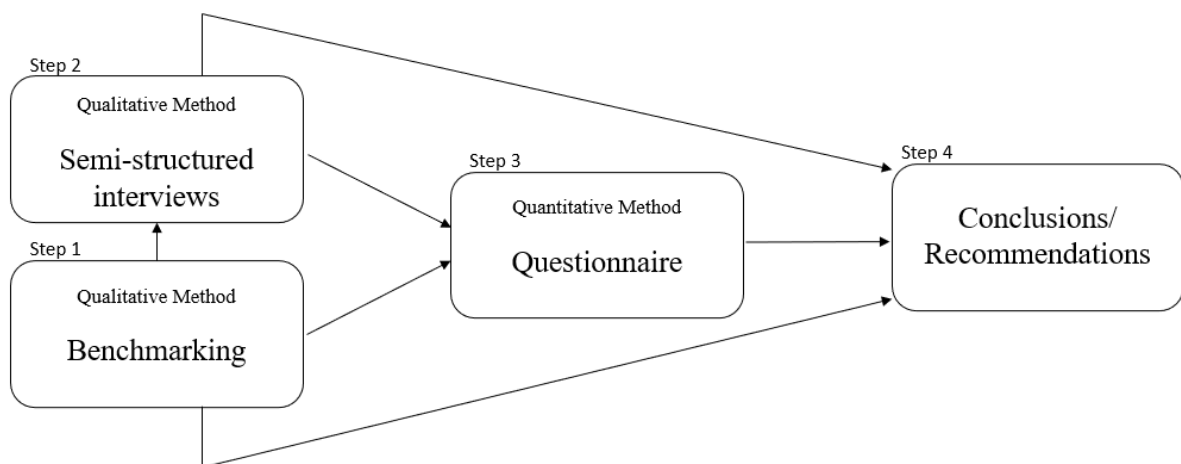
Figure 3.1 – Research Methodology followed in the thesis

3.2 Step 1: Benchmarking

Benchmarking is a widely used technique in academic research. This method involves comparing the performance of a company or industry with its competitors or other relevant markets. By examining the strengths and weaknesses of various market players, it can be a powerful tool to analyse and understanding different markets and industries and is often used to identify best practices and opportunities for growth and development (Shabatura et al., 2020).

The Benchmarking process used for the purpose of this thesis was conducted informally and utilized an unstructured approach to gather valuable insights from the experiences of other organizations. Simultaneously, it is considered an external analysis as it involved comparing the practices of one organization with many others. By employing this approach, valuable knowledge and best practices could be obtained.

In this case, the benchmarking was done, according to UEFA in the five countries where football has the most impact, England, France, Italy, Germany, and Spain (UEFA Coefficients, n.d.). The goal was to analyse all the sustainability measures followed by the clubs in various areas, from waste management to the composition of the football equipment.

Firstly, an extensive analysis was conducted to identify football clubs within the five leagues that had implemented the higher number of sustainability measures. To achieve this, it was used the Sport Positive Leagues website (Sport Positive Leagues, n.d.), which highlights environmental sustainability initiatives of professional football clubs, as well as their respective websites and relevant news, to collect all possible data. By meticulously gathering all available data, a comprehensive list of these clubs and their measures categorized the different areas was compiled.

Subsequently, the focus was on the clubs with the higher number of sustainability measures. This exhaustive analysis yielded a total of fifteen distinct sustainability focus areas. To organize and systematize the findings, a dedicated database was created that housed the selected clubs from each league and documented the specific measures implemented in each of the identified areas of sustainability. Following that, the focus shifted towards analysing the sectors where the majority of selected clubs had implemented measures. Consequently, three significant areas of action stood out as being particularly prominent: energy efficiency, transports, and waste management. After analysing the measures most often applied by foreign clubs, the intention was to understand what would be possible to add to the

Portuguese club, *Sport Lisboa Benfica*. After a careful consideration, it became clear that the area of transports, have been widely explored by European clubs, although being, the least addressed aspect among Portuguese football clubs.

The purpose of examining the strategies implemented by international clubs was to extract valuable insights that could be adapted and incorporated into the structure of Portuguese clubs, particularly *Sport Lisboa Benfica*.

3.3 Step 2: Semi-structured Interviews

The aim of the semi-structured interviews is to evaluate what is currently being applied today in terms of sustainability practices adopted by *Sport Lisboa e Benfica,* and the willingness of the organization to adopt more sustainable policies and practices. It was employed a semi-structured approach that blends the adaptability of open-ended discussions with the structure of a standardized questionnaire. This approach allows the interviewer to follow up on interesting responses while ensuring the collection of consistent data from all participants (Galletta, 2020).

Using a semi-structured format for the interviews facilitate the unveiling and exploration of additional details and potential responses. Simultaneously, it guided the discussion towards the identification of most essential characteristics deserving attention. Participants were encouraged to delve into their thoughts, motivations, and emotions.

3.3.1 Interview Script

The interview is intentional and aims to achieve specific objectives, therefore the interviewer should have a predefined script that highlights the key points to be addressed and documented. In a more general perspective, the purpose of the interviews was to examine and evaluate the viewpoint regarding the level of the organization's (*Sport Lisboa e Benfica*) receptiveness to investing and executing new strategies with a focus on accomplishing management that is more sustainable (in this case, measures specifically focused on the transportation of fans to the club). Also, it aimed to examine if the connection between stakeholders (both internal, who have direct interactions with the organization, and external, who do not) could impact the decision-making process for transitioning to a more sustainable mode of consumption. As well as clarify to what extent a potential partnership between *Sport Lisboa e Benfica* and other pertinent stakeholders would be feasible, providing a competitive

advantage to *Sport Lisboa Benfica*, in the sports sector, while contributing to the well-being of society. Finally, it also aimed to understand the social responsibility measures (CSR) implemented by the Club, the perception of the fans, and how they could be enhanced with this project.

Considering this purpose, the script for this interview involves 42 questions that were organized into four different groups. Group I) Questions focused on the political aspects of sustainability in *Benfica*; Group II) Questions related to calculating the carbon footprint of *Benfica* and evaluating the most sustainable transportation alternative; Group III) Questions related to the perception of fans and the social actions carried out by the organization; and Group IV) Concluding questions (the detailed Interview Script is included as Appendix A).

3.3.2 Characterization of the interviewees

The objective of the study was to identify potential areas of improvement and gain insights into various projects undertaken by *Sport Lisboa e Benfica* to enhance their organizational policy on sustainability and CSR. The interviews were conducted with people from the club, using a convenience sample. Particularly, a total of 9 interviews were conducted with different individuals from various departments, including athletes, and with a member of the Portuguese sports law association, they were made via online communication tools. The interviews were recorded with the consent of the participants. Each interview began by collecting basic information such as name, age, in which organisation they work for, position within the organization, and how long they have been working for the organization. At the end of the interview, the duration of the interview was noted along with any other relevant considerations.

Table 3.1 – Interviewees

Interviewed	Age	Position	SLB Experience (years)	Interview Date	Degree
RL	44	Head of Modalities	5	13/02/2023	Bachelor´s Degree in Sports Science
AO	45	Environmnetal Specialist	10	19/01/2023	High School
NC	43	Fundação Benfica Director	13	27/01/2023	Msc in Social Organizations Management
PF	46	Infrastructures Director	10	19/01/2023	Bachelor´s Degree in Civil Engineering
LC	49	Chairman Fiscal Council-Associação Portuguesa Direito	-	01/02/2023	PHD in Law
JC	42	Head of Brand and Digital	18	13/03/2023	Bachelor's Degree in Marketing
JS	49	Head of Retail, Licensing and Merchandising	18	10/03/2023	Bachelor´s Degree Mechanical Engineer
BM	32	Handball Player	8	15/03/2023	Bachelor´s Degree in Medicine
MM	21	Basketball Player	6	05/04/2023	Bachelor's Degree in Human Resources

3.4 Step 3: Questionnaires

This next stage of the study was carried out through a quantitative method, using a questionnaire (Appendix B – Questionnaire in Portuguese). This is an observational technique comprising a series of items, most of it already used in previous studies, and others resulting from the conclusions drawn from the interviews. The questionnaire is used to analyse the acceptance of new potential initiatives focused on a more social and environmentally sustainable management at SLB by the supporters. This questionnaire is intended for individuals over 16 years old.

For this study, a data collection approach using a questionnaire was utilized, consisting of two question types: multiple-choice and a five-point Likert response scale. Most of the questions in this questionnaire had been previously validated and used in previous studies. However, additional questions were incorporated based on the insights derived from the content analysis of interviews conducted with members of the *Sport Lisboa e Benfica* organization.

The questionnaire was conducted using Google Forms and was distributed to a random sample, clubs' supporters or not, but also including individuals who may attend sporting events without a specific club preference. This approach generated quantitative data for analysis, with 201 responses. The data collection period was from 14/06/2023 to 10/08/2023.

Statistical analyses were conducted using IBM SPSS statistical software (version 28) and AMOS v.24 software. The results of the questionnaire were analysed using statistical inference to draw conclusions from the sample.

3.4.1 Questionnaire structure

The questionnaire begins by providing an introduction to the respondents, explaining that it is a part of an academic research project with the purpose of obtaining a master's degree in Management of Services and Technology from ISCTE Business School. It then briefly outlines the goals of the study and emphasizes the importance of confidentiality and anonymity for all participants. The questionnaire is then divided into four sections.

The initial three sections of the questionnaire focus on assessing the social consequences of implementing sustainable practices in sports events and serve to measure the constructs of the conceptual model described in the literature review's conceptual model.

- The first provides answers to the questions used to measure each of the following constructs: Behavioural Belief and Outcome Evaluation, Normative Belief and Motivation to Comply and Control Belief and Perceived Power.
- The second section is aimed at gathering responses related to the attitude towards the intention to purchase the "Eco-Ticket".
- The third section aimed at gathering responses related to the intention to purchase "Eco-Ticket".

Finally, the last section intends to collect personal data of the respondent, including seven questions asking for age, gender, academic qualifications, which club the fan supports, whether they have a public transportation pass, how they travel to the stadium on game days, and the distance from home to the club stadium.

In the appendix C, it's possible to see all the items that are included in the questionnaire, following its adjustment for the particular context of this study. These adjustments result from changes in the wording to make it more closely related to the sports sector, as well as changes trat arise with the conclusions taken from the semi-structured interviews (further detailed in Chapter 4).

3.4.2   Independent variables

The variables that were used to characterize a person are age (Grills & Prus, 2008), gender (Tien & Huang, 2023), academic qualifications (Tian & Liu, 2022), which club the fan supports, whether possesses a public transportation pass, how travel to the stadium (de Hollander et al., 2015), and distance from home to the club's stadium (Reimers et al., 2014). The survey included only one open-ended question, which was regarding the age, while the rest utilized multiple-choice formats. For the questions regarding the individual's affiliated sports club and their mode of transportation to the stadium, another option was included to accommodate cases where none of the provided choices accurately aligned with the respondent's circumstances.

3.4.3   Pre-test of the Survey

Before sending the questionnaire to the participants, the authenticity of the content was ensured. A preliminary assessment involving six individuals from age groups, between 23 and 56 years old, and various educational backgrounds was conducted to identify potential problems and eliminate possible uncertainties in the questions.

Through these preliminary tests, it was possible to redefine some expressions to align them better, thus facilitating the understanding of the surveys by the respondents. Consequently, this procedure led to a few minor modifications – the final version of the questionnaire is available in Appendix B.

3.4.4   Sample's characterization

The target audience for this questionnaire comprises individuals who are 16 years old or older. The age restriction is implemented because individuals in this age group are typically considered mature enough to engage with significant societal matters, including environmental sustainability and social responsibility. Based on the research conducted by Paul et al. (2016), it was determined that young adults and adults have a greater ability to compare and analyse different options, enabling them to make informed and deliberate choices.

3.4.5   Data analysis tools

Data analysis entails the utilization of a range of statistical approaches, as outlined below:

i. Use descriptive statistics to describe the basic elements of the data being analysed. The data underwent examination using IBM SPSS Software (version 28.0) and Software AMOS v.24.

ii. The process of validating construct reliability and validity was also undertaken. Reliability was assessed using Cronbach's alpha, where items demonstrating limited factor loadings were removed from the model. These adjustments were guided by the requirement that a Confirmatory Factory Analysis CFA model with a one-factor solution must have a minimum of three indicators for effective model identification (Wang et al., 2019). Subsequently, calculations were performed for Composite Reliability (CR), and Average Variance Extracted (AVE) (Andaleeb, 2001). Finally, the hypotheses presented during Chapter 2 will be tested using Structural Equation Modelling (SEM) by simple and multiple linear regressions (Marôco, 2014).

3.4.6 Summary

The data gathered through the questionnaire was then analyzed using both descriptive statistics, reliability, and validity analysis, and SEM analysis.

Table 3.2 reviews the research structure and coherence to meet the objectives proposed in the thesis.

Table 3.2 - Partial Objectives, Research Questions and Analysis

Partial Objectives	Research Question	Approach & Analysis
Identify environmental and social sustainable measures adopted in other clubs in Europe	RQ1: "What is the current state of environmentally and socially sustainable solutions currently implemented within sports organization?"	Benchmarking
Analyse practices currently adopted by SLB in terms of sustainability		Interviews
Analyse whether SLB fans would be willing to accept new sustainability practices proposed by the club	RQ2: To what extent would *Sport Lisboa Benfica 's* fans be willing to adjust their habits and accept the new sustainable strategies proposed by the club?	Descriptive Analysis & Structural Equation Modelling
Propose strategies to be implemented by SLB in order to foster its environmental and social sustainability	RQ3: Which strategies focused on achieving a more social and environmentally sustainable management have potential to be adopted by SLB?	Qualitative & Quantitative Analysis

4   Data Analysis

In this section, a synthesis of the interviews will be presented, highlighting select responses from the participants' transcriptions. Additionally, the questionnaire sample will be characterized, followed by an analysis of the questionnaire results using IBM SPSS and AMOS software.

4.1   Step 1: Benchmarking

After gathering all the information regarding sustainability measures from the various clubs, it was necessary to organise the measures by area of action to facilitate further analysis (see appendix D).

By analysing the diagram areas, we were able to compare and see which ones had the most measures implemented among all the clubs (see figure 4.1).
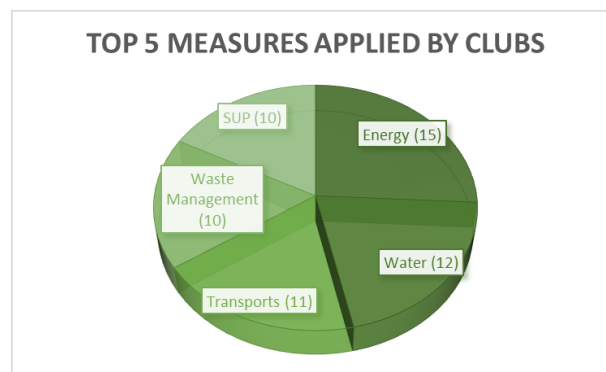
Figure 4.1 – Number of clubs that applied measures in these areas

After conducting an analysis of football clubs, it was found that none of the clubs in Spain, Italy, and Germany, had measures in all five areas of focus. In contrast, in UK, the results were more promising, as three clubs - Forest Green Rovers, Brighton-Hove-Albion, and Tottenham Hotspur - stood out for having implemented measures across all five key areas.

Also, in France, the analysis revealed a remarkable outcome, as all four clubs examined had sustainability measures in place for each of the top five areas of focus. This showcases a strong commitment to environmental sustainability among French football clubs.

Overall, findings underscore the varying degrees of progress and commitment to sustainability practices across different countries and football clubs. While some regions, like

26

England and France, demonstrate notable dedication in adopting comprehensive sustainability measures, others in Spain, Italy, and Germany still have room for further improvement in some areas.

One of the areas that stood out was transport, many of these clubs have matchday transport services, partnerships with public transport, where the match ticket gives free access to public transport for supporters to go to the stadium.

The next step was to check if *Sport Lisboa e Benfica* would be available to implement the ticket measure. To this measure was given the name of Eco-Ticket. The Eco-Ticket is designed for all clubs, in this case the club *Sport Lisboa e Benfica* was chosen as a pilot study, given its geographical proximity. For that, interviews were needed, to understand the openness from their side.

4.2   Step 2: Interviews

This section will provide a summary of the interviews based on the transcription of selected responses and the conclusions drawn by the interviewer. The summary will be organized according to the categories that were identified and linked to the research questions.

4.2.1   What Sport Lisboa e Benfica already do

As part of the interview script, questions were formulated to understand what Sport Lisboa e Benfica has already been doing in terms of sustainability, and how they assess their own situation.

When questioned about the measures already implemented by the club, there were several answers. From the implementation of water dispensing machines in offices and meeting rooms to combat the use of plastic bottles; use of rainwater on the roof of the stadium to wash the stands; backpacks that are sold in the *Benfica* shop, made from jerseys of equipment from past seasons that were not sold.

The turning point for a culture of concern at environmental level, according to OA "began with the ECO Center project, which was created in 2011, it was the first project at sustainability level." The ECO Center is a hub that has successfully collected, separated, stored and forwarded for recycling about 1200 tons of waste to date. The center has seen a remarkable increase in the selective separation of waste, with significant increases in the

quantities of paper and plastic packaging waste delivered and a marked reduction in the volume of unsorted waste. And as OA, said "Thanks to its efficient processes and rigorous control and sorting system, the ECO Center can guarantee a material recovery rate for recycling of almost 100%".

Over the past eight years, more and more sustainability projects have been created, hence the need to create an aggregating agent for the sustainability theme, *ECO Benfica*.

So, according to PF "*ECO Benfica* is a project that aims to be an aggregating hat between the various actions carried out by the club, since in the beginning there were many separate measures and today there is a specialized team working uniquely and exclusively on sustainability". At the moment, two of the project's main objectives are to move towards environmental certification, bearing in mind that the financial area is very closely linked to sustainability. And try to measure the carbon footprint of a game, which would help them identify more opportunities for improvement.

4.2.2 Willingness to adopt sustainability policies

Sport Lisboa e Benfica plays a crucial role, according to RL, not only in " engaging the masses, but also as a vehicle of communication." Such vehicle can transmit meaningful messages and set an example. The organization aims to establish itself as a model for the implementation of sustainable measures. This is evidenced by their achievements to date, including MOVE+ certification, a rating system that evaluates the energy performance of vehicle fleets, with the aim of promoting efficient transportation. In addition, they are the first sports club to participate in the Lisbon Green Capital 2020 initiative, which focuses on energy, water, mobility, waste, and green infrastructure.

Furthermore, the interviewees agreed that implementing a football ticket with access to public transportation included in the price (Eco-Ticket) would be a good measure. This would result in a decrease in the use of private transportation on game days since most of the interviewees recognized that "parking lots around the stadium tend to fill up on game days, and the entire stadium area becomes chaotic with cars."

4.2.3 Carbon footprint and more sustainable transport alternatives

When asked about the fact that carbon footprint reduction is an important issue at *Benfica*, all interviewees agreed that it is. Although calculating the footprint is not yet a reality at Benfica, it is something they are aiming to have in the very near future. One of *Eco Benfica*'s upcoming goals is to measure how much CO_2 is produce in a match. Always with the intention of measuring what they are already doing, to take measures to improve what is needed.

By measuring the carbon footprint, and seeking to reduce it, they will encourage supporters to use public transport. Just the fact that the supporters themselves feel part of the change makes it easier for them to adhere to the proposed measures. And these projects do not create constraints for them. As PF said in the interview, "the transport network is created, people use it, and say good things about it, and the company is encouraging people to use transport in an almost automatic way, because people like it." In the case of the supporter, it is the same, because they know that by using the car it will be more time consuming and confusing, and by transport it is quicker and simpler.

4.2.4 Social responsibility and supporters focus

In reference to the social initiatives undertaken by SLB, the primary intent behind the questions outlined in the interview guide is to understand the scope of activities carried out by the Benfica Foundation and explore the ways in which we can align sustainability with Corporate Social Responsibility (CSR).

According to NC, the *Benfica* Foundation objective is to "actualize the social work undertaken by *Sport Lisboa e Benfica*." The foundation's funding is sourced from city councils, IRS consignment, as well as donations from employees and supporters. Regrettably, despite the multitude of initiatives and the support received, the interviewees express a sense of insufficiency in terms of scale-meaning the desire to assist a greater number of individuals, which would require increased financial investment.

Furthermore, the presence of the foundation cultivates a perception and an image in society of a club that prioritizes social responsibility. Additionally, it is believed that embracing such practices will have a tangible impact on the everyday lives of supporters. Furthermore, when asked about the role that large sporting institutions should play in this issue, it was found that the "emotional aspect" has a primary effect, and influences feedback

regarding environmental issues. The fact of being a love brand always ends up influencing the habits of the supporters. Because they like and support *Benfica* football, but also everything that is inherent to the club.

4.2.5 Interviews Summary

Concerning the role of these organisations in society, it was observed that sports institutions should be the first to "set an example and implement measures", using the "visibility and power of influence on the social and sustainable part" of supporters and society in general.

4.3 Step 3: Questionnaire

The questionnaire designed for this study has a sociodemographic characterization of the sample. Subsequently, the detailed outcomes of the responses pertaining to each construct in the conceptual model will be presented.

4.3.1 Sample Characterization

To characterize the sample, the following variables were used: gender, age, education, and club preferences.

According to gender, it is possible to verify a relatively balanced distribution with 56.2% for the feminine and 43.3% for the male gender and 0.5% chose not to answer. Regarding the independent variable age, this variable was aggregated into 2 groups to facilitate statistical interpretation, "50 years or less" and "more than 50 years". According to this categorization, the sample shows that 76.1% of the respondents are 50 or less years old and 21.9% are over 50.

For the education level, a substantial part of the respondents in the sample, 59,2% have already completed their higher education, 23.9% are completing the higher education, revealing a well-educated sample.

Finally, considering the club preference, 36.3% of the respondents are supporters of *Sport Lisboa e Benfica*, 33.3% are supporters of *Sporting Clube de Portugal* and 19.4% are not supporters of any club. The other part is divided between 3 clubs and 11 respondents who supporters for *Futebol Clube do Porto* (5.5% of the sample), 5 are *Sporting Clube de Braga* supporters (2.5% of the sample), and 1 is support of *Futebol Clube de Arouca* (0,5% of the sample).

4.3.2   Reliability Analysis

To employ the conceptual model provided, it is crucial to analyse the validity of these constructs in the context of the sample used. The evaluation of internal consistency across items and domains was conducted through the utilization of Cronbach's alpha. Cronbach's alpha, a reliability coefficient, was utilized to evaluate the efficiency of a group of items in measuring a latent construct. This assessment is contingent upon the quantity of items and their average correlations. (Andaleeb, 2001).

While Cronbach's alpha less than 0,6 is considered low, Cronbach's alpha values between 0,6 and 0,8 are considered moderate but acceptable. A Cronbach's alpha between 0,8 and 1 is considered very good (Azhar, Daud, Khidzir & Ismail, 2018).

The internal consistency of the constructs ranged from a minimum of 0,477 (weak) on the Subjective Norm scale to a maximum of 0,915 (excellent) on the Attitude scale (see table 4.1).

Table 4.1 – Cronbach's Alpha Analysis

	Alpha Cronbach	Nº of Items
Behavioural Belief	0,914	5
Outcome Evaluation	0,858	5
Normative Belief	0,697	5
Motivation to Comply	0,748	5
Control Belief & Perceived Power	0,532	4
Attitude	0,915	5
Subjective Norm	0,447	4
Perceived Behavioural Control	0,743	3
Brand Image	0,644	4
Willingness to Pay More	0,762	4
Purchase Intentions	0,757	3
Purchase Behaviour	0,683	5

After analysing table 4.1 it was concluded that existed two constructs with values below 0,6: Control Belief & Perceived Behavioural and Control and Subjective Norm. Therefore, through the SPSS program, the intention was to remove some of the questions regarding the construct Subjective Norm to obtain the desired values, as can be seen in the table below.

Table 4.2 – Subjective Norm if item deleted

	Item Total Correlation	Cronbach's Alpha if Item Deleted
SN1: Most people who are important to me think I should adopt sustainable pratices	0,291	0,390
SN2: Most of my club supporters think I should adopt sustainable pratices	0,463	0,211
SN3: My club's management, atheletes and sports enterpreneurs encourage fans to adopt sustainable practices	0,360	0,325
SN4: I don´t plan to buy the Eco-Ticket	0,041	0,621

In the construct Subjective Norm when the last question was removed, Cronbach's alpha increased to 0,621. This construct remains valid since it shows good internal consistency (Cronbach's alpha higher than 0,6). Results are presented in the table 4.2.

Contrary to what happened in the Subjective Norm construct, in the Control Belief & Perceived Behavioural, this construct remains valid, since the value in the convergent and discriminant validity analysis (see appendix E) was higher than the Subjective Norm.
The descriptive statistics for the values obtained for the constructs being analysed can be seen in the following table. It shows the minimum and maximum values, the average, and the respective standard deviations.

Table 4.3 - Descriptive statistics

	Minimum	Maximum	Average	Standard Deviation
Behavioural Belief	1,00	5,00	1,90	0,55
Outcome Evaluation	1,00	5,00	1,92	0,44
Normative Belief	1,00	5,00	2,15	0,83
Motivation to Comply	1,00	5,00	3,77	0,89
Control Belief & Perceived Power	1,00	5,00	1,98	0,43
Attitude	1,00	5,00	4,31	0,74
Subjective Norm	1,00	5,00	2,52	0,96
Perceived Behavioural Control	1,00	5,00	1,95	0,71
Brand Image	1,00	5,00	3,50	0,97
Willingness to Pay More	1,00	5,00	3,44	1,05
Purchase Intentions	1,00	5,00	3,83	1,05
Purchase Behaviour	1,00	5,00	1,87	0,58

4.3.3 Confirmatory Factor Analysis (CFA)

The structure of the factor model was analysed using confirmatory factor analysis (CFA). Verifies the reliability of the measurement scales. In this case, dimension Perceived Behavioural Control and Purchase Intentions have 3 items, while the other dimensions have 4-5 items which justify this numbers, Comparative Fit Index (CFI)= 0.850, the RMSEA = 0.053 and the SRMR = 0.073, that indicate a good quality fit. Generally, CFI should be higher than 0.9, but for this study, deleting items will cause the loss of information, and based on the Bentler (1990) study these values still suggest a good fit between the observed data and the model.
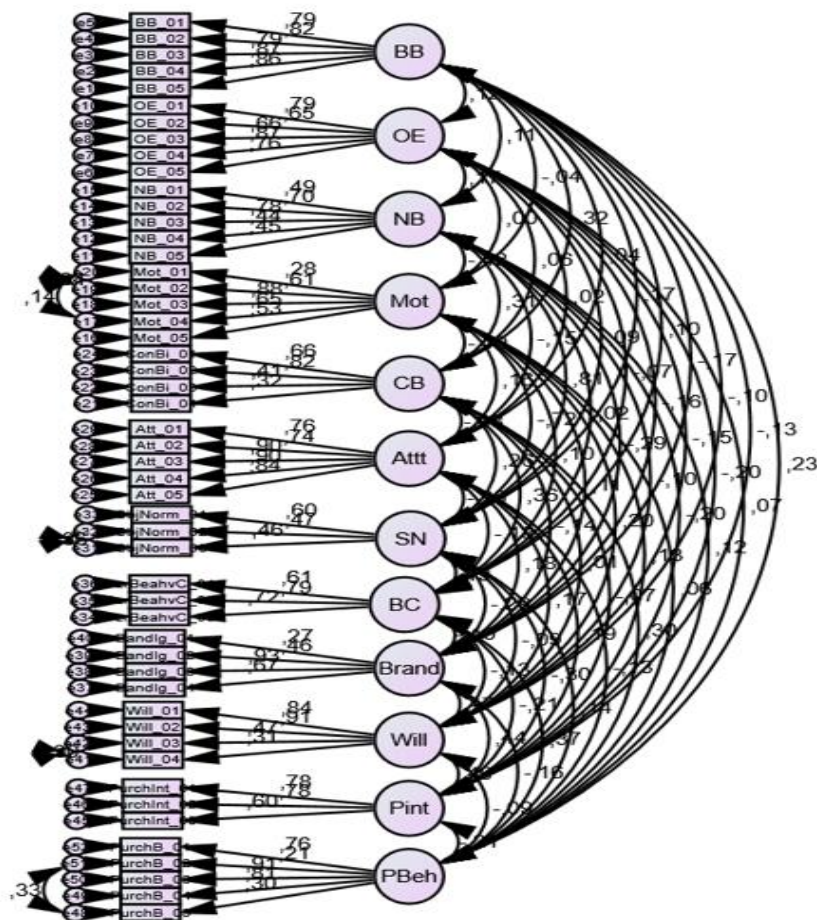
Figure 4.2 -Factor model adjusted to a sample of 201 respondents

The criteria for CR and AVE judgment are CR> 0.7, AVE> 0.5 (Cheung et al., 2023). The Subjective Norm (SN) scale has a Composite Reliability (CR) value of less than 0.60. Some constructs have AVE values below 0.50, such as Normative Belief, Motivation to comply, Control Belief, among others, see Appendix E. Regarding the construct Willingness to Pay More, a question was eliminated from further analysis to improve the internal consistency, convergent and discriminant validity of the constructs.

4.4   Model analysis
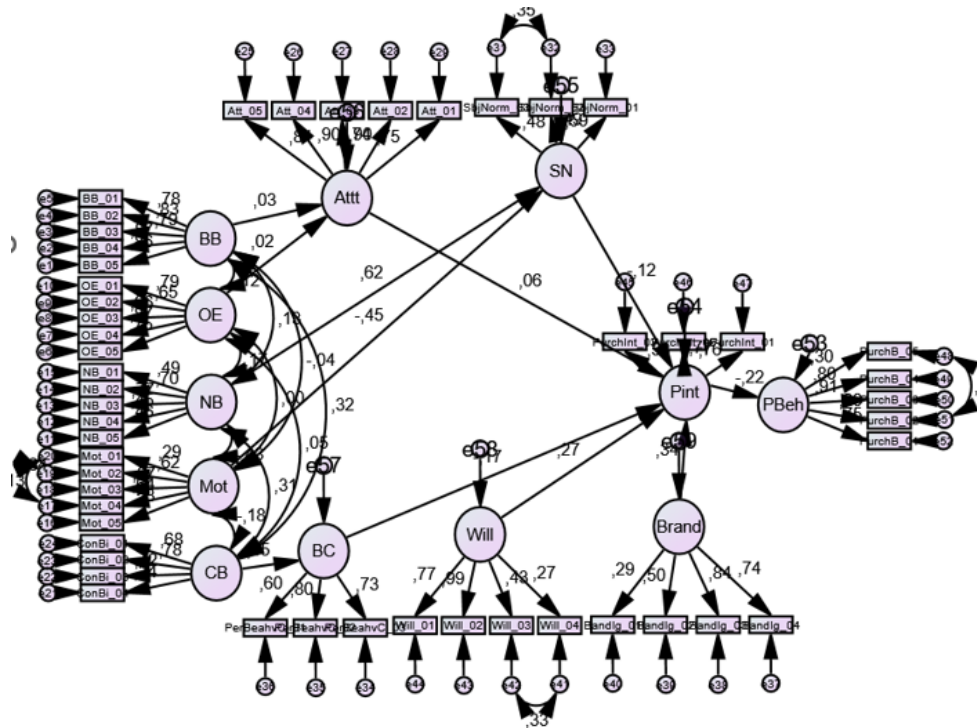
Figure 4.3 - Causal model with standardised trajectories

The present research used the Theory of Planned Behaviour and incorporated two new constructs, namely, Brand image and Willingness to Pay More (WPM) into the original model with the aim of understanding the behaviour of Portuguese football clubs' supporters.

In relation to the salient belief constructs of the TPB, Normative Belief was found to have a positive influence on its respective predictor construct (Subjective Norm).

Considering the added constructs, both demonstrated close and high values. Brand image was reported to have a positive influence on Purchase Intention highlighting the role of the brand image in the decision-making process, as did the construct Willingness to Pay More, which that demonstrated a significant impact on the consumer's green Purchase Intention.

The model explains 23.5% of Purchase intention and 5% of Purchase behaviour. To see the analysis output generated in the Amos software, see Appendix F.

4.5 Structural Equation Modelling

Table 4.4 - Standardised and non-standardised factor estimates

			Non-standardised estimates	S.E.	C.R.	Standardised estimates (β)	p
Behavioural Belief	→	Attitude	0,03	0,079	0,381	0,029	0,703
Outcome Evaluation	→	Attitude	0,025	0,126	0,195	0,015	0,845
Normative Belief	→	Subjective Norm	0,833	0,201	4,134	0,62	***
Motivation to Comply	→	Subjective Norm	-0,485	0,131	-3,713	-0,453	***
Control Belief & Perceived Power	→	Perceived Behavioural Control	0,535	0,19	2,809	0,349	0,005
Attitude	→	Purchase Intentions	0,071	0,089	0,8	0,061	0,424
Subjective Norm	→	Purchase Intentions	-0,14	0,104	-1,349	-0,117	0,177
Perceived Behavioural Control	→	Purchase Intentions	-0,299	0,154	-1,944	-0,17	0,052
Brand Image	→	Purchase Intentions	0,698	0,254	2,75	0,338	0,006
Willingness to Pay More	→	Purchase Intentions	0,209	0,062	3,393	0,265	***
Purchase Intentions	→	Purchase Behaviour	-0,081	0,037	-2,214	-0,223	0,027

*$p \leq .05$ **$p \leq .01$ ***$p \leq .001$

Hypothesis 1: Behavioural beliefs positively influence the Attitude Towards the Application of Sustainable Measures.

The standardized regression coefficient between Behavioural beliefs and attitude toward the application of sustainable measures is not statistically significant, β = 0,029, p = 0,703 (see in table 4.4), thus failing to confirm the stated hypothesis. The construct of Behavioural beliefs was evaluated using five indicators with varying values, ranging from 1,92 to 2,3 (refer to Appendix G for details). Additionally, based on the age and gender of the respondents, a composite index of Behavioural beliefs was formulated (see Appendix H).

Hypothesis 2: Outcome Evaluation positively influence the Attitude Towards the Application of Sustainable Measures.

The standardized regression coefficient between Outcome Evaluation and attitude towards the application of sustainable measures is not statistically significant β = 0,015, p = 0,845, (see in table 4.4). Therefore, the stated hypothesis is not confirmed. Regarding the Outcome

Evaluation construct, it was assessed using five indicators with varying values, spanning from 1,88 to 1,99 (please refer to Appendix G for details). Further information regarding this construct, obtained through the SPSS program, is provided in Appendix H.

Hypothesis 3: Normative Beliefs positively influence the Subjective Norm.

The standardized regression coefficient between Normative Beliefs and subjective norms is statistically significant, positively moderate $\beta = 0,620$, $p < 0,001$, (see in table 4.4), confirming the stated hypothesis. As for the Normative Beliefs construct, it was evaluated using five indicators with diverse mean values, ranging from 1,88 to 2,78 (as detailed in Appendix G). Furthermore, a composite construct was derived, and its distribution among respondents is illustrated in Appendix H, providing additional insights into this construct.

Hypothesis 4: Motivation to Comply positively influence the Subjective Norm.

The standardized regression coefficient between Motivation to Comply and subjective norms is statistically significant, moderately negative $\beta = -0,453$, $p < 0,001$, (see in table 4.4) contradicting the stated hypothesis. As for the Motivation to Comply construct, it reveals the mean values for each question, spanning from 3,36 to 4,1 (see appendix G). Utilizing age and gender as two key indicators, a composite index was formulated, and Appendix H provides a distribution among respondents to further illuminate this construct.

Hypothesis 5: Control Beliefs and Perceived Power positively influence the Perceived Behavioural Control.

The standardized regression coefficient between Control Beliefs and Perceived Power and perceived behavioural control is statistically significant, positively weak $\beta = 0,349$, $p = 0,005$ (see in table 4.4), confirming the stated hypothesis. Concerning the Control Beliefs and Perceived Power construct, it underwent assessment through four indicators. In Appendix G, you can observe the mean values for each question, which range from 1,9 to 2,13. More detailed information about this construct, referred in Appendix H.

Hypothesis 6: Attitude positively influence Purchase intentions.

The standardized regression coefficient between Attitude and Purchase Intentions is not statistically significant $\beta = 0,061$, $p = 0,424$ (see in table 4.4), thus failing to confirm the

36

stated hypothesis. As for the construct itself, it was assessed using five indicators on a 5-point semantic differential scale. Mean values for each question range from 4,18 to 4,46, as detailed in Appendix G. An aggregate Attitude index was created, with more details (see appendix H).

Hypothesis 7: Subjective norms positively influence Purchase intentions.

The standardized regression coefficient between Subjective Norms and Purchase Intentions is not statistically significant $\beta = -0,117$, $p = 0,177$ (see in table 4.4), thus failing to confirm the stated hypothesis. Regarding the construct itself, it was assessed using four indicators on a 5-point Likert scale (refer to Appendix G). Within Appendix G, you can observe the mean values for each question, which range from 2,16 to 3,69. Based on this construct, Appendix H was compiled, presenting the distribution among respondents.

Hypothesis 8: Perceived behavioural control positively influences Purchase intentions.

The standardized regression coefficient between Perceived Behavioural Control and Purchase Intentions is marginally significant and negative $\beta = -0,170$, $p = 0,052$ (see in table 4.4), suggesting a lack of confirmation for the stated hypothesis. The construct itself was assessed using three indicators, with mean values ranging from 1,92 to 1,98 (see Appendix G). Appendix H has additional information.

Hypothesis 9: Brand image positively influence Purchase intentions.

The standardized regression coefficient between Brand Image and Purchase Intentions is statistically significant, positively weak $\beta = 0,338$, $p = 0,006$ (see in table 4.4), confirming the stated hypothesis. The Brand Image construct was assessed using four indicators, as outlined in Appendix F. Mean values for the items in Appendix G vary, ranging from 3,35 to 3,78. Further information about this construct is available in Appendix H for a more comprehensive understanding.

Hypothesis 10: Willingness to Pay More positively influence Purchase intentions.

The standardized regression coefficient between Willingness to Pay More and Purchase Intentions is statistically significant, positively weak $\beta = 0,265$, $p < 0,001$ (see in table 4.4), confirming the stated hypothesis. As for the Willingness to Pay More construct, it was evaluated using four indicators. Mean values for each question can be found in Appendix G,

ranging from 3,27 to 3,52. Further detailed information about this construct is available in Appendix H.

Hypothesis 11: Purchase intentions positively influence Purchase behaviour.

The standardized regression coefficient between Willingness to Pay More and Purchase Intentions is statistically significant, negatively weak $\beta = -0,2223$, $p = 0,027\ 703$ (see in table 4.4), failing to confirm the stated hypothesis. The Purchase Intention construct was assessed using three indicators, as shown in Appendix F, with item values ranging from 3.71 to 3.88. In the case of the Purchase Behaviour construct, it was evaluated using five indicators, also detailed in Appendix G, with item values varying from 1,64 to 2,25. For more detailed information about these constructs, please refer to Appendix H.

4.6   Step 4: Conclusions & Recommendations

The data collected regarding the respondents' sustainable behaviour in their homes compared to the importance they place on sustainable practices at sports events are illustrated in the following graphs.
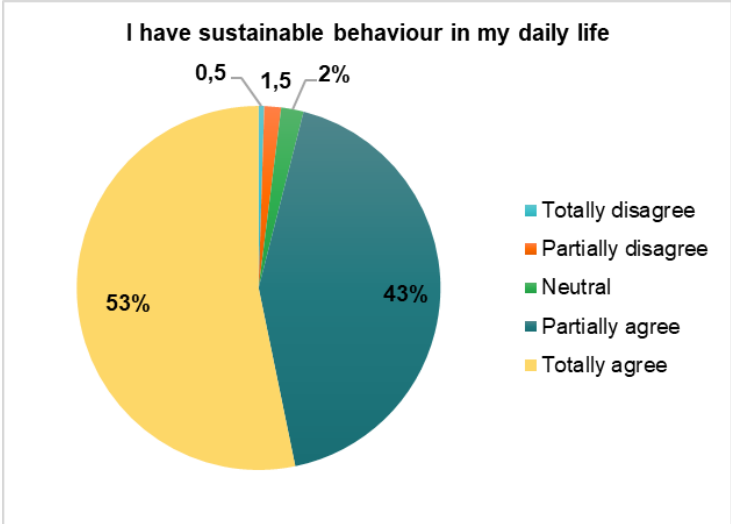
Figure 4.4 - Sustainable behaviour in daily life

Figure 4.4 illustrates that a significant portion of the surveyed participants (53% of the respondents) totally agree with the statement that they exhibit sustainable behavior in their daily lives. When focusing on the age group of young individuals, encompassing those aged up to 25 years, 93 respondents fall within this category. Among them, 56% express complete

agreement, while 41% exhibit partial agreement with the statement. These findings are promising, indicating that individuals already integrating sustainable practices in their routines are likely to extend these behaviors to stadium experiences.
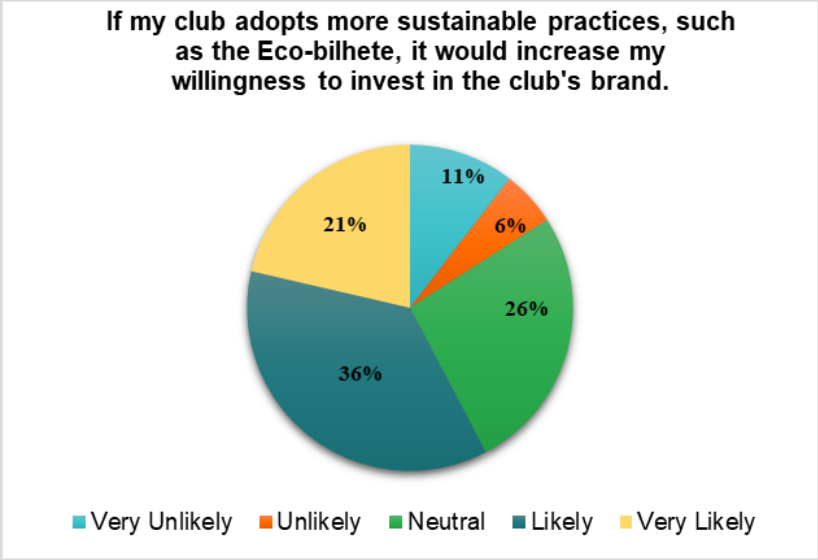
Figure 4.5 - Willingness to invest in the club´s brand

In Fig. 4.5, 36% of the respondents partially agree with the statement, while 21% totally agree, highlighting strong support for the club's sustainability policies. This data underscores a substantial endorsement for the club's sustainability efforts, showing that a significant portion of surveyed individuals is willing to purchase the Eco-Ticket to contribute actively.

However, it's important to consider those who responded neutrally or negatively, as addressing their concerns is crucial for furthering sustainability initiatives within the club.
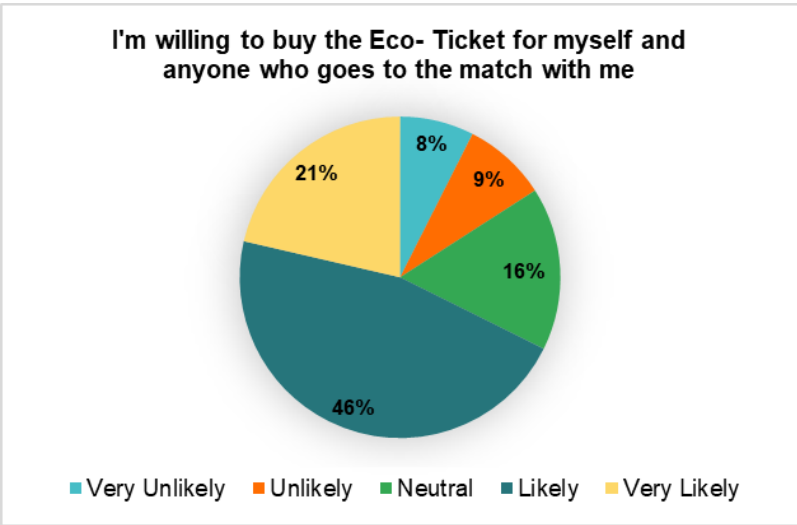
Figure 4.6 - Willingness to buy the Eco- Ticket

In this case, a notable number of respondents, specifically 46% who had chosen "Likely" and 21% who had opted for "Very Likely," expressed a strong inclination to acquire the Eco-Ticket for themselves and their companions attending the match (Figure 4.6). This underscored their robust enthusiasm for the eco-friendly ticket option and reflected an overall positive reception of the club's sustainability efforts within the dataset. Regarding ticket purchases for stadium attendance among the younger demographic, 44% of the individuals had expressed a "likely" to buy tickets for themselves and their companions, with 23% indicating "very likely". This demonstrated the considerable receptiveness of young individuals to this measure as well.

To further enhance engagement, consider offering special incentives, discounts, or exclusive benefits to fans choosing the Eco-Ticket, such as privileged access to specific areas and events aligned with the club's social and environmental sustainability initiatives. Also, considering that young individuals have shown considerable receptiveness to the Eco-Ticket, special conditions could be devised for them.

5 Conclusion

This chapter serves as a platform for showcasing the key insights gleaned from this research. We will provide responses to the research questions and engage in a comprehensive discussion regarding the accomplishment of the objectives delineated in Chapter 1, utilizing the analyses from the preceding chapter as reference. Additionally, we will acknowledge and present any identified limitations, alongside offering recommendations to guide future research initiatives.

5.1 Challenge and context

Sport Lisboa e Benfica has embarked on sustainability initiatives across various sectors, but a significant challenge persists. This challenge lies in the areas that have not received comprehensive attention, specifically transport, carbon footprint assessment, sustainable dietary options, and the creation of effective sustainable campaigns and initiatives. These unexplored facets constitute the importance of this project, underscoring the crucial necessity to cultivate sustainable practices within the club that seamlessly integrate both social and environmental dimensions, thus further emphasizing its significance.

The main objective of this thesis is to explore practices for enhancing *Sport Lisboa e Benfica's* social and environmental sustainability and evaluates supporters' receptiveness to these initiatives, by using a mixed-methodology approach.

5.2 Contributions

The present thesis complements existing literature on sustainability and behaviour prediction. The questionnaire utilized and its subsequent results allowed further study of the construct of Purchase Behaviour, and the testing of its relationship to Attitude toward the behaviour, Subjective Norm, Perceived Behavioural Control, Brande Image, and Willingness to Pay More.

By introducing new variables to the model – Brand Image and Willingness to Pay More – it was possible to assess the relevance of every construct to the behaviour intention of the TPB. The Brand Image value and Willingness to Pay More were, correspondingly, the first and second most significant determinants to Purchase Behaviour. Following this line of reasoning, can be concluded that there is a great benefit in incorporating variables in the original TPB.

Thus, by providing further evidence for the belief in the addition of variables, it contributes theoretically to rethinking or adapting the TPB model.

The practical underpinnings of this thesis strived to provide feasible managerial recommendations for the Portuguese club examined, based on the responses and results gathered. Thus, despite its limitations, which will be further examined in the following chapter, the work developed within the scope of this thesis also adds to existing practical knowledge in the area.

5.3 Addressing the Research Questions

RQ1: "What is the current state of environmentally and socially sustainable solutions implemented within sports organization?"

As the global sports industry continues to expand, environmental concerns are becoming increasingly significant in the planning of competitions, major sporting events, and the day-to-day operations of sports organizations.

Sport Lisboa e Benfica stands out in Portugal for its proactive approach to sustainability. It has established a dedicated department aimed at enhancing the organization's sustainability efforts. This department ensures continual improvement, striving for national and international recognition as a leading authority in this field.

Internationally, clubs are adopting a range of measures to promote sustainability, including embracing veganism across their entire organization, utilizing innovative projects like grass-made mobile phone covers, and incorporating recyclable cups. Some clubs have even established 'sustainability hubs,' fostering the exchange of best practices for mutual learning. These hubs serve as drivers for innovative initiatives that positively impact the environment and society.

Numerous examples illustrate their commitment to navigating towards a more sustainable future. They are increasingly implementing environmentally and socially responsible solutions, setting a compelling example for others to follow. These efforts have not only reduced energy, water, and waste-related costs but have also enhanced visibility and opened up new pathways for business development.

RQ2: To what extent would *Sport Lisboa Benfica 's* fans be willing to adjust their habits and accept the new sustainable strategies proposed by the club?

Regarding this research question, it is imperative to scrutinise the questionnaire items that assess the respondents' openness to the Eco-Ticket initiative, since it was the measure studied for supporters.

To begin, analysing participants' responses concerning whether purchasing the Eco-Ticket enables the adoption of environmentally friendly practices, it was observed that a substantial number of individuals (185 respondents) fully agreed with the statement, which serves as a positive indicator. Additionally, the questionnaire revealed that time and effort are crucial variables for people considering the adoption of the Eco-Ticket.

Regarding the question of whether fans are inclined to obtain the Eco-Ticket for personal use, 88 individuals view it as likely, and 48 people find it highly probable. Although the latter number might not be encouraging, the club's substantial influence on people suggests that if the organization actively promotes sustainable practices, it will be easier to captivate supporters' interest in these matters.

Lastly, when examining the adoption of sustainable practices within stadiums, a total of 62 respondents fully agreed with the statement, and 61 partially agreed. Despite these encouraging figures, it remains the responsibility of sports organizations to advocate for sustainable initiatives among their supporters, ensuring an increasingly positive impact on the environment.

Sport Lisboa Benfica's fans have shown openness to the Eco-Ticket initiative, with a significant number expressing agreement and likelihood to adopt environmentally friendly practices. Despite initial hesitations, the club's influential role indicates that active promotion of sustainable measures could foster fan engagement, making them increasingly receptive to the proposed eco-friendly strategies.

RQ3: Which strategies focused on achieving a more social and environmentally sustainable management have potential to be adopted by *Sport Lisboa Benfica*?

SLB, being a prominent sports organization in Portugal, consistently in the media spotlight, has expressed its genuine interest in fostering innovative ideas and positively influencing other sports entities, non-profit organizations, and society at large. The organization is fully committed to forming partnerships aimed at strengthening social and sustainable initiatives. Of course, the feasibility of such collaborations depends on several factors, including the

necessary investment and the mutual benefits for both SLB and its prospective partners, as well as the positive impact on the environment and society.

In terms of actionable strategies identified through interviews, three key areas emerged: forming alliances with public transportation companies, transitioning the club's vehicles to hybrid models, and calculating and minimizing the club's carbon footprint. One promising initiative was the introduction of an Eco-Ticket, aligning with the club's ongoing efforts to promote public transit usage. For instance, during an adapted sports event, attending teams are encouraged to utilize public transport, showcasing the club's commitment to this cause.

By measuring and aiming to reduce its carbon footprint, SLB recognizes the importance of incentivizing individuals to opt for public transportation, significantly reducing their overall environmental impact.

5.4   Limitations

Although genuine attempts were made to conduct this research in a valuable and insightful manner, it does have its limitations. Readers should acknowledge these constraints, as being mindful of them is crucial in shaping future research in this field.

1. The narrow focus on a single football club, limiting the generalizability of findings to the broader football context. Moreover, by confining the study solely to the Portuguese football scenario, there is a risk of missing out on insights and nuances that could be obtained from including clubs from other countries.

2. This research examined sustainable measures, with a specific emphasis on the Eco-Ticket. It's important to recognize that the outcomes could have varied if additional forms of sustainable measures had been investigated.

3. The conceptual model presented was adapted from the Theory of Planned Behaviour, and two variables were added, which are Willingness to Pay More and Brand Image. More variables can be included in future research.

4. Results presented in this study are the consequences of constraints stemming from the scope of the research sample. Consequently, the sample size is neither statistically significant nor extensive enough to generalize its characteristics to the Portuguese population. This is an exploratory study aimed to capture opinions on the issues analysed.

5.5   Future Research Recommendations

After considering the mentioned constraints, exploring other sports organizations could be an attracting direction for future research. This approach could lead to a more comprehensive analysis of the Portuguese club's environment, enhancing our understanding of the subject.

It would also be interesting, instead of studying Portuguese clubs in general, to compare between geographical locations. For example, between the North and the South, or between Mainland Portugal and the archipelagos.

Additionally, expanding the sample size in the questionnaire is another viable option. This factor presents a significant research opportunity to measure the acceptance of sustainable measures across different sports clubs.

Furthermore, for future research, it would be interesting to include the perspective of public transport companies, since they are part of the change process and have a lot of influence on it, which could make interesting contributions.

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7   Appendix

7.1   Appendix A – Interview Script

Introdução

Legitimação e motivação da entrevista

As questões que irão ser apresentadas integram uma pesquisa académica em desenvolvimento no âmbito do Mestrado em Gestão de Serviços e da Tecnologia do Instituto Universitário de Lisboa, ISCTE-Business School. A pesquisa, que está a ser realizada pela mestranda Matilde De Lemos sob orientação das Professoras Isabel Duarte de Almeida e Teresa Sofia Grilo, incide sobre a procura de um modelo de gestão sustentável e de desempenho da sustentabilidade em organizações desportivas.

O foco do projeto incide na forma como as soluções ambientais e sustentáveis estão a ser consideradas nas instalações desportivas e nas organizações desportivas, como o Sport Lisboa Benfica, doravante designado por "Benfica", e que estratégias eficazes para ajudar a mitigar as emissões de carbono seriam aceites e passíveis de aplicar atualmente.

Esta mudança para um comportamento organizacional mais sustentável é particularmente pertinente em eventos desportivos com a presença de milhares de adeptos onde a prática de ações mais verdes iriam ter um impacto mais significativo na diminuição da pegada de Carbono.

Nesta entrevista serão garantidos os termos de confidencialidade e anonimato se necessário. Para além disto, reserva-se o direito de não responder a alguma pergunta.

Agradecendo, desde já, a sua participação, solicita-se autorização para a gravação áudio da entrevista, com o único propósito de transcrição da mesma, garantindo-se a clareza das respostas.

Entrevistado

• Sexo (Feminino, Masculino, prefere não responder)

• Idade

• Formação

• Função na organização

• Tempo na organização

O guião desta entrevista envolve 20 questões que estão organizadas em quatro grupos, respetivamente: Grupo I) questões com foco nas questões políticas de sustentabilidade do Benfica; Grupo II) questões relacionadas com o cálculo da pegada de Carbono no Benfica e apreciação da alternativa mais

sustentável de transporte; Grupo III) questões relacionadas com a perceção dos adeptos e com as ações de cariz social praticadas pela organização e Grupo IV) questões conclusivas.

Questões

Grupo I → Foco nas políticas de sustentabilidade do Benfica

1. a) De que modo a temática de Sustentabilidade tem sido abordada pelo Benfica?

   b) Consegue identificar o momento de viragem e quem o iniciou?

   c) Acredita que existe uma cultura de preocupação a nível ambiental na organização?

2. a) Que práticas/medidas de sustentabilidade reconhece serem usadas no Benfica?

   b) De entre as práticas/medidas de sustentabilidade que referiu, quais as que reconhece como sendo mais importantes?

   c) É feito algum acompanhamento do impacto dessas práticas?

   d) Se sim, que indicadores são utilizados?

3. a) No Benfica, como organização, têm conhecimento da *framework* das nações unidas focada no impacto do desporto no desenvolvimento sustentável?

   b) Se sim, o Benfica, como Organização segue as prioridades definidas no quadro das Nações Unidas para o Desporto como facilitador para o desenvolvimento sustentável?

4. a) Que infraestruturas e políticas empresariais entende serem necessárias para uma Organização Desportiva ser sustentável, quer no dia-a-dia da organização, quer nos dias de eventos desportivos?

   b) O Benfica possui essas infraestruturas ou considera que deveria ser feito um investimento para as alcançar?

5. Qual seria o benefício para a organização em posicionar-se como uma instituição desportiva a ter preocupação e responsabilidade ambiental?

6. a) Tem conhecimento do projeto ECO Benfica?

Se sim

b) Quais são os objetivos do projeto?

c) Quais as ações praticadas até à data? E quais estão previstas ser tomadas no futuro?

Grupo II → Foco no cálculo da pegada de Carbono no Benfica e apreciação da alternativa mais sustentável de transporte

7. O Benfica calcula a sua pegada de carbono? Se sim, como o faz?

8. A redução da pegada do carbono é um tema importante no Benfica? É algo que estejam atentos, e a tentar reduzir?

9. Num dia de jogo do Benfica, milhares de adeptos deslocam-se para o estádio do SLB.
a) Tem perceção de quantos escolhem ir de transporte particular e quantos optam pelo transporte público?
b) Tem perceção da quantidade de CO2 criado nas deslocações dos adeptos para os jogos?

10. Na Europa, existem já alguns clubes com parcerias a nível de *carpooling* ou transportes públicos /*Shuttle*/ pontos de bicicletas ou trotinetes perto do estádio, como alternativa ao transporte privado nos dias de jogo. Estas parcerias tornam a deslocação para o estádio mais sustentável.

a) O Benfica estaria aberto a uma parceria deste género?
b) Destas hipóteses quais seriam as modalidades que teriam mais interesse em fazer parceria com? (*Carpooling*, transportes públicos, *Shuttle*, postos de bicicletas ou trotinetes perto do estádio)
c) Que outras parcerias consideraria interessantes para o Benfica, para além das mencionadas anteriormente?

11. Que importância teria para o Benfica o estabelecimento de uma parceria que permitisse a combinação do uso de transportes públicos/privados mais sustentáveis para os adeptos em dias de jogo no estádio do Benfica?

12. Ao longo da sua experiência, alguma vez surgiu a hipótese de se criar uma parceria cujo objetivo não seria lucro, mas o de promover o bem-estar social e ambiental?

13. Os fornecedores do Benfica são selecionados com base em alguma política de responsabilidade/sustentabilidade? Se sim, qual/quais? Se não, qual/quais os motivos para não o fazerem?

Grupo III → Foco nos adeptos e em práticas de cariz social.

14. Já tiveram, no Benfica, iniciativas a nível da sustentabilidade onde incluem o adepto? Se sim, qual o grau de participação dos adeptos nas mesmas?

15. a) Qual é a vossa perceção quanto à vontade dos adeptos aderirem a medidas sustentáveis?

b) Como vê o papel das organizações desportivas em influenciar os adeptos para que estes adotem melhores práticas ambientais e sociais, dentro e fora dos recintos desportivos?

c) Acredita que as grandes organizações têm um papel influenciador na sociedade e que, ao adotarem estas medidas, podem influenciar a que os adeptos e a sociedade em geral deem mais atenção a estes temas?

d) Considerando o exemplo em particular do estabelecimento de parcerias que permitissem a combinação do uso de transportes públicos/privados mais sustentáveis, como prevê que seja a adesão dos adeptos a esse nível?

16. a) Quais os benefícios que vê numa mudança de visão da organização mais direcionada para a sustentabilidade?

b) Quais os maiores desafios a enfrentar nessa mudança?

17. a) Dada a sua experiência, que tipos de ações de cariz social são praticadas pelo Sport Lisboa e Benfica?

b) Na sua opinião, existem ações que poderiam/deveriam ser tomadas pelas organizações desportivas com o objetivo de melhorar o bem-estar da sociedade?

18. a) Que ações seriam essas? De que forma poderiam ser implementadas?

b) Quais são as maiores barreiras que vê para a adoção de mais ações de cariz social?

c) De que forma é que essas práticas iriam afetar o reconhecimento dos adeptos e da sociedade em geral?

Grupo IV → Grupo conclusivo

19. Tem a perceção da existência de alguma pressão da sociedade para que as grandes instituições se tornem socialmente e ambientalmente mais responsáveis? Reconhece que esta pressão existe no Benfica? Se sim, de que modo ela se tem manifestado?

20. O Benfica estaria disponível para:

a) Permitir o envolvimento tanto dos trabalhadores como dos adeptos na tomada de decisões que possam vir a promover uma deslocação mais sustentável para o estádio?
b) Estabelecer um objetivo de reduzir o número de adeptos que viajam para os jogos em carros particulares? Se sim, poderá dar uma estimativa de uma meta razoável (em %) a atingir num prazo de 2 anos, e explicar a razão desse valor?

Obrigada pelo tempo que dedicou a esta entrevista. As suas opiniões são muito importantes para nós e irão ajudar-nos a desenvolver um modelo que promova uma gestão sustentável em organizações desportivas. Se desejar saber mais sobre nós e sobre este projeto, pode contactar-nos através de: mlcas1@iscte-iul.pt.

7.2   Appendix B – Questionnaire in Portuguese

Title: "Teaming up" para a Sustentabilidade: Promoção de uma Gestão e Políticas Sustentáveis em Clubes Desportivos

Introduction

O presente questionário foi elaborado no âmbito de uma dissertação de mestrado em Gestão de Serviços e Tecnologia no ISCTE Business School. As respostas são completamente anónimas e serão utilizadas única e exclusivamente para fins de análise no âmbito da dissertação.

O objetivo desta pesquisa é estudar a abertura demonstrada pelos adeptos desportivos, em aderirem a práticas sustentáveis promovidas pelos seus clubes. Este estudo permitirá analisar

o quão disponíveis estão os adeptos para pagar mais por um bilhete para jogos de futebol, sabendo que esse preço inclui a possibilidade de utilização de transportes públicos para chegar e partir do estádio no dia do jogo.

A este bilhete dar-se-á o nome de *Eco-Bilhete*.

Pretende-se, com este Eco-Bilhete, reduzir a procura dos transportes privados e facilitar a transição para uma mobilidade sustentável, um dos principais aspectos e instrumentos da política climática europeia.

Este questionário levará apenas 10 minutos a ser concluído. Algumas perguntas poderão parecer-lhe semelhantes. Tal situação é intencional. Agradecemos antecipadamente pelo seu tempo e colaboração!

<u>1º Section</u>

Este questionário mede diferentes variáveis como atitude, intenção, controlo, entre outros; com o objetivo de compreender o modo como as pessoas agem.

Em relação às afirmações que se seguem, escolha o grau de importância com que mais se identifica.

1. Adquirir o Eco-bilhete permitir-me-ia: (Discordo totalmente [1] [2] [3] [4] [5] Concordo totalmente)

- Ajudar a salvar o meio ambiente [1] [2] [3] [4] [5]

- Ser um cidadão responsável [1] [2] [3] [4] [5]

- Viver num ambiente melhor [1] [2] [3] [4] [5]

- Adotar práticas amigas do ambiente [1] [2] [3] [4] [5]

- Adotar iniciativas sustentáveis na minha vida [1] [2] [3] [4] [5]

2. Em relação às afirmações que se seguem, escolha o grau de importância com que mais se identifica. (Nada importante [1] [2] [3] [4] [5] Muito importante)

- Ajudar a salvar o meio ambiente é [1] [2] [3] [4] [5]

- Ser um cidadão responsável é [1] [2] [3] [4] [5]

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- Viver num ambiente melhor é [1] [2] [3] [4] [5]

- Adotar práticas amigas do ambiente é [1] [2] [3] [4] [5]

- Adotar iniciativas sustentáveis na minha vida é [1] [2] [3] [4] [5]

Em relação às afirmações que se seguem, escolha o grau de importância com que mais se identifica.

3. Sinto influência para adotar práticas sustentáveis, por parte: (Discordo totalmente [1] [2] [3] [4] [5] Concordo totalmente)

- Da minha família [1] [2] [3] [4] [5]

- Dos meus amigos [1] [2] [3] [4] [5]

- Dos meus colegas [1] [2] [3] [4] [5]

- Do meu clube [1] [2] [3] [4] [5]

- Da sociedade [1] [2] [3] [4] [5]

4. Quão provável é para si fazer o que: (Muito improvável [1] [2] [3] [4] [5] Muito provável)

- A sua família acha que deve fazer [1] [2] [3] [4] [5]

- Os seus amigos acham que deve fazer [1] [2] [3] [4] [5]

- Os seus colegas acham que deve fazer [1] [2] [3] [4] [5]

- O seu clube acha que deve fazer [1] [2] [3] [4] [5]

- A sociedade acha que deve fazer [1] [2] [3] [4] [5]

Control Belief & Perceived Power

5. Com base nos fatores seguidamente mencionados, indique o seu grau de concordância e a importância que eles têm para si. (Discordo totalmente [1] [2] [3] [4] [5] Concordo totalmente)

- Para aderir à aquisição o Eco-bilhete, o processo de compra deve ser convenientemente explicado [1] [2] [3] [4] [5]

- Para aderir à aquisição do Eco-bilhete, a vantagem desta compra deve ser convenientemente explicada [1] [2] [3] [4] [5]

- O tempo e o esforço necessários para adquirir o Eco-bilhete, são muito importantes na tomada de decisão de adquisição do mesmo [1] [2] [3] [4] [5]

- O clube tem de me incentivar a adquirir o Eco-bilhete [1] [2] [3] [4] [5]

2º Section

Relativamente à atitude perante a intenção de aquisição do Eco-bilhete, na sua perspetiva, escolha a opção mais adequada nas seguintes afirmações.

Attitude

6. Adquirir o Eco-bilhete é:

- Muito Mau [1] [2] [3] [4] [5] Muito Bom

- Muito Indesejável [1] [2] [3] [4] [5] Muito Desejável

- Muito Aborrecido [1] [2] [3] [4] [5] Muito Divertido

- Muito Desfavorável [1] [2] [3] [4] [5] Muito Favorável

- Muito Insensato [1] [2] [3] [4] [5] Muito Sensato

- Muito Desagradável [1] [2] [3] [4] [5] Muito Agradável

7. Considerando o seu contexto social, indique o grau de concordância com as seguintes afirmações: (Discordo Totalmente [1] [2] [3] [4] [5] Concordo Totalmente)

- A maioria das pessoas que me são importantes consideram que eu deveria adotar práticas sustentáveis [1] [2] [3] [4] [5]

- A maioria dos adeptos do clube entende que eu deveria adotar práticas sustentáveis [1] [2] [3] [4] [5]

- A direção, os atletas e os empresários desportivos do meu clube encorajam os adeptos a adotar práticas sustentáveis [1] [2] [3] [4] [5]

- Não tenciono adquirir o Eco-bilhete [1] [2] [3] [4] [5]

Perceived Behavioural Control

8. Com base na perceção do controlo que possui, indique o grau de concordância com as seguintes afirmações: (Discordo Totalmente [1] [2] [3] [4] [5] Concordo Totalmente)

- Se compro, ou não, o Eco-bilhete como alternativa ao bilhete convencional depende completamente de mim [1] [2] [3] [4] [5]

- Tenho recursos, tempo e oportunidades para adquirir o Eco-bilhete [1] [2] [3] [4] [5]

- Estou confiante de que, se quiser, posso adquirir o Eco-bilhete [1] [2] [3] [4] [5]

Brand image

9. Relativamente ao facto de medidas sustentáveis influenciarem a sua decisão de compra, indique o grau de concordância com as seguintes afirmações: (Muito improvável [1] [2] [3] [4] [5] Muito provável)

- Medidas sustentáveis do meu clube influenciam a minha decisão de compra. [1] [2] [3] [4] [5]

- Eu iria a mais jogos do meu clube, se notasse que o mesmo se esforça para ser ambientalmente sustentável. [1] [2] [3] [4] [5]

- Se o meu clube adotar mais práticas sustentáveis, como por exemplo, Eco-bilhete, iria aumentar a minha vontade de investir na marca do clube. [1] [2] [3] [4] [5]

- Eu apoiaria mais um clube, caso notasse que o mesmo tem preocupações ambientais. [1] [2] [3] [4] [5]

Willingness to Pay More

10. Relativamente à disposição para pagar pelo Eco-bilhete, indique o grau de concordância com as seguintes afirmações: (Muito improvável [1] [2] [3] [4] [5] Muito provável)

- Eu pagaria mais pelo Eco-bilhete, para valorizar o esforço do meu clube em ser ambientalmente mais sustentável [1] [2] [3] [4] [5]

- Eu pagaria mais pelo Eco-bilhete, para ajudar o meu clube a tornar-se ambientalmente sustentável [1] [2] [3] [4] [5]

- Não tenho hábito de assistir a jogos, mas compraria um Eco-bilhete a um familiar ou amigo/a para colaborar com o esforço do seu clube em ser mais sustentável [1] [2] [3] [4] [5]

- Mesmo tendo passe para transportes públicos estaria disponível para adquirir este bilhete [1] [2] [3] [4] [5]

> 11. Eu estaria disposto a pagar mais pelo Eco-bilhete, mas sem nunca ultrapassar uma dada percentagem acima do valor pago atualmente pelo bilhete convencional. Essa percentagem é a seguinte:

1--------2--------3--------4--------5--------6--------7

0%   1–2%   2–5%   6–10%   11–15% 16–20% >20%

3º Section

Relativamente ao seu comportamento perante o Eco-bilhete, escolha a opção que considera mais adequada em cada uma das seguintes afirmações:

Purchase Intention

> 12. Relativamente à intenção de adquirir o Eco-bilhete, indique o grau de concordância com as seguintes afirmações: (Muito improvável [1] [2] [3] [4] [5] Muito provável)

- Estou disposto a adquirir o Eco-bilhete para uso pessoal [1] [2] [3] [4] [5]

- Estou disposto a adquirir o Eco-bilhete para mim e para quem for comigo ao jogo [1] [2] [3] [4] [5]

- Estou disposto a adquirir o Eco-bilhete no meu clube porque é uma forma deste melhorar a sua imagem [1] [2] [3] [4] [5]

Purchase Behaviour

13. Relativamente ao comportamento de adotar práticas sustentáveis, indique o grau de concordância com as seguintes afirmações: (Discordo Totalmente [1] [2] [3] [4] [5] Concordo Totalmente)

- Tenho adotado práticas sustentáveis regularmente [1] [2] [3] [4] [5]

- Tenho adotado práticas sustentáveis com regularidade, tanto no estádio, como no meu clube [1] [2] [3] [4] [5]

- Tenho um comportamento sustentável nas minhas necessidades diárias [1] [2] [3] [4] [5]

- Tenho tido um comportamento de adoção de práticas sustentáveis nos últimos seis meses [1] [2] [3] [4] [5]

- Gostaria de comprar o Eco-bilhete, porque assim colaboraria na divulgação de políticas sustentáveis promovidas pelo clube [1] [2] [3] [4] [5]

4º Section – Demographic information

- Idade
- Sexo

F

M

Prefere não dizer

- Educação

Frequento/Frequentei o Ensino Superior

Nunca frequentei o Ensino Superior

- Clube

Não sou adepto

Sport Lisboa e Benfica

Futebol Clube do Porto

Sporting Clube de Portugal

Sporting Clube de Braga

Futebol Clube de Arouca

Vitória Sport Club

Outro

- Tem passe para transportes públicos?

Sim

Não

- Como se desloca para o estádio em dias de jogo?

Nunca assisti a nenhum jogo no estádio

Transporte privado

Transporte público

Outro

7.3 Appendix C – Constructs and measuring items

Constructs	Questions	Measuring Items	Source
Behavioural Belief	1. Buying the *Eco-bilhete* would enable me to:	- Help save the environment - Be a responsible citizen - Live in a better environment - Adopt environmentally friendly practices - Adopt sustainable initiatives in my life	Yadav and Pathak, (2017)
Outcome evaluation	2. Regarding the following statements, choose the degree of importance with which you most identify:	- Be a responsible citizen - Live in a better environment - Adopt environmentally friendly practices - Adopt sustainable initiatives in my life	Yadav and Pathak, (2017)
Normative Belief	3. I feel influenced to adopt sustainable practices, by	- My family - My friends - My colleagues - My club - Society	Adapted from Yadav and Pathak, (2017)
Motivation to comply	4. How likely it is for you to do what:	- Your family think you should do - Your friends think you should do it - Your colleagues think you should do - Your club thinks you should do - Society thinks you should do	Adapted from Yadav and Pathak, (2017)
Control Belief & Perceived Power	5. Based on the factors mentioned, please indicate your degree of agreement regarding their importance in buying the Eco-Bilhete	- If you want to buy the Eco-Bilhete the purchase process must be explained to you so that you can buy it. - If you want to buy the Eco-bilhete, the purchase process must be explained to you so that you can buy it. - The time and effort needed to acquire the Eco-Bilhete are very important when making the decision to buy it. - My club has to encourage me to buy the Eco-Bilhete	Adapted from Yadav and Pathak, (2017)
Attitude	6. Choose the option that best suits your perception of your intention to buy the Eco-Bilhete	- Extremely bad [1] [2] [3] [4] [5] Extremely good - Extremely undesirable [1] [2] [3] [4] [5] Extremely desirable - Extremely unenjoyable [1] [2] [3] [4] [5] Extremely enjoyable - Extremely unfavourable [1] [2] [3] [4] [5] Extremely favourable - Extremely unwise [1] [2] [3] [4] [5] Extremely wise - Extremely unpleasant [1] [2] [3] [4] [5] Extremely pleasant	Kim & Han (2010)
Subjetive Norm	7. Considering your social context, indicate the degree of agreement with the following statements:	- Most people who are important to me think I should adopt sustainable practices - Most of my club supporters think that I should adopt sustainable practices - My club's management, athletes and sports entrepreneurs encourage fans to adopt sustainable practices I don't plan to buy the Eco-Bilhete	Adapted from Paul et al, 2015
Perceived Behavioural Control	8. Based on your perception of control, indicate the degree of agreement with the following statements:	- Whether I buy or not the Eco-Bilhete as an alternative to the conventional ticket depends completely on me - I have resources, time and opportunities to purchase the Eco-Bilhete -I am confident that if I want, I can purchase the Eco- Bilhete	Adapted from Paul et al, 2015
Brand image	9. Regarding the impact of sustainable measures on purchasing decisions, please indicate the degree of agreement with the following statements:	- My club's sustainable measures influence my purchasing decision. - I would attend more games of my club if I noticed that the club makes an effort to be environmentally sustainable. - If my club adopts more sustainable practices, such as selling the Eco-Bilhete, it would increase my desire to make purchases from the club's brand. - I would support a club more if I noticed that it has environmental concerns.	Literature Rivew
Willingness to Pay More	10.Regarding the willingness to pay for the Eco-Bilhete, please indicate the degree of agreement with the following statements:	- I would pay more for the Eco-Bilhete considering that it's an effort that my club does to be more environmentally sustainable. - I would pay more for the Eco-Bilhete to help my club become environmentally sustainable. -I don't have the habit of attending games, but I would buy one of these tickets for a family member or friend to contribute to my club's sustainability efforts. Even if I had a public transport pass, I'd be willing to buy this ticket	Kang, Stein, Heo, & Lee (2012)
	11.I would be willing to pay more for the Eco-ticket, but never exceeding a certain percentage above the current value of the regular ticket. That	0% 1–2% 2–5% 6–10% 11–15% 16–20% >20%	Interview Outcome
Purchase Intention	13. Regarding the intention to purchase the ticket, please indicate the degree of agreement with the following statements.	- I am willing to purchase the Eco-Bilhete for personal use. - I am willing to purchase the Eco-Bilhete for myself and for anyone accompanying me to the game. - I am willing to purchase the Eco-Bilhete at my club because it's a way for it to improve its image.	Adpated from Kim, Njite, & Hancer (2013)
Purchase Behaviour	14. Regarding the behaviour of adopting sustainable practices, please indicate the degree of agreement with the following statements.	- I have been adopting sustainable practices regularly. - I have been adopting sustainable practices regularly, both at the stadium and within my club. - I have a sustainable behaviour in my daily needs. - I have been adopting sustainable practices in the last six months - I would like to buy an Eco-Bilhete, as this would help to promote sustainable policies promoted by my club	Adpated from Wan, Cheung, & Shen (2012)

7.4 Appendix D - Matrix by areas of action

		Energy	Water	Transports	Waste Management	SUP
Spain	Atlético de Madrid	X	X		X	
	El Real Betis	X		X	X	
	El gafe					
	Real Madrid	X		X		
England	Forest Green Rovers	X	X	X	X	
	Brighton-Hove-Albion	X	X	X	X	X
	Chelsea Football Club	X	X	X		X
	Tottenham Hotspur	X	X	X	X	X
Italy	Juventus	X				
	Lazio					
	Udinese					
Germany	Bayern De Munique	X	X			X
	Hoffenheim				X	X
	FC Augsburg	X	X	X		
	Wolfsburg	X	X			X
France	As Saint - Etienne	X	X	X	X	X
	Olympique Lyonnais	X	X	X	X	X
	Clermont Football 63	X	X	X	X	X
	Fc Girondins Bordeuax	X	X	X	X	X

7.5 Appendix E – Convergent and discriminant validity

	CR	AVE	MSV	Max R(H)	BB	OE	NB	Mot	CB	Attt	SN	BC	Brand	Will	Pint	PBeh
BB	0,91	0,68	0,10	0,92	**0,82**											
OE	0,86	0,56	0,04	0,88	0,12	**0,74**										
NB	0,71	0,34	0,65	0,77	0,11	0,16†	**0,59**									
Mot	0,73	0,38	0,52	0,84	-0,04	0,00	-0,42***	**0,62**								
CB	0,65	0,34	0,12	0,75	0,31**	0,06	0,31*	-0,19†	**0,58**							
Attt	0,91	0,68	0,07	0,93	0,038	0,02	-0,15†	0,15†	-0,27*	**0,83**						
SN	0,51	0,26	0,65	0,52	0,17	0,08	0,80***	0,72***	0,26*	-0,25*	**0,51**					
BC	0,75	0,50	0,13	0,76	0,09	-0,06	0,01	0,10	0,35**	-0,17*	0,18	**0,711**				
Brand	0,69	0,40	0,21	0,88	-0,16	-0,16	-0,28*	0,10	-0,14	0,18*	-0,28*	-0,09	**0,63**			
Will	0,74	0,46	0,21	0,88	-0,10	-0,15	-0,09	0,20*	0,00	0,16*	-0,08	-0,12	0,46**	**0,67**		
Pint	0,76	0,52	0,19	0,78	-0,13	-0,20*	-0,19*	0,12	-0,07	0,18*	-0,30*	-0,20*	0,43**	0,404**	**0,72**	
PBeh	0,75	0,43	0,13	0,88	0,23*	0,06	0,12	0,05	0,29*	-0,12	0,14	0,36**	-0,16	-0,09	-0,21*	**0,66**

$* p \leq .05$ $** p \leq .01$ $*** p \leq .001$

7.6 Appendix F – Outcome Analysis regarding the structural model

Model Fit Summary

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	128	1943,519	1198	,000	1,622
Saturated model	1326	,000	0		
Independence model	51	5633,557	1275	,000	4,418

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	,122	,734	,705	,663
Saturated model	,000	1,000		
Independence model	,206	,384	,359	,369

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	,655	,633	,832	,818	,829
Saturated model	1,000		1,000		1,000
Independence model	,000	,000	,000	,000	,000

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	,940	,615	,779
Saturated model	,000	,000	,000
Independence model	1,000	,000	,000

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NCP

Model	NCP	LO 90	HI 90
Default model	745,519	628,805	870,118
Saturated model	,000	,000	,000
Independence model	4358,557	4129,438	4594,465

FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	9,718	3,728	3,144	4,351
Saturated model	,000	,000	,000	,000
Independence model	28,168	21,793	20,647	22,972

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	,056	,051	,060	,019
Independence model	,131	,127	,134	,000

AIC

Model	AIC	BCC	BIC	CAIC
Default model	2199,519	2289,465	2622,342	2750,342
Saturated model	2652,000	3583,784	7032,182	8358,182
Independence model	5735,557	5771,395	5904,025	5955,025

ECVI

Model	ECVI	LO 90	HI 90	MECVI
Default model	10,998	10,414	11,621	11,447
Saturated model	13,260	13,260	13,260	17,919
Independence model	28,678	27,532	29,857	28,857

HOELTER

Model	HOELTER .05	HOELTER .01
Default model	132	136
Independence model	49	50

7.7 Appendix G – Synthetic Index

Constructs	Indicators	Average	Standard Deviation
Behavioural Belief	- Help save the environment	1,92	0,953
	- Be a responsible citizen	2	0,851
	- Live in a better environment	2,03	0,911
	- Adopt environmentally friendly practices	2,01	0,806
	- Adopt sustainable initiatives in my life	1,99	0,88
Outcome evalution	- Help save the environment	1,99	0,566
	- Be a responsible citizen	1,96	0,568
	- Live in a better environment	1,93	0,412
	- Adopt environmentally friendly practices	1,88	0,547
	- Adopt sustainable initiatives in my life	1,88	0,645
Normative Belief	- My family	2,14	1,251
	- My friends	1,88	1,14
	- My colleagues	2,03	1,258
	- My club	2,78	1,357
	- Society	1,93	1,206
Motivation to comply	- Your family think you should do	3,95	1,207
	- Your friends think you should do it	4,1	1,2
	- Your colleagues think you should do	3,65	1,337
	- Your club thinks you should do	3,36	1,304
	- Society thinks you should do	3,81	1,313
Control Belief & Perceived Power	- If you want to buy the Eco-Bilhete the purchase process must be explained to you so that you can buy it.	1,96	0,472
	- If you want to buy the Eco-bilhete, the purchase process must be explained to you so that you can buy it.	1,96	0,398
	- The time and effort needed to acquire the Eco-Bilhete are very important when making the decision to buy it.	1,9	0,703
	- My club has to encourage me to buy the Eco-Bilhete	2,13	0,971
Attitude	- Extremely bad [1] [2] [3] [4] [5] Extremely good	4,46	0,787
	- Extremely undesirable [1] [2] [3] [4] [5] Extremely desirable	4,22	0,886
	- Extremely unfavourable [1] [2] [3] [4] [5] Extremely favourable	4,28	0,868
	- Extremely unwise [1] [2] [3] [4] [5] Extremely wise	4,41	0,832
	- Extremely unpleasant [1] [2] [3] [4] [5] Extremely pleasant	4,18	0,926
Subjetive Norm	- Most people who are important to me think I should adopt sustainable practices	2,16	1,276
	- Most of my club supporters think that I should adopt sustainable practices	2,76	1,313
	- My club's management, athletes and sports entrepreneurs encourage fans to adopt sustainable practices	2,65	1,269
	I don't plan to buy the Eco-Bilhete	3,69	1,388
Perceived Behavioural Control	- Whether I buy or not the Eco-Bilhete as an alternative to the conventional ticket depends completely on me	1,92	0,857
	- I have resources, time and opportunities to purchase the Eco-Bilhete	1,97	0,948
	-I am confident that if I want, I can purchase the Eco- Bilhete.	1,98	0,818
Brand image	- My club's sustainable measures influence my purchasing decision.	3,35	1,513
	- I would attend more games of my club if I noticed that the club makes an effort to be environmentally sustainable.	3,4	1,439
	- If my club adopts more sustainable practices, such as selling the Eco-Bilhete, it would increase my desire to make purchases from the club's brand.	3,78	1,202
	- I would support a club more if I noticed that it has environmental concerns.	3,56	1,295
Willingness to Pay More	- I would pay more for the Eco-Bilhete considering that it's an effort that my club does to be more environmentally sustainable.	3,39	1,487
	- I would pay more for the Eco-Bilhete to help my club become environmentally sustainable.	3,6	1,45
	-I don't have the habit of attending games, but I would buy one of these tickets for a family member or friend to contribute to my club's sustainability efforts.	3,52	1,338
	Even if I had a public transport pass, I'd be willing to buy this ticket	3,27	1,385
Purchase Intention	- I am willing to purchase the Eco-Bilhete for personal use.	3,88	1,229
	- I am willing to purchase the Eco-Bilhete for myself and for anyone accompanying me to the game.	3,85	1,312
	- I am willing to purchase the Eco-Bilhete at my club because it's a way for it to improve its image.	3,71	1,307
Purchase Behaviour	- I have been adopting sustainable practices regularly.	1,65	0,693
	- I have been adopting sustainable practices regularly, both at the stadium and within my club.	2,25	1,109
	- I have a sustainable behaviour in my daily needs.	1,64	0,65
	- I have been adopting sustainable practices in the last six months	1,74	0,682
	- I would like to buy an Eco-Bilhete, as this would help to promote sustainable policies promoted by my club	2,09	1,11

7.8   Appendix H – Constructs Analysis regarding Age & Gender

	Up to 25 years old			> 25 years old		
	Total N	Mean	Standard Deviation	Total N	Mean	Standard Deviation
BehaviouralBelief	93	1,86	,54	108	1,94	,57
OutcomeEvaluation	93	1,97	,59	108	1,89	,25
NormBelief	93	2,23	,79	108	2,09	,87
Motivation	93	3,75	,78	108	3,80	,99
ControlBelief	93	1,98	,47	108	1,99	,40
Attit	93	4,31	,71	108	4,31	,77
SubNorm	93	2,46	,88	108	2,57	1,05
PercBehaviouralControl	93	1,97	,66	108	1,94	,76
BrandIg	93	3,49	,94	108	3,52	1,00
Willingness	93	3,41	,99	108	3,47	1,12
PurIntetion	93	3,78	1,01	108	3,84	1,09
PurBehaviour	93	1,87	,65	108	1,88	,51

	Gender					
	Female			Male		
	Total N	Mean	Standard Deviation	Total N	Mean	Standard Deviation
BehaviouralBelief	113	1,94	,56	88	1,85	,56
OutcomeEvaluation	113	1,91	,28	88	1,95	,59
NormBelief	113	2,19	,82	88	2,11	,86
Motivation	113	3,76	,91	88	3,79	,89
ControlBelief	113	2,04	,43	88	1,92	,43
Attit	113	4,39	,70	88	4,21	,79
SubNorm	113	2,55	1,04	88	2,49	,88
PercBehaviouralControl	113	2,01	,76	88	1,89	,65
BrandIg	113	3,53	,97	88	3,48	,98
Willingness	113	3,49	1,05	88	3,39	1,07
PurIntetion	113	3,70	1,05	88	3,95	1,05
PurBehaviour	113	1,95	,64	88	1,78	,48