

GSA Strategy Playbook & ISO 20121 Alignment



The Green Sports Alliance (GSA) Strategy Playbook encapsulates the key components of ISO 20121 as a management system.

To show this comparison, each GSA Playbook section is aligned with the corresponding ISO 20121 requirement needed to successfully implement ISO 20121 in your organization. For each requirement, you will find an “ideal” example of the corresponding ISO 20121 requirement listed. Where applicable, please see the “Example” column for real-world applications of the ideal scenarios in action.

This playbook, like ISO 20121, is designed to seamlessly guide sustainability into an organization’s event planning and organizational strategies.

GSA PLAYBOOK SECTION	CORRESPONDING ISO 20121 REQUIREMENT	IDEAL	SAMPLE
INTRODUCTION			
Business Value	4.2 - Understanding the Needs and Expectations of Interested Parties 4.5 Sustainable development principles and mission statement	<ul style="list-style-type: none">• Materiality Assessment• Stakeholder Mapping• Organization Strategy	GSA Mission
Business Risk	4.1 Understanding the organization and its context 6.1 - Actions to Address Risks and Opportunities	<ul style="list-style-type: none">• Risk Assessment• SWOT Analysis• PESTEL Analysis• Enterprise Risk Management Program	FIFA Football Stadium Guidelines Climate Change

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FUNDAMENTAL 1: Stakeholder Engagement			
Identify and Engage Stakeholders	4.2 - Understanding the Needs and Expectations of Interested Parties	<ul style="list-style-type: none"> • Materiality Matrix • Stakeholder Mapping and Engagement 	GSA GameOn 2030
Environmental Justice	5.2 – Policy 6.1 - Actions to Address Risks and Opportunities	<ul style="list-style-type: none"> • Organization Mission, Vision, Values • Sustainability Policy • Risk Assessment • SWOT Analysis • PESTEL Analysis 	GSA Foundation
Engaging Business Development Teams	5.3 - Roles, Responsibilities, and Authorities 7.1 Resources 7.4 Communication	<ul style="list-style-type: none"> • Enterprise and Event Level RACIs • Accountability Matrix 	
Stakeholder Mapping	4.2 - Understanding the Needs and Expectations of Interested Parties	<ul style="list-style-type: none"> • Materiality Matrix • Stakeholder Mapping and Engagement 	GSA GameOn 2030
Materiality Assessment	4.1 Understanding the organization and its context 4.2 - Understanding the Needs and Expectations of Interested Parties 6 - Planning	<ul style="list-style-type: none"> • Materiality Assessment 	
FUNDAMENTAL 2: Securing Support			
Executive Buy-In and Leadership Support	5.1 - Leadership and Commitment 7.1 Resources	<ul style="list-style-type: none"> • Leadership Commitment to Sustainability • Sustainability Budget 	GSA Sustainability Policy
Develop a Green Team	5.1 - Leadership and Commitment 5.3 - Roles, Responsibilities, and Authorities 7.1 Resources 7.3 Awareness	<ul style="list-style-type: none"> • Enterprise and Event Level • Accountability Matrix • Organization Chart • Sustainability Budget 	

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Integrate Sustainability into Existing Organizational Mission	5.1 – Leadership and Commitment 5.2 – Policy	<ul style="list-style-type: none"> • Organization Mission, Vision, Values • Sustainability Policy 	Formula 1 Sustainability Policy Statement GSA Sustainability Policy Kraft Sports + Entertainment Sustainability Policy
Financial Impact and Budgeting	6.1 - Actions to Address Risks and Opportunities 7.1 - Resources	<ul style="list-style-type: none"> • Risk Assessment • SWOT Analysis • PESTEL Analysis • Event Budget 	
FUNDAMENTAL 3: Impact Areas			
Measure and Benchmark	6.2 - Event Sustainability Objectives and Planning to Achieve Them 9.1 - Monitoring, Measurement, Analysis, and Evaluation	<ul style="list-style-type: none"> • KPIs • Program Manual • LEED Policies • Metrics • Data Management and Collection Process • Reporting Process • Event Report Templates • Post-event Reports • Training Reports 	UEFA EURO 2024 Environmental, Social and Governance Report Post-event Assessment
Goal Setting			
KPIs			
Key Impact Areas (Material Management & Procurement, Food, Water, Emissions / Energy, Mobility, Social Justice, Human Rights, Nature)	4.1 - Understanding the organization and its context 4.5 - Sustainable development principles and mission statement 6.1 - Actions to Address Risks and Opportunities 8.1 - Operational Planning and Control	<ul style="list-style-type: none"> • Materiality Assessment • Stakeholder Mapping • Organization Strategy • Action Plans 	FIFA Football Stadium Guidelines Climate Change GSA Playbooks Gillette Stadium Sustainability

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FUNDAMENTAL 4: Industry Awareness			
Market Scan	4.1 - Understanding the organization and its context 4.2 - Understanding the Needs and Expectations of Interested Parties 6.1 - Actions to Address Risks and Opportunities	<ul style="list-style-type: none"> • Risk Assessment • SWOT Analysis • PESTEL Analysis • Enterprise Risk Management Program 	FIFA Football Stadium Guidelines Climate Change
Voluntary Opportunities	7.1 - Resources 7.2 - Competence	<ul style="list-style-type: none"> • Event Staffing Plans • Stakeholder Engagement 	
Government Regulation and Compliance	6.1.3 - Legal and Other Requirements	<ul style="list-style-type: none"> • List of Regulatory and Voluntary Requirements 	
Incentive Programs	6.2 - Event Sustainability Objectives and planning to achieve them 6.1 - Actions to Address Risks and Opportunities	<ul style="list-style-type: none"> • Enterprise and Event Level RACIs • SWOT Analysis • PESTEL Analysis 	
Public Private Partnerships	6.2 - Event Sustainability Objectives and planning to achieve them 7.4 - Communication	<ul style="list-style-type: none"> • Enterprise and Event Level RACIs • Accountability Matrix 	
Emerging Technologies	6.2 - Event Sustainability Objectives and planning to achieve them 6.1 - Actions to Address Risks and Opportunities 8.1 - Operational Planning and Control 8.3 - Supply Chain Management	<ul style="list-style-type: none"> • Enterprise and Event Level RACIs • SWOT Analysis • PESTEL Analysis • Action Plans 	

GSA PLAYBOOK SECTION	CORRESPONDING ISO 20121 REQUIREMENT	IDEAL	SAMPLE
FUNDAMENTAL 5: Show Results and Leadership			
Communicate Sustainability	6.2 - Event Sustainability Objectives and planning to achieve them 7.3 - Awareness 7.4 - Communication 9.1 - Monitoring, measurement, analysis, evaluation	<ul style="list-style-type: none"> • Communication Plans • Event Management Processes • Social Media • Press Releases • In-venue Announcements • Event Signage (digital and printed) • Staff Emails • Fan Emails 	GSA Playbooks
Building Media and Marketing Partnerships			Green Sports Day
Storytelling		<ul style="list-style-type: none"> • Communication Plans • Event Management Processes • Social Media • Press Releases • In-venue Announcements • Event Signage (digital and printed) • Staff Emails • Fan Emails 	GSA Impact Report Hub
Annual Report		<ul style="list-style-type: none"> • Annual Report • Impact Report • Management Review Deck • External Communication • Sustainability Report 	GSA Impact Report Hub
Themed Games		<ul style="list-style-type: none"> • External Communication Plan • Social Media • Press Releases • In-venue Announcements • Event Signage (digital and printed) • Staff Emails • Fan Emails 	Green Sports Day Portland Trailblazers Challenge Fans to Make More Sustainable Lifestyle Choices
Mascots			Recycling & Composting at Sports Facilities

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Employee Engagement	7.1 - Resources 7.2 - Competence 7.3 - Awareness	<ul style="list-style-type: none"> • Event Management Processes • Event Plans • Sustainability Objectives • Org Charts • Partnership Agreements • Training Programs 	
Bringing Climate Solutions Home	7.4 - Communication 8.1 - Operational Planning and Control	<ul style="list-style-type: none"> • Change Records • Communications • Operational Updates 	

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