

# Communicating sustainability in green winter sport events

– the FIS Nordic World Ski Championships Falun 2015

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Department of Urban and Rural Development

Master's Thesis • 30 HEC

Environmental Communication and Management - Master's Programme

Uppsala 2015



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**Credits:** 30 HEC

**Level:** Second cycle (A2E)

**Course title:** Independent Project in Environmental Sciences – Master's thesis

**Course code:** EX0431

**Programme/Education:** Environmental Communication and Management – Master's  
Programme

**Place of publication:** Uppsala

**Year of publication:** 2015

**Cover picture:** Recycling stations at the Nordic World Ski Championships in Falun, source and  
permission by Henrik Eriksson Falu Energi & Vatten AB

**Online publication:** <http://stud.epsilon.slu.se>

**Keywords:** sustainability, sustainable development, corporate social responsibility, CSR, green  
events, winter sport events, organizational communication, event communication, social  
constructionism, sustainability branding, environmental change, knowledge, dialogue, involvement,  
participatory democracy, credibility, trust

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# Abstract

Nowadays, organizations and companies follow the worldwide trend of using corporate social responsibility (CSR) strategies in their communication. They invest in green solutions to take part in the sustainable development towards a better world. Communicating sustainability in winter sport events has been discussed in scholarly literature before, such as the dream or reality of sustainable sport events (Furrer 2002). The problem formulated in this thesis concerns the critical discussion about the construction of sustainability, the use of CSR practices by event organizations and how they communicate about sustainability. It can be asked if such event hosts and organizations that invest in sustainable solutions do this because of their image and reputation as a sustainable event (sustainability branding) or because they want to achieve an environmental change?

My approach to answer this question is based on a case study. Hereby, the FIS Nordic World Ski Championships (NWSC) in Falun 2015 is the main object of observation. As part of the volunteer team in the communication department of the organization, I was using the methods "participant observation" and "qualitative in-depth interviews" to gather the research data. In total eight interviews have been conducted with volunteers and organizers of the communication and sustainability team of Falun2015. These interviews were used for the analysis, supported by theories about "social constructionism", "sustainability and sustainable development", "CSR" and "organizational communication".

The interpretation of the data showed that the organization Falun2015 communicates about sustainability because of their own reputation and image (sustainability branding) but also to achieve environmental change by focusing on involvement and dialogue. Further, the analysis of the interviews showed that important elements for communicating sustainability goals are "knowledge", "dialogue", "credibility and trust" and "involvement".

The implications of these results are that other FIS event organizers can learn from the communication practices of Falun2015 that were aimed to be the most sustainable and environmentally friendly NWSC ever arranged. Even though I have not tested the outcome of this aim, such as the amount of CO<sub>2</sub>-emissions, other companies and organizations may well be inspired by the communication strategy of Falun2015 and its investment in sustainable development. By communicating sustainability matters to the public and making people aware of the environment, organizations such as Falun2015 can make a first step towards a more sustainable world.

# Abbreviations

CSR	Corporate Social Responsibility
FIS	International Ski Federation
NWSC	Nordic World Ski Championships
WCED	World Commission on Environment and Development

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# 1. Introduction

The world with a population that will reach about nine billion people by mid-century (Elkington 2012) is at a crisis point. Resources are scarce (ibid.) and there will be an increasing amount of environmental issues that we have to deal with. Eventually an environmental crisis would have tremendous effects on our daily life and events. As a consequence winter sport events tend to become greener – in two different ways. Due to global warming snow is becoming a scarce resource and winter sport events lose their white appearance, which leads to a growing need of artificial snow production. But winter sport events are also becoming greener in terms that their hosts follow the trend to invest in sustainable solutions. As we face an environmental crisis, sustainable development becomes more important together with Corporate Social Responsibility (CSR), a key word in the communication framework of many companies and organizations. Organizations decide to contribute to a fairer society and cleaner environment by using CSR strategies (Evangelista & Ruão 2011). But the view on sustainable development is critical. So does Elkington (2012) claim that it has not only to be looked into a sustainable development for the future, but it also has to be thought about the point in the past that led to these environmental demands. Regarding sustainability in sport events, Frey et al. (2008) argue that environmental values need to be considered as the core of any intervention policies, otherwise there will be no future for sustainable sport development. Therefore it is now more urgent than ever that actions are taken and fundamental changes in our mindsets, behaviours and cultures are implemented (Elkington 2012). It is important to find out who can perform these actions and changes in our behaviours. Can for example companies and organizations with their performances in bigger events make a first step towards a more sustainable world?

The FIS Nordic World Ski Championships (NWSC) in Falun are an event that attracts many spectators from all over the world, such as around 500.000 Million estimated TV viewers and thousands of followers on social media (Falun2015 2014a). Such an event could be a great opportunity to increase awareness about sustainability and show the world that it is necessary to invest in sustainable solutions. The aim of Falun2015 is to become the most environmentally friendly and sustainable NWSC ever arranged (ibid.) and therefore it is highly interesting to investigate in what way the organization constructs sustainability and uses CSR practices in its communication. Following the concept of social constructionism, sustainability is constructed and used differently by different groups (Berger & Luckmann 1969) and therefore it is important to think about how different people construct sustainability. When members of an organization have different views on sustainability, it can eventually lead to various understandings of the term and thus the members of the organization might communicate it differently to the public. It is interesting to find out if organizations use a CSR approach because they aim for an environmental change, or because of sustainability branding concerning their own reputation and image as a sustainable event. The findings of this thesis can be put in a broader context of environmental responsibility in winter sport events and give an insight in how organizations communicate about the environment and sustainability.

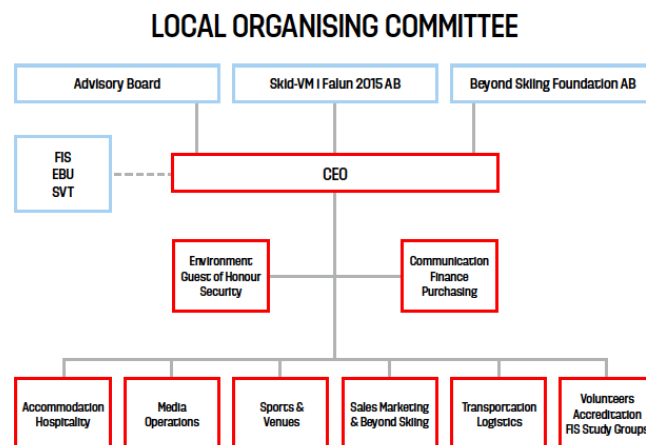


## 2. Background

The FIS NWSC are an international recognized winter sport event that is held every two years in a different host city. The disciplines involve cross-country skiing, ski jumping and Nordic combined, which is a combination of both jumping and skiing. The city Falun in Dalarna, Sweden is the host of the NWSC in 2015 where the Championships were held from the 18th of February until the 1th of March 2015. Around 281.600 visitors have attended the competitions and festivities in Falun during the two weeks of the Championships (Falun2015 2015a).

### 2.1 The organization Falun2015

The driving force in the organization Falun2015 is the local organising committee consisting of 60 members, half of which only were employed the last month prior to the NWSC. Figure 1 shows the structure of the organization and the division in the different departments.



**Figure 1: Local organising committee. Source: Falun2015 (2013)**

The advisory board consists of persons like the heads of the sponsors and partners Stora Enso or Vattenfall. To some extent these partners have an influence about how sustainability is communicated, because they cooperate closely with the organization and take part in the decision making process. This process will be further explained in the discussion part. The Beyond Skiing Foundation AB is an association of different businesses and companies involved in the NWSC and together with the advisory board they are working closely with the Skid-VM Falun2015 AB, the main committee of Falun2015. This close collaboration with other companies also points towards an influence on the organization's communication about sustainability. In addition, the International Ski Federation (FIS), the European Broadcasting Union (EBU) and the Swedish national TV broadcaster (SVT) are cooperating with the main committee of the organization Falun2015 and its CEO. The subordinate departments of Falun2015 that are of foremost relevance to this thesis are the environmental department with its sustainability director and the communication department with its communications director. A timeline that shows the initial steps of the formation of the organization Falun2015, from the start in June 2009 with the

campaign to support the bid of making Falun the NWSC host until the liquidation of the organization scheduled for June 2015, can be found in Appendix A. The timeline focuses especially on important decisions and certificates that have been made and given regarding the communication and sustainability department.

Besides the local organising committee, 1600 volunteers and 200 helpers from different associations in Dalarna have worked during the NWSC (Falun2015 2015a). The focus of this thesis lays on how the organization communicates. Therefore, the main object of investigation is the communication team of Falun2015, because it is communicating directly towards the public. The communication team, which is working in the newsroom on the ski venue "Lugnet Arena", consists of 30 volunteers that are divided into different groups – digital, text, photo and film. There is one person in charge of each group of volunteers, who him- or herself is following the instructions of the editor in chief and the communication director. The personal note given to this thesis derives from my work as a volunteer in the digital media team, where I have been among other responsible for the social media newsfeed in the channels "Instagram" and "Facebook" of Falun2015. As a member of the organization I was given the opportunity to get an insight into the external and internal communication practices of Falun2015. The main focus of observation on the organizational communication lays on the organization's view on sustainability and the way Falun2015 communicates about it. As there have already been various studies about sustainability in winter sport events, these will first be discussed in the following sub-chapter.

## **2.2 Previous literature**

To put the issue of Falun2015's communication about sustainability in a broader context, previous literature about sustainability in winter sport events will be taken into account.

In the working paper about the Winter Olympics in Torino 2006 the authors Frey, Iraldo and Melis (2008) investigate the impact of wide-scale sport events on local development. The event organization "Toroc" of these Olympic Games published a charter of intents, which beyond other included a statement about sustainability and environment. "[...] there is no future for sport development, if environmental values are not considered as the core of any intervention policies" (Frey et al. 2008, p. 10). The authors criticise that the Olympic Games have not been part of the sustainability debate so far but that long term urban and regional development strategies were given more attention (Frey et al. 2008). Their paper implies that the sustainability idea should be deeply implemented in the communication strategies of an event organization. This is alike to Falun2015's vision of becoming the most sustainable and environmentally friendly NWSC ever arranged. Furthermore, Toroc laid focus on the minimization of environmental impacts during the planning of infrastructures and assured that the staff and volunteers were trained and informed about potential behavioural impacts on the environment (ibid.). A connection to the communication strategy of Falun2015 can here be identified, since all volunteers and workers involved in Falun2015 have to undertake an education program where they learn about Falun's sustainability goals. In addition, one of Falun2015's aims is to have a fossil fuel- and emission-free arena (Falun2015 2015b), which can be connected to the planning of infrastructures by Toroc.

Another literature source worth mentioning is Furrer (2002) who wrote a critical paper about the dream or reality of sustainable Olympic Games. According to Furrer (2002) the first "ecological" Winter Sport events were the Olympic Winter Sport Games in Lillehammer in 1994. He argues that this statement emerged out of a successful communication strategy (ibid.). Additionally, Furrer (2002) argues that strong partnerships between the organizers, the local public and private bodies are necessary to make sustainable Olympic Games reality. Further, he mentions "putting the host city on the map" as an economic benefit of hosting such an event (Furrer 2002, p.3). This sort of metaphor can also be identified in some of the interviews I conducted with the event organizers and volunteers of Falun2015 who considered it being a positive effect of Falun's hosting the NWSC "to put Falun on the map". The importance of sustainable development increased strongly among the strategies of event organizers since Lillehammer. This was also the first Olympic Winter Games to initiate a co-operative environmental programme (Furrer 2002). This is where other parallels to Falun2015 can be drawn, because cooperation with partners and sponsors plays an important role for the organization and involvement is the key word for the communication strategy of Falun2015.

A last noteworthy publication about sustainability in sport events is from the Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (BMU) and the German Olympic Sports Confederation (DOSB), who published a guide to environmentally-sound large sporting events "Green Champions in Sport and Environment". The authors Schmied et al. (2007) mention that in the past there have been a few exemplary sporting events that were planned and conducted in an environmentally compatible way. They mention the FIS NWSC 2005 in Oberstdorf and the FIS Alpine World Ski Championships 2003 in St. Moritz. Here, the organizers assured that the ski venue cut through less-sensitive regions and that additional trains and shuttle buses were provided to reduce private road traffic (ibid.). In line with this, Falun2015 provides extra busses and trains and urges the visitors to use public transport or their bicycles to travel to Falun and the ski arena. The communication strategy Schmied et al. (2007) suggest to perform in order to achieve an environmentally friendly sport event is to inform visitors, staff and the public about environmental issues and how to overcome them. For Falun2015 the comparison with previous events is of great importance, as it aims at becoming the most sustainable NWSC ever arranged and therefore has to outpace previous events and to set new standards for future ones.

## **2.3 Problem Formulation, Aim and Research Questions**

The *main problem* that will be focused on in this thesis is the critical discussion of the construction of sustainability, the use of CSR practices by event organizations and eventually how they communicate about sustainability. Do organizations only communicate about sustainability because of their image and reputation as a sustainable event or do they want to achieve a change in the world? An event like the NWSC in Falun can have multiple impacts on the host city and region. A lot of waste is produced and private car traffic as well as the high consumption of energy and water during the event impact the environment. CSR is a key word for many companies who claim that they care about the environment and society. By investing in sustainable solutions the

organizations and companies promise not to harm the environment and to act in a responsible way. Therefore the *aim of this thesis* is to gain better understanding in what way the members of Falun2015 construct sustainability and what is important for their communication about sustainability and environmental issues. This will help to find out if their responsible approach is because of their own sake or because they aim to make a difference in the world. This finding may eventually lead to an answer as whether the organization Falun2015 is constructing the winter sport event as an environmental change, sustainability branding or both. Further it may contribute to the discussion if organizations and companies can perform actions and changes in our behaviours towards being more environmentally friendly and making a first step to a more sustainable future. In order to investigate this I formulated the following *research questions (RQ1–RQ3)*.

- **RQ1:** *How does the communication team of Falun2015 construct sustainability?*
- **RQ2:** *What is important for internal and external communication regarding the sustainability goals of the organization Falun2015?*
- **RQ3:** *Is the organization Falun2015 constructing the event as environmental change, sustainability branding or both?*

## 2.4 Relevance

It is important to know that I will not focus on the achievement of Falun's sustainability goals and I will therefore not analyse the amount of CO<sub>2</sub>-emissions and environmental impacts. I will instead focus on how the members of the communication team of Falun2015 construct sustainability and on how the organization communicates its sustainability goals. Big sport events such as the NWSC in Falun are global events, which benefit from high media attention. This opportunity can be used to encourage innovations and implementations in the sector of environment and sustainable development. This thesis is relevant because future FIS event organizers that aim for a sustainable sport event may consider Falun2015's communication about sustainability and their use of CSR practices. Further, it can be an inspiration for other companies how to communicate sustainability matters to the public.

## 3. Theoretical Background

The focus of this thesis lays on how the communication team of the organization Falun2015 externally and internally communicates about sustainability and how they construct the term. For better understanding, the main underlying ontological standpoint "social constructionism" will be explained and different theorists on that topic are presented. In addition, "sustainability and sustainable development", "corporate social responsibility" and their connection are critically discussed. Finally, "organizational communication" and its role in the communication of Falun2015 are presented.

### 3.1 Social constructionism

The ontological standpoint underlying this thesis is the concept of social constructionism. According to Wand and Weber (1993, p. 220) "ontology is a branch of philosophy concerned with articulating the nature and structure of the world". The constructivist worldview will be considered when answering ontological questions, such as "what is the form and nature of reality and what can be known about it?" (Totland 1997, p. 34). Many scholars have discussed the topic (Burr 1995; Irwin 2010; Ihlen et al. 2014) on the social construction of communication. The main literature source I used during my research and which is often referred to from other scholars is a book by Berger and Luckmann (1969) about the social construction of reality. The authors argue that communication constructs and modifies relationships, social conditions and reality. In other words, communication is seen as the basis of reality, the main source of how people interact with each other and generate understanding and meaning of the world. According to Berger and Luckmann (1969) the reality of life is the world that a person shares with others and therefore this person cannot exist in everyday life without continually interacting and communicating with others. Communication is central for this thesis, because it also applies to how the members of the organization Falun2015 interact with each other to generate mutual understanding on the messages they communicate, internally and externally.

An important theme in the construction of reality is knowledge. According to Berger and Luckmann (1969) knowledge is essential for any understanding of the reality of everyday life. Likewise Ihlen et al. (2014, p. 28) argue that knowledge and what is considered as truth is historically and socially conditioned and based on social agreement. Therefore organizations like Falun2015 have to conceptualize their environment by making themselves a picture about who they depend on and want to communicate to (Ihlen et al. 2014). Also not everyone is in possession of the same knowledge or is willing to spread their knowledge to others. This is because knowledge of everyday life is structured in terms of relevance, which means that the knowledge one has, is determined by personal interest and the general situation in society (Berger & Luckmann 1969). This applies to the context of this thesis, because the members of the communication team of Falun2015 also have different personal interests and backgrounds, which results in different kinds of knowledge. If a group of people find a topic interesting or if it is relevant for them, they will start a conversation and maintain an ongoing dialogue about the topic. Therefore, Berger and Luckmann (1969, p. 172) see conversation as "the most important vehicle of reality-maintenance". It is interesting to investigate in what way the members of the communication team of Falun2015 use conversation and dialogue in order to maintain their reality.

Social constructionism wants to look beyond the processes that have caused the emergence of taken-for-granted knowledge (Irwin 2010), such as for example the assumption that it is wrong to pollute the environment. Taken-for-granted knowledge is that what everyone knows, constructed by the society and settled in the social order. I believe that the organization Falun2015 depends on knowledge and meaning within the organization and therefore it is interesting to find out how Falun2015 constructs their own kind of knowledge, such as the term sustainability. The history of

the concept sustainability or sustainable development and its criticism will be introduced in the following.

### **3.2 Sustainability and sustainable development**

First of all it has to be pointed to the fact that many theorists use either the term "sustainability" or "sustainable development". In the following I will use both terms synonymously, because differentiating them is not relevant for answering the research questions and would go beyond the scope of this thesis. A definition of sustainable development that is often referred to by many theorists can be found in the report "Our Common Future", created by the World Commission on Environment and Development (WCED) in 1987. The WCED (1987, p. 213) defines sustainable development as the "development that meets the needs of the present without compromising the ability of future generations to meet their own needs". The launching of this report was the first time in the history of sustainability that an "almost worldwide political consensus on the urgent need of sustainability" (Goodland 1995, p. 1) was made. Only five years later, at the UN Conference on Environment and Development (UNCED) in Rio de Janeiro in 1992, sustainability has gained increasing importance. This date is perceived to be the turning point of bringing environmental protection on to the global agenda, especially with the introduction of the action program "Agenda 21", which is regarded as main starting point to promote sustainable development (Filho 2000). Goodland (1995) points out that by that time, many countries or institutions did not know what sustainability or sustainable development precisely was about. "What is sustainability, and, specifically, what does it mean for this particular sector, nation, or region?" (Goodland 1995, p. 1).

Some scholars argue that many companies and organizations engaging in sustainable development do not exactly know what this means. They critique that "sustainability is just a buzz word" (van Eeten & Roe 2002, p. 20) and used by companies to put them in a better light. Similarly, Hove (2004, p. 48) points out that sustainable development has become more of a "catch-phrase than a revolution of thought". For instance, Laszlo (2010) argues that green products and services might be the solution in the eyes of consumers and business people, but in reality they are not. She refers to a "business as usual mentality" (ibid.), where many organizations come up with new sustainable ideas and intent to act environmentally friendly by reducing CO<sub>2</sub>-emissions, but the traditional business mindset stays the same. Likewise, Elkington (2012) argues that it will not help much if a company decides to become 20% more sustainable, because that just means they will decrease from being 100% unsustainable to become 80% unsustainable. Therefore, in order to make a difference companies need to have zero emissions and become "Zeronauts" (ibid.). Elkington (2012) criticises that many businesses think that everything is negotiable, but when it comes to the environment it is not, because we cannot bargain with nature. It can be asked how this view on sustainable development differs from the concept of CSR (see next subchapter). According to Elkington (2012) CSR is about what a company can do to be good and give back to society. Besides that he argues that the sustainability agenda is more about the "long-term survival

and health not only for individual companies but for the whole civilization and the planet" (Eklington 2012 p. 24).

The critical discussion about sustainable development can be connected to the case of Falun2015, since it is a big organization that uses sustainability practices. Falun2015's ambition of being "beyond all expectations" is besides cultural, social and economic aspects strongly focused on the environment. In the beginning of 2014 Falun2015 applied for an international standard that measures sustainability in events. In July 2014 the organization received the certification on the achievement of the ISO:20121 standard for sustainable events (see Appendix B) for the "planning and implementation of a World Championship in the Nordic disciplines cross-country skiing, ski-jumping and Nordic combined" (Falun2015 2014a). In addition, Falun2015 (2014b) published a sustainability policy concerning goals for responsible leadership, public health and the environment (see Appendix C). In the course of this thesis I will investigate how the members of the communication team of Falun2015 construct sustainability. In order to do this I will, besides interviewing the members of the communication team, look at the sustainability policy. I think analysing the communication will provide an insight if the organization Falun2015 also uses sustainable development as a catch-phrase or if they really stand behind their engagement and aim for zero emissions and environmental impacts.

### **3.3 Corporate Social Responsibility**

Nowadays, many institutions and organizations try to manage a good relationship to society. Companies engage in CSR programmes and organizations claim to take responsibility before they seek for profit (Ihlen et al. 2014). Furthermore, the public expects that organizations do not harm the environment, as for example with environmental degradation, and to maintain community engagement (ibid.). According to Lu (2011) CSR is seen as an inevitable tool of companies to be accepted in today's society. Therefore the practices of CSR are used in many companies and bigger organizations that decide voluntarily to contribute to a fairer society and cleaner environment (Evangelista & Ruão 2011). CSR practices include for example "setting measurable goals, stakeholder engagement and sustainability branding" (Lu 2011, p. 1). Lu (2011) describes that setting measurable goals, such as minimizing waste and resource use, are changes that can easily be remembered as sustainability efforts of the company, which supports the company's overall corporate strategy. Further, engaging stakeholders is essential when a company decides to become sustainable and socially responsible, since the company has to articulate its CSR plan to their stakeholders to make sure that they are aware of the new values and mission (ibid.). Sustainability branding is a common practice in CSR, an example being companies that change their logo colour to green and mention in their slogan that they invest in green solutions. In this case it can happen that the organization or company is accused of "green-washing" (ibid.). This means that the company pretends to be green on the outside but in reality just continues with its normal ways of working, without changing anything to be more sustainable. Also if the coherence between the organization's work and communication policy is not well balanced, there might occur criticism of green-washing (Evangelista & Ruão 2011). Criticism of green-washing in sport events occurred

for example towards the Winter Olympics in Sochi 2014, that were accused by the non-governmental environmental organizations WWF and Greenpeace (Oliphant 2011). Their criticism led to an increasing awareness among event organizers that green commitments need to be backed up with implemented strategies within the organizations to reduce their environmental footprint (Schwery et al. 2011).

In order to avoid accusations of green-washing, Lu (2011) suggests transparency in sustainability branding, which helps in building trust to stakeholders, costumers or audience. Likewise, Ihlen et al. (2011, p. 559) suggest that communicators "should give proof through numbers, statistics and examples of outcomes and impacts, and have credible third parties attest to their work". The authors also see transparency as crucial to create trust and credibility, which develop over time, as corporations provide clear and accessible information about their values and visions (Ihlen et al. 2014). I consider trust and credibility as highly important factors within the concept of CSR and will therefore look for these themes in the communication of Falun2015. They are relevant to achieve effective communication and make the public believe what the organization is communicating. Additionally, I perceive the language that is used in CSR as important, such as certain words the interviewed organizers and volunteers use when defining sustainability and how they are communicating about it.

Evangelista and Ruão (2011) argue that the concept of sustainability is the result of an evolutionary process that began with the term CSR. In 1976, before the WCED report "Our Common Future" was released, the Organization for Economic Co-operation and Development (OECD) published a guideline for multinational enterprises concerning "Corporate Social Responsibility" (Evangelista & Ruão 2011, p. 267). At that time many companies decided to join the sustainability thought and take action on behalf of sustainable development. Schatsky (2013) argues that nowadays companies are not only assessed by their environmental performance, but also by the environmental goals they set. "Environmental goals are becoming an arena of corporate competition and public declarations of goals can be a way of staking out a position of leadership" (Schatsky 2013, p. 157). These tendencies to see CSR and sustainability as an "inevitable tool" or to use it to take "leadership" will be used as a guiding insight during the analysis. This is why the environmental goals and sustainability policy of Falun2015 are highly important for their reputation as a sport event and worth a closer look. In what way Falun2015 makes use of language in CSR is important to further investigate how they construct and communicate sustainability.

### **3.4 Organizational Communication**

Gaining better understanding of "organizational communication" is highly relevant for this thesis; because Falun2015 as an organization acts as a whole in the ways they communicate and interact with stakeholders and the public. Miller (2014) argues that communication is more than simply transmitting information – it has to be considered in which ways "communication processes create and recreate systems of meaning and understanding" (Miller 2014, p. 83). She points out the shift towards a social constructionist position on how people understand the social world, which was described by Berger and Luckmann (1969). Reality and organizations as a part of the social world



are no objective things, but instead inter-subjective constructions made through communication (Miller 2014). Organizational communication theorists investigate the complicated processes through which the interactions of humans create, re-create and change organizations (ibid.). Therefore I see the interactions of the members of Falun2015 as important because they are the ones who constitute the organization by creating meaning and communicating to each other.

Evangelista and Ruão (2011) focus on the role of sustainability in organizational communication, where they perceive it as a resource for the performance of organizations. Focusing on sustainability shows commitment by the organization (ibid.) to take responsibility. Additionally, the authors argue that organizational communication is a constituent of organizations and more than just a management tool. They claim that the strategic character of organizational communication is restricting the level of stakeholder participation in the communication process (ibid.). Likewise, Irwin (2010) points out that the element of power is to some extent involved in the processes of social constructionism, which can lead to inequality. However, Evangelista and Ruão (2011) argue that organizational communication can be politically responsible communication based on participatory democracy, which is the process where all stakeholders in an organization negotiate power and openly reach collaborative decisions (Deetz 2009). Hence they state that the majority of organizations follow the traditional (strategic) standards of organizational communication, which are embedded in a more hierarchical structure. Still it is possible that there are sustainability initiatives with high stakeholder participation and participatory democracy in terms of communication (Evangelista & Ruão 2011). In order to achieve this they refer to the politically attentive relational construction (PARC) approach by Deetz (2009), which includes the four basic thoughts “open conversation, deliberation, dialogue and collaboration”. I consider it as relevant to investigate to what extent stakeholders and volunteers can take part in the communication process of Falun2015 and how they are involved, in order to learn more about the participatory democracy within the organization. This is important because I believe that through participatory democracy and involving different perspectives in the decision making process, the members of the organization can construct sustainability together and effectively communicate about it.

## 4. Methodology

The methodological approach for this thesis is a qualitative case-study approach. I use a qualitative research approach because it allows studying social relations and it can show different perspectives of the participants and their diversity (Flick 2006). This is relevant to study the organizational communication of Falun2015. As the first research question is about *how the communication team of Falun2015 constructs sustainability* and the second one about *what is important for their internal and external communication*, a qualitative approach is appropriate for finding an answer to these questions. In the following I will explain the data collection and give an insight into "participant observation" and "qualitative interviews", which are the two main tools that I used in the research process. In a last step methodological constraints that occurred during the fieldwork will be explained.

## **4.1 Data Collection**

The data for this thesis has been collected during two weeks of fieldwork in Falun, while the NWSC were held from the 15th of February until the 1th of March 2015. I collected the material in different ways, such as in the role of a volunteer, as a visitor of the NWSC and in the role of a researcher. As a volunteer in the communication team of Falun2015, I could gather a personal insight into the organization and its communication practices. Through "participant observation", which I will explain more thoroughly in the next subchapter, I could closely analyse the communication strategies of Falun2015. In addition, I was taking part in the NWSC as a visitor during my free time. I could get a general impression of the communication of Falun2015 by walking around in the ski venue, reading signs, the official Falun newspaper and flyers regarding their sustainability goals. In the role of a researcher I conducted qualitative semi-structured interviews with some of the organizers and volunteers of the communication team of Falun2015. Here, I gathered more detailed information and personal views on the internal and external communication of the organization. The process of data collection and the specific tools I used is described in more detail in the next subchapters.

## **4.2 Participant Observation**

According to Denzin (1989, p. 157–158) participant observation is a "field strategy that simultaneously combines document analysis, interviewing of respondents and informants, direct participation and observation, and introspection". As previously mentioned, the data collection involved observation, interviewing members of the organization, analysis of sustainability goals and other material. Participant Observation is a commonly used method in qualitative research, which allows the researcher to gain insider knowledge of the field (Rugg & Petre 2007). Flick (2006) stresses that observation enables the researcher to find out how something works or occurs. I chose this methodology because I was involved in the organization Falun2015 as a volunteer in the communication team. In addition, I chose the participant over the non-participant approach because as a volunteer I was actively taking part in the communication process of the organization. Here, I also took part in the decision-making process. Further, I decided to conduct a disclosed participant observation, which means that I was open about my research role of observing the organization within the group (Rugg & Petre 2007). Hence, I informed the heads of the communication team and some of the volunteers I was working with, that I would write my master thesis on the communication process of the organization Falun2015.

During the data collection I used two notebooks, one for my observations and another one for my personal reflections, where I wrote dairy type entries, such as personal thoughts, criticism, questions and feelings about a certain situation. I considered this as useful because it helped me to organize the large amount of information that is coming together when taking field notes. In the notebook with the observations I started my entries with describing the social situation that I encountered. The social situation includes place, actors and activities (Spradley 1980). Therefore I stated my entries with the date, time and place, which was normally the newsroom on the ski

venue or the volunteers centre in the Lugnet school. Involved actors were members and volunteers of the communication team. In a next step, I described more detailed what I observed, such as the activities of the members of the communication team, what they knew and what things they used (e.g. computers, phones) and created (e.g. newsletter, digital content). Spradley (1980, p. 5) refers to these observations as "cultural behavior", "cultural knowledge" and "cultural artifacts". He argues that in ethnography one describes a culture, and therefore learns from these people rather than studying them (Spradley 1980). Hence, I was looking for the organizational culture in the communication team of Falun2015.

For the following I will not show detailed results that derived from the participant observation. Because of the limited space available in this thesis I decided to focus on the analysis of the qualitative interviews (see next subchapter), which are in my opinion a better source to find answers to my research questions. Nevertheless, participant observation has been a crucial method to conduct my research in several ways. First of all it was necessary to gain better understanding of how the internal communication of Falun2015 works. Besides that it influenced my view on the communication process and strongly helped me in deciding which members and volunteers of the communication team to approach for the qualitative interviews. Spradley (1980) differentiates between informal and formal interviews. In informal interviews the researcher asks questions during the observation, such as further explanations about a mentioned topic. In formal interviews the researcher asks for a personal meeting and then poses questions tapping the interviewee's knowledge about a particular cultural scene (ibid.). I consider formal interviews as highly relevant to gain deeper understanding of the communication process of Falun2015 and therefore I will focus on them in the following subchapter.

## 4.2 Qualitative Interviews

The reason I decided to conduct qualitative interviews is because they give insights about perspectives and views on communication and sustainability by representatives of the organization. This leads to a deeper understanding on how the communication of the organization works. Eventually it helps in answering the first and second research questions *how the communication team of Falun2015 constructs sustainability* and *what is important for the external and internal communication about their sustainability goals*. Additionally, the interviews are helpful to answer the third research question *if the organizational communication about sustainability is aiming for environmental change or if it is more about sustainability branding of the organization*. Flick (2006) claims that a qualitative approach cannot guarantee general statements or findings. It is hard to get generalizability of the findings because the focus lies on the single setting (Holloway et al. 2010), the case of the NWSC in Falun. However I think that to some extent these findings can be applied to other FIS World Championships, because similar settings are likely to produce similar data (ibid.).

For my data collection I conducted a total of eight semi-standardized interviews. I carried out seven face-to-face interviews during my fieldwork in Falun and thereafter one interview via Skype. Three interviews were held with organizers of Falun2015 (O1–O3), while five interviews

were with volunteers of the communications team of Falun2015 (V1–V5). The interviews with the organizers are valid and relevant because these interviewees are official representatives of the organization and they possess expert knowledge in the field of either sustainability or communication. Besides that the interviews with the volunteers are also highly relevant for the analysis, because they also take actively part in the communication process of Falun2015 and therefore their opinions and views on communication have to be considered.

According to Flick (2006) the interview guide on semi-standardized interviews lists several topical areas. The topics I chose to ask questions about were on the role of the interviewee, the construction of sustainability, communication in general and specific communication about sustainability. I asked open questions that could be answered on the basis of the knowledge that the interviewee possesses (ibid.). An exemplary question is: ***Why do you think is it so important that Falun2015 wants to be the most sustainable and environmentally friendly NWSC ever arranged?*** The full interview guide can be found in Appendix D.

Kvale and Brinkmann (2008) suggest that the researcher should know what to analyse before starting the process of the interviews. Therefore I made specific questions about topics I wanted to focus on in the analysis, such as concerning involvement of volunteers and visitors: ***In what way are visitors and volunteers involved in the communication process?*** The length of the interviews ranged from approximately 25 to 50 minutes. All interviews were recorded and transcribed afterwards. I chose to process the data in this manner because I felt that taking notes would have interrupted the smooth continuation of the interviews and slowed down the process. In addition, I decided to only record the interviews in order to focus more on what the interviewees say and to ask them appropriate follow-up questions. One of these questions is for example: ***So you say that internal communication plays an important role for your organization. Can you explain why you think that is the case?***

### 4.3 Data Interpretation

By transcribing the interviews I generated a text that allowed me to process and interpret the material. I chose to interpret the material because interpretation is a common method in qualitative research that allows the researcher to explore how people make sense of the social world (Holloway et al. 2010). Further, the interpretation of the data takes into account that the text is the empirical material for developing the analysis (Kvale & Brinkman 2008). When the transcripts were ready I started interpreting the data by collecting the most important quotes and text passages of the interviews and allocating them in different categories. I created a total of eight categories, which emerged during the first reading of the transcripts. The categories encompassed the "importance of being the most sustainable sport event", "construction of a sustainable sport event", "importance of external communication", "importance of internal communication", "involvement of volunteers and visitors in the communication process", "PARC approach (open conversation, deliberation, dialogue and cooperation)", "influence on volunteers and visitors" and "perceived effects". I generated these categories because I identified many themes in the interviews suitable for the pertaining allocation. Flick (2006) states that the first step to analyse qualitative content is

to select those parts of the interviews that are relevant to answer the research question. Therefore the themes that were repeated along many interviews were selected for the final analysis (see results). Additionally, I selected single quotes that I considered as relevant for the thesis, such as quotes regarding the social construction of a sustainable sport event. Last but not least in order to give an overview of the interviews, Appendix E shows a summary of the main messages of each interview.

#### **4.4 Methodological constraints**

Some methodological constraints occurred during the fieldwork while conducting participant observation. During participant observation the researcher dives into the field and observes from a member's perspective. At the same time the researcher influences the observed by own participation (Flick 2006). During my fieldwork I was confronted with the double role of being a volunteer in the communication team and a researcher. As a researcher it is important to keep a professional distance to the field, while as a volunteer I am participating in the organization and to some extent influencing the decisions they make. So, on the one hand I have to "go native", and lose "this critical external perspective and to unquestioningly adopt the viewpoints shared in the field" (Flick 2006, p. 223), while on the other hand I also have to stay objective. I encountered situations in the role of a volunteer where I wanted to influence the communication process with my knowledge and skills. At the same time I wanted to hold back in order to see if the other volunteers of the communication team would take the same decisions or not. It was difficult to find a balance between participating in the team by joining the decision making process and stepping aside to observe what the team was doing without my involvement as a volunteer. Rugg and Petre (2007) mention as a disadvantage in participant observation, that being part of a group might develop social bonds with the members of the group. As an observer you can be torn between telling the full story, especially if it is an unpleasant one, and being tactful to the group members that you started to see as friends (ibid.). This can be seen as another constraint, since the boundaries between having a collegial relationship or a more professional relation to the volunteers and organizers of the communication team were rather blurred. Regarding the data interpretation, it might seem that I have a biased view on the organization because of my role as a volunteer. Even though I try to detach myself from the material and see it from the outside, there is the chance that the results are influenced by my personal view and experience. However, in the process of the analysis, which took part after my stay in Falun, I took off the role as a volunteer and stepped into the one of a researcher. I was a volunteer and part of the organization during my fieldwork doing data collection, but not during the process of the data analysis and interpretation, where I instead acted as a researcher. This guarantees that the findings are valid and not biased by my active role as a volunteer.

## 5. Results

In the following the interviews will be analysed by identifying themes regarding the communication of Falun2015 and the interviewees' view on sustainability. Out of the eight categories in the beginning of the interpretation of the interviews, three main topics were identified for further investigation. I think that they are most relevant to answer the research questions. I consider the "meanings of a sustainable sport event" as important because it will allow an insight into how the members in the organization construct sustainability differently. "Internal and external communication" are significant, because they show how the interviewees perceive their own communication and the elements that are important in order to communicate to the public. I identified different subthemes within the three main topics, which I consider as fitting the topics. The following analysis is my interpretation in the role of a researcher on the perception of the interviewees about what is important for certain topics.

### 5.1 Meanings of a sustainable sport event

The interviewees perceive different things as important when it comes to a sustainable sport event. The different meanings of a sustainable or environmentally friendly sport event are listed in the following, starting with the subtheme that has been mentioned most. Table 1 is important for this thesis because it gives an insight on how the interviewees view and construct sustainability concerning the NWSC, which refers back to the concept of social constructionism.

Interviewee	Meanings of a sustainable sport event											
	environmental impacts	image	responsibility	standard	awareness	fashion	comparison	lifestyle / values	normal thing	societal impacts	skiing sport	high costs
O1	X	X	X	X	X	X	X					X
O2	X	X	X		X							
O3	X	X	X	X	X			X				
V1	X	X	X	X								
V2	X	X	X	X		X						
V3	X	X					X	X	X	X		
V4	X	X	X		X	X			X		X	
V5	X	X	X	X		X	X	X	X	X	X	
total	8	8	7	5	4	4	3	3	3	2	2	1

**Table 1: Meanings of a sustainable sport event**

*"Environmental impacts"* are mentioned by all interviewees when being asked about the meaning of a sustainable sport event. O3: *"We have to think about the environment and the impact that we do"*. It is perceived as crucial to think about how people affect the environment, which is also happening in the NWSC in Falun. V4: *"Sustainability is about how people live today and how that affects the environment"*.

*"Image"* is also mentioned by all interviewees when it comes to the question why it is important to be the most sustainable NWSC ever arranged. V1: *"It looks good on the outside, if we are sustainable"*. The organizers say for example that it is good for the image of the organization to

invest in environmentally friendly practices. An interviewee mentions that it is favourable to increase the goodwill and value as an organization when acting environmentally friendly and investing in sustainability. O3: *"It's not only about Falun, it's also about Sweden and the image that we are projecting to the world. We want to show that sustainability and the environment are very important"*.

Furthermore, **"responsibility"** has been mentioned often by the interviewees, which connects closely to the environmental impacts. The interviewees experience "responsibility" as the way the organization acts in order to feel good about what they are doing and to be responsible for their impacts. V2: *"We don't have endless resources, we have to take care of what is given to us"*. Different from this is the "image", which is more about how others see the organization and judge in what way they take responsibility or not. O2: *"We know that a big event like the World Championship affects the climate, you cannot avoid it, but you can try to do it in an as good way as possible. That's why we want to work with environmental issues, we want to take responsibility"*.

Setting a **"standard"** is recognized as a theme for being a sustainable event. On one hand the organizers mention that they want to be on the highest level in all fields and do better than what they are expected to do. V2: *"Perhaps Falun has set a standard for following World Championships that you cannot do less now"*. On the other hand, setting a level or standard is perceived to be important by both organizers and volunteers to influence or inspire other events to act environmentally friendly as well. O1: *"We also want to influence people, for example the next Championships, we want them to be just as good as we are"*.

**"Awareness"** can be identified as a theme in the construction of a sustainable sport event by the interviewees, especially the organizers. O2: *"An important goal of our communication is to make sure that people are aware of this fact that it is important for us that we are working with environmental issues"*. Raising awareness about sustainability is seen as important to get attention from the public, but also to making sure that everyone is aware that it is important to act environmentally friendly. O1: *"We hope that people will see that we try to recycle 100%"*.

Also many interviewees mention **"fashion"** as a reason for a sustainable sport event. V4: *"Right now it is trendy, people are thinking more and more about the environment"*. They perceive it to be trendy and contemporary to be sustainable and to invest in green solutions. O1: *"The demand for green products and services is growing and we see that there is a very big interest in the green sector"*.

The interviewees consider **"comparison"** when defining sustainability in sport events. The event Falun2015 is compared with other events in Sweden or abroad in terms of the environmental work that has been done and then set in a scale. O1: *"By comparing our numbers with the ones from the Championship in Oslo, Falun is a good environmental Championship"*. This is different from the previously mentioned theme "setting a standard", in terms that Falun2015 does not want to stake out in a position of leadership in the first run, but when being compared to other events, turning out to be better than the others.

**"Lifestyle and values"** are mentioned by some interviewees, relating to people who grew up with an environmental influence, as for example their parents working on a farm or sustainability

education in school. V5: *"I've always been this outdoorsy person, it comes natural for me to care about the environment"*. Apart from that, sustainability is seen as a **"normal thing"**. V3: *"In Sweden, everyone recycles naturally"*. The interviewees mention that the environmental thought has been given to them in childhood or that it is normal in Sweden to be aware of the environment.

**"Skiing sport"**, **"societal impacts"** and **"high costs"** are mentioned by the interviewees and are therefore considered as a way to construct a sustainable sport event. The interviewees say that the "skiing sport" should sustain as an outdoor sport and therefore the organization should care about the environment, because due to global warming snow is becoming a scarce source. The "societal impacts" are the effects that sustainability leaves to the society. Such as opening doors for young people and bringing opportunities for the town, which are not sufficiently discussed in society. Mainly the interviewed organizers notice the "high costs" that come with an environmentally friendly sport event. O1: *"There are high costs, but when we decided that we arrange the NWSC, we knew that we must go all the way, we cannot stop in the middle"*. They perceive that it is expensive to invest in the environment and that it is about balancing out if the investment is worth it in the long-run or not.

## 5.2 Internal Communication

In the following, the internal communication between the organizers and volunteers in the communication department is analysed. Table 2 provides an insight on how the interviewed members of the communication team of Falun2015 perceive their work internally. It is interesting because it connects to the role of participation, which is relevant for sustainability initiatives that do not aim for a strategic organizational communication (Evangelista & Ruão 2011). Additionally, it relates to the role of knowledge and that it is based on social agreement (Ihlen et al 2014).

Interviewee	understanding/knowledge	trustworthiness	clear communication	teamwork	information	involvement	inspiration	acceptance	basis of communication
O1	X	X					X		
O2			X		X	X			
O3	X	X		X	X	X			
V1	X	X							
V2	X	X	X	X				X	X
V3				X				X	
V4	X	X	X		X				X
V5	X		X	X		X	X		
total	6	5	4	4	3	3	2	2	2

**Table 2: Internal Communication Falun2015**

According to the interviewed organizers and volunteers of Falun2015 **"understanding and knowledge"** are perceived as very important in internal communication. A lack of "understanding and knowledge" is noticed, which means that some volunteers do not know enough about sustainability or their actual role in the organization. O1: *"We have worked a lot with our volunteers with education. But they don't know enough about the environmental policy, there are*



so many things, you know, they have so much to take in". Furthermore, some volunteers identify "understanding and knowledge" as necessary for internal communication to be able to perform communication also externally. V1: *"We who work with communication have to know a bit more about goals, visions and communication, gain a deeper understanding"*.

**"Trustworthiness"** can be identified as very important in internal communication. The interviewees mention what the organization communicates externally should also be felt and performed internally, such as visions, beliefs and the sustainability thought. V1: *"It is important that we stand behind of what we are doing, that we feel secure of what we write about"*. The certificates that the organization receives are also perceived as an internal standard for how the organization must work to achieve the specific certificate or standard. O3: *"If we are not doing what we are saying, no one is going to believe us. So it has to be trustworthy and that comes from within the organization"*.

In addition, the interviewees consider **"teamwork"** as important in the internal communication of the organization. Teamwork is understood as helping each other out and solving problems together. In order to achieve this, close relationships among the members are needed, which has been the case in the separate communication teams (e.g. team Instagram, team Facebook, team Twitter) of the communications department. O3: *"It is very important to have close communication with the rest of the organization"*. In contrast, it has also been mentioned that the teams were working independently from each other within the communication department, without keeping close relationships. V5: *"I think we could have done an even better work, if we had more communication between the different teams within our communications department"*.

Some volunteers from the communications department of Falun2015 have identified **"clear communication"** as essential for internal communication. V4: *"The internal communication needs to be clear and basic, especially when it comes to a massive organization like Falun2015, the communication has to work"*. They mention that it has not always been clearly communicated to them what they were supposed to do in their roles as volunteers. V2: *"Sometimes it was a bit fuzzy, I have been given some information and it could change in a minute, so you had to work in the go"*.

Some interviewees considered **"information"** as an important part of internal communication. So did an interviewee mention that the volunteers should be updated and the other way around that they should also update the organizational committee. Certain information has for example been given to the volunteers in internal newsletters or in the online-education. V4: *"In the volunteers education we got the information and for us who work with communication this is really important"*.

**"Involvement"** is seen as important, as for example by the committee involving volunteers to work for the NWSC and spreading their message to the audience. One organizer states that involvement also concerns that everyone is participating in the decision making process. O2: *"We don't have hierarchy really. It's a very flat organization everywhere, and everyone is involved in discussing things"*.

**"Internal communication as basis"** for all communication has been mentioned in the context that internal communication is the most important thing, because it builds the ground of the entire

organization. V4: *"Internal communication is really important, because if it doesn't work it can lead to conflicts"*.

Further *"inspiration"* and *"acceptance"* are mentioned by organizers and volunteers when it comes to internal communication, such as for example the organizers inspiring volunteers to act environmentally friendly. V5: *"They tried to inspire us to not take the car, but to walk or take the bike and public transport instead"*.

### 5.3 External Communication

The external communication of Falun2015, in mainly the form of online communication, is directed to the visitors, partners, media and different stakeholders. Volunteers from the communication department and organizers are mainly leading this communication. I consider external communication as important because it is about defining and spreading the message and vision of the organization Falun2015.

Inter view ee	External Communication								
	informa tion	inspiratio n	cooperatio n	understand ing/ knowledge	aware ness	dialogu e	image	involve ment	trustwort hiness
O1	X	X	X	X					X
O2	X	X	X	X	X	X	X	X	
O3	X	X	X	X	X	X	X	X	X
V1	X		X	X		X			
V2	X	X		X	X				X
V3	X	X					X		
V4			X		X	X			
V5	X	X	X		X		X	X	
total	7	6	6	5	5	4	4	3	3

**Table 3: External Communication Falun2015**

*"Information"* is mentioned by almost all of the interviewees as important for the external communication of Falun2015. On the one hand the interviewees consider it as relevant to inform about the NWSC, which also includes the topic of sustainability, and argue that this has been done a lot so far. O2: *"One of our goals is to spread knowledge and information about the World Championships"*. On the other hand, some volunteers observe that there is a need for more information about sustainability in order to communicate effectively about the environmental goals and standards of Falun2015. V5: *"We tried to make some posts about the environment, but it was no theme throughout the work"*.

The interviewees perceive *"cooperation"* as important for the external communication of Falun2015. One interviewee argues that "cooperation" is interlinked with "information", because to work closely with others and to make sure that partners cooperate, they have to be informed. O2: *"We have a good cooperation with the City of Falun and the Swedish Ski Association, we know who should communicate about what"*. Also some of the interviewed volunteers experience

close relationships to partners and the public as important. V1: *"It is important that we have a good relation to the people we communicate to"*.

In addition, **"inspiration"** is mentioned by some interviewees as playing a role for the external communication of Falun2015. The main target groups who should get inspired are media and the public. O2: *"We try to inspire media to write about the World Championships"*. Some volunteers inspire the audience with their privately held external communication, apart from their role as volunteers. V5: *"I have talked to my friends about my job and the environmental issues, because I am interested in the area myself, so I try to promote that a little bit"*.

**"Understanding and knowledge"** is perceived as important in external communication. The interviewed organizers have the aim to spread knowledge about the NWSC and mention the importance of the volunteers to generate better understanding among the visitors. As an example, the volunteers perceive it as important to generate more knowledge of how the recycling stations work. V2: *"We should show our guests how to recycle, so that they are familiar with it"*. Furthermore, external communication is seen as necessary to create a deeper understanding about the environment. O1: *"The volunteers meet all the visitors, so they should know how to help them and know how the energy system in Falun works in a broader sense"*.

**"Awareness"** is perceived as important by the interviewees. They argue that communicating with prompts and other things that are easy to understand, helps to raise public awareness. O3: *"Sometimes we put up small tips on Facebook, and that's the things that give most attention, the things that are easy to share and understand"*. They also argue that it is important to communicate something that is recognizable and catches attention, such as for example the colourful recycling stations. V4: *"I think it is really good that they have all these bins everywhere, because you see them, they are colourful"*.

Having a **"dialogue"** and communicate interactively is perceived as important for the external communication of Falun2015. O3: *"Well communication is being active, interactive, having a dialogue with people but also creating interesting content"*. The interviewees argue that through social media the visitors can take part in the communication process by using hash-tags or commenting on status updates. Some volunteers mention that it is useful to have a dialogue with the followers.

**"Image"** is also mentioned by some interviewees as part of the external communication of the organization. The interviewed organizers say it is important to communicate about the benefits of the NWSC and to maintain a good image, because in that way people, especially the local citizens, can see what they get out of the NWSC. O2: *"We want to spread positive thoughts about the World Championships"*.

**"Involvement"** is mentioned by some interviewees as important for the external communication and is seen as connected to the themes "dialogue" and "image". Dialogue requires involvement and to be able to spread positive messages about the Championships, people need to be involved. As regards the organizers, involvement is the key word for their communication. O3: *"It's good that the organization has seen the value of the World Championships, that it is not just about the sport, but also about trying to involve kids, immigrants and others"*. They consider social media and the

networks "Beyond skiing" and "Friends of Dalarna Falun2015" as good ways to involve visitors, partners and local citizens.

Lastly, *"trustworthiness"* is brought up by interviewees as an important aspect when communicating externally. The organizers mention the report that will be produced at the end of the Championships, which is important as a kind of documentation to show the numbers of CO<sub>2</sub>-emissions of the NWSC and to eventually prove that it has been a sustainable sport event. V2: *"It's one thing that you say what you want to do and one thing that you actually do it"*.

## 5.4 Analysis of Results

The results show that many themes can be identified when investigating the internal and external communication of Falun2015. Figure 1 visualizes the themes (light blue) that I identified from the interviews and their connection to the main theories (green), depending on their allocation in the figure. Out of all the themes I identified four main topics (dark blue) that I perceive as essential in Falun2015's communication about sustainability. I believe that organizations that incorporate these elements are able to aim for an environmental change. Another reason why I chose these elements is because they can strongly be backed-up by the mentioned themes of the interviewees, since I believe that they perceive them as important. In regard of the previously mentioned theory, social constructionism concerns beyond other things the use of *"Knowledge"* and *"Dialogue"*, such as taken-for-granted knowledge (Irwin 2010). CSR contains elements of *"credibility and trust"*, which Ihlen et al. (2014) consider as important for the transparency of organizations. Lastly, Organizational communication focuses on the role of *"involvement"*. Stakeholder participation and engagement are therefore highly relevant (Evangelista & Ruão 2011) in the communication of Falun2015.

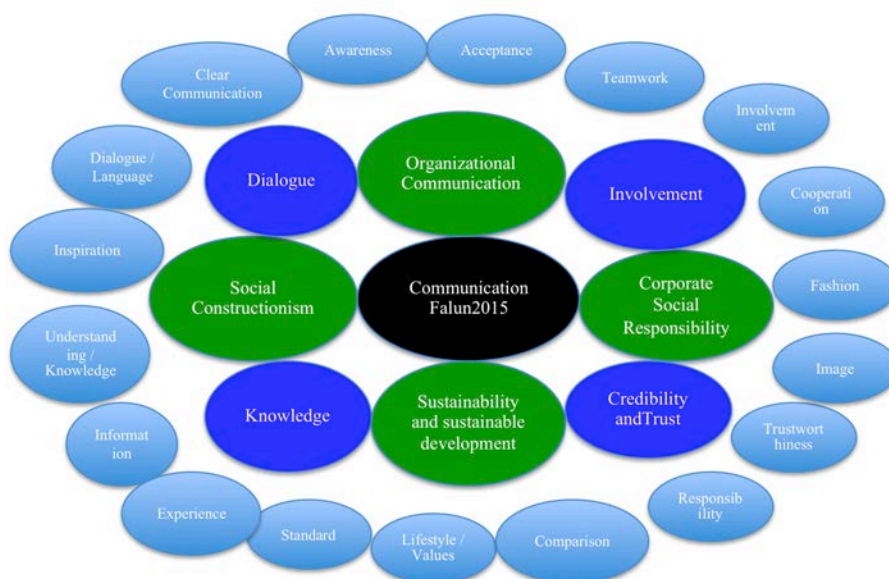


Figure 2: Mind map Communication Falun2015

The element **"Knowledge"** derives from the themes "experience", "information" and "understanding/knowledge". Another important main element **"Dialogue"** is based on "inspiration", "dialogue/language", "clear communication" and "awareness". The element **"Credibility and Trust"**, which I also consider as essential for both internal and external communication of Falun2015, is supported by the themes "fashion", "image", "trustworthiness" and "responsibility". Lastly, **"Involvement"** as relevant element for the communication practices of Falun2015 is based on "teamwork", "cooperation" and "acceptance". In what way the theories connect to the identified four main topics, I will describe more thoroughly in the following discussion.

Besides the internal and external communication of Falun2015, the construction of a sustainable sport event has been analysed. I identified twelve themes that the interviewees mentioned when being asked what they consider as a sustainable sport event. Figure 2 shows the identified themes of how the interviewees construct sustainability and how they connect to CSR. The connection is visualized by how close the CSR signs are allocated by the themes.



**Figure 3: Mind map Construction of a sustainable sport event**

I consider "responsibility", "standard", "fashion", "image", "high costs" and "environmental and social impacts" as strongly connected to CSR, because these themes imply that the organization should act responsibly towards the environment and society and that it also wants to be identified as a social responsible organization. Figure 2 is relevant in order to start the discussion about the main problem of this thesis, i.e. how the members of the communication team of Falun2015 construct sustainability differently. Furthermore, the question if the organizational communication of Falun2015 aims for an environmental change, sustainability branding or both will be answered. How the interviewed organizers and volunteers of Falun2015 construct sustainability will be discussed in the next chapter.

## 6. Discussion

As previously mentioned I perceive the themes "*knowledge*", "*dialogue*", "*credibility and trust*" and "*involvement*" as essential for the internal and external communication practices of Falun2015. Therefore they need to be considered as important elements for the organization's communication about the sustainability goals. Falun2015's sustainability policy (see Appendix C) will be taken into account for discussing this further. The theory that has been described in this thesis will be connected to the results and assist in finding an answer to the research questions.

### 6.1 Knowledge

In Falun2015's sustainability policy, two main aspects are: "*Recruiting of staff and volunteers with diverse perspectives*" and "*Sustainability education for the organization and volunteers*" (Falun2015 2014). I therefore assume that Falun2015 wants to recruit staff and volunteers with different perspectives in order to gather a diverse set of knowledge within the organization. This is important because it will allow the organization to go beyond the scope of taken-for-granted-knowledge (Irwin 2010). Furthermore, it fosters learning and understanding within the organization. All the members of the organization receive an education about sustainability, which allows them to gain more knowledge about the topic, but also to achieve a mutual understanding on sustainability. Throughout the interviews knowledge has been a continuous theme, and therefore I perceive knowledge as very important in the communication process of Falun2015. One volunteer mentioned that the team members in charge of the communication need to know more about the sustainability policy, environmental goals and vision of the organization. It will allow them to gain a deeper understanding about the organization and feel secure about what they write and share with the public. The interviewees also argued that not only knowledge about how to act environmentally friendly has to be available internally – staff and volunteers also need to understand how certain things work and how to effectively implement them. Additionally, I consider it as important that the organizers know who their audience is and what their interests are. This can theoretically be supported by Ihlen et al. (2014), who suggest that organizations have to conceptualize their environment by making themselves a picture about whom they depend on and want to communicate to. By knowing the audience the organization can focus on how to raise environmental awareness and aim for a change. This is one way how some of the members of the organization Falun2015 construct sustainability, such as caring about the environment, raising awareness and comparing with other events.

### 6.2 Dialogue

Referring to the sustainability policy of Falun2015 (2014b) "*dialogue with partners and deliverers about sustainability questions*" is necessary. I consider dialogue as important in both external and internal communication, because the interviewees mentioned that it allows talking to others and learning about their ideas and perspectives. In the same way Ihlen et al. (2014) argue that

organizations prefer the engagement in dialogue with groups inside and outside the organization to one-way communication. Also the interviewees see dialogue as a source for clear communication. According to the exemplarily quotes of the interviewees, interactive dialogue with visitors and stakeholders is perceived as important and beneficial for the efficiency of external communication of the organization. The PARC-approach (Deetz 2009) explains the two basic thoughts in non-strategically communication, which includes open conversation and dialogue. Deetz (2009) sees true dialogue in an organization as a mode of participatory democracy. He suggests that open conversation should imply no control or direction. When reading the interview statements I realize that the interviewees want to discuss things dialogically with their co-workers. But they also see dialogue with the audience as giving information. Here I can identify a critical point about the use of dialogue as one-way communication. As such the organization instrumentalizes dialogue by starting it with asking a specific thematic question to the public such as *"Did you know that Falun2015 aims to be the most sustainable and environmentally friendly NWSC ever arranged?"*

In contrast, Deetz would not suggest this use of dialogue. I think in that way the organization is predefining the theme and putting the focus on the environment. In that context, Ihlen et al. (2014) would argue that dialogue might be used as a corporate tool for predefined goals, which reduces the ethical value of the organization. This invitation for dialogue might be seen as an expression of goodwill for the audience and makes the organization look responsible. The critical point is that the organization might navigate the dialogue in a way they want to and do not consider the arguments of the audience in their decision making process. In other words, what is seen as an attempt of interactive dialogue made by Falun2015 can in reality be an exclusion of decision-making power by other stakeholders. Therefore I think that a clear and transparent dialogue is important for the internal and external communication of Falun2015, especially regarding their sustainability goals. Falun2015 emphasizes to some extent on transparency in their dialogue, because they strongly involve the audience to take part in the discussion. Credibility and trust within the organization and its communication further help to gain a more transparent dialogue, as discussed in the following.

### **6.3 Credibility and trust**

The organization Falun2015 demands *"ethically and legally performance of the leadership team. Sustainability work should be actively performed by the responsible person in each part of the organization"* (Falun2015 2014) in their sustainability policy. According to Ihlen et al. (2014) taking responsibility before seeking for profit is one of the main characters of the use of CSR in organizations. The leadership team of Falun2015 should take responsibility and act environmentally friendly in accordance with their communication policy. The interviewees claim that credibility and trust are essential in the communication practices of Falun2015. Some interviewees mention that the organization needs to be trustworthy about what they are communicating to the public. Therefore they must act as sustainable as they pretend to be. This shows that most of the interviewees agree with the policy. Further, the sustainability policy states that sustainability should be part of the work of everyone involved in the organization. An

important point in CSR concerning communicating about sustainability is that the communicators should give proof through numbers and statistics and have third parties to attest their work (ibid.). In line with this, Falun2015 involved the consultancy company ÅF from the beginning on, when they started working in 2011 (see Appendix A). As mentioned by one of the organizers, ÅF has attended the processes of the organization as a neutral observer. Besides that, Falun2015 provides a sustainability report which shows the numbers of how many CO<sub>2</sub>-emissions occurred during the event. Further the report makes these comparable with other previous events like the FIS NWSC in Oslo in 2011. Likewise, Schatsky (2013) claims that companies make use of environmental goals to become a leader in their field. This can also be seen in Falun2015, which aims to become the best NWSC ever arranged in all fields. In the same way an interviewee stated that perhaps Falun has set a standard for following World Championships.

Lu (2011) mentions setting measurable goals as an important CSR practice. Here I can identify critique about the environmental goals of Falun2015. On the one hand, the organizers say that they are planning to have a climate-neutral event and recycle 100%. Yet, during the interviews, some of them mentioned that they could not avoid all the impacts that they have on the environment. Several interviewees argued it matters most that Falun2015 shows responsibility regarding the environment and that they try to be as environmentally friendly as possible, even though they might not reach all of their goals. In this context it can be argued that the interviewees construct sustainability in a way that they say it is enough to make an effort to be sustainable even though the environmental protection is not achieved. By comparing this to Elkington's (2012) approach of the "Zeronauts", the organizers view would implement that they are only trying to be green because they want to look responsible, not because they really want to make an environmental change. Elkington (2012) argues that only if an organization is to 100% sustainable, they can make a difference. Otherwise, the organization is just doing it for their image, giving the impression of being green, but in reality putting inefficient effort for making a real change in the world (ibid.). Lu (2011) refers to the danger of sustainability branding, one common practice of CSR, which can lead to green-washing if used incorrectly. As mentioned previously, in order to avoid green-washing Lu (2011) suggests transparency in sustainability branding, which helps in building trust to stakeholders, costumers or audience. However, it can be argued that this transparency is available, as for example through the sustainability report of Falun2015. Therefore I consider it as highly important that Falun2015's communication about sustainability is credible and that partner, sponsors and the public can trust them. Through cooperation and close working relationships, as will be mentioned in the following, these partners and sponsors are strongly involved in the communication process of Falun2015. Therefore I believe that credibility and trust towards them are guaranteed.

## **6.4 Involvement**

The interviewees see involvement as the key word of the communication strategy of Falun2015. They emphasized that it is important to make people feel involved in the NWSC, especially the inhabitants of Falun, because in that way they would feel as a part of it and get interested in the



topics that Falun2015 communicates, such as the environment and sustainability. The Sustainability policy of Falun2015 (2014b) says that *"Dalarna's schools should engage in the work at the NWSC, children should have the possibility to try out the skiing sport"*. Accordingly, some interviewees mentioned that the children of the Lugnet school changed their classrooms to bedrooms for volunteers that needed a place to sleep. This is typical for most CSR approaches because the organization is expected to maintain community engagement (Ihlen et al. 2014). Falun2015 does put an emphasis on engaging the community to a certain extent by encouraging them to rent out their houses during the NWSC and join the volunteer team, as one of the organizers mentioned. One interviewee argued that in this way, the inhabitants of Falun could actively participate in the NWSC and "gain most out of it".

Further the interviewees claim that cooperation is necessary to communicate about sustainability. Especially in the external communication close relationships and involvement with partners and visitors are seen as very important. Lu (2011) sees stakeholder engagement as a typical tool in CSR. In the case of Falun2015, I think that stakeholder engagement is an important practice, which is different to many practices of organizations that follow a strategic organizational communication (Evangelista & Ruão 2011). When I look at the statements, I believe that the communications team of Falun2015 emphasizes a participatory democracy approach where most members have a say in the decision making process. As already mentioned in the results, one of the interviewed organizers mentioned that the organization is flat in means that there is not much of a hierarchy or power differences in the organization. Additionally, one of the organizers mentioned that this kind of participatory democracy approach is typical for Swedish organizations, where all stakeholders negotiate power and openly reach collaborative decisions (Deetz 2009). Regarding stakeholder engagement and sustainability, Lu (2011, p. 1) argues that "leaving [...] stakeholders out of the loop is one of the main mistakes companies make when trying to jump on the green and socially responsible bandwagon". If other stakeholders do not understand or are not informed about the environmental goals, practices and vision of the organization, the organization is not trustworthy (Lu 2011). Then I think it can be argued that they are taking a green approach only to look responsible and for sustainability branding, but not because they want to achieve an environmental change.

As previously mentioned in the interviews, Falun2015 emphasizes on stakeholder engagement and involvement of citizens, visitors and volunteers in their communication process. So is for example the management group of Falun2015 constituted by members of the City of Falun, Falu Energi och Vatten and other partners who play an important role in the decision making process of the organization (see Appendix A). During the NWSC the communications manager of Falun2015 had meetings with the communication managers of the City of Falun and representatives of the police and rescue force where they discussed the plan and ideas for the day. According to one of the interviewed organizers, every representative from the different organizations and companies is involved in the decision making process, which points to an important role of participation in the communication process. Deetz (2009) states that the participatory process leads to better social choices and economic benefits for the organization.

I consider it as beneficial for Falun2015 to work closely together with people with different knowledge and skills, in order to effectively communicate externally and internally about the environment. Therefore I believe that the organization not only takes a green approach to look responsible, but through involving as many opinions and voices as possible, to eventually achieve an environmental change.

## 7. Final discussion and conclusion

The growing world population and diminishing amount of resources sets the world at a crisis point where action needs to be taken towards more sustainable solutions. This is the reason why sustainable development and CSR are common key words in the communication strategies of many companies and organizations. I consider companies and organizations with their performances in bigger events as powerful change-agents that can make a first step to a more sustainable world.

In my case study, I investigated the communication department of the FIS NWSC Falun2015 in order to find an answer to the first research question *how Falun2015 constructs and communicates about sustainability*. By interviewing volunteers and organizers of the communication team I gained a deeper insight in what their views on Falun2015 as a sustainable sport event are and what this means to them. In the course of my research I found out that the interviewees construct sustainability differently depending on their personal background and knowledge. Some interviewees see a sustainable sport event as taking environmental impacts into account. In addition, I identified image and responsibility as main themes for a sustainable sport event. Some interviewees also mentioned that high costs come simultaneously together with a sustainable event and that sustainability can be constructed when the event is being compared to another one in the same field. By putting the different constructs from the interviewees together, I can see that the organization Falun2015 is constructing two simultaneous versions of "sustainability". One where involvement and dialogue are essential and one where image and reputation as a sustainable sport event count more.

Regarding the research question *what is important for internal and external communication about the sustainability goals* of the organization I identified four main elements that were discussed before. I perceive "knowledge", "dialogue", "credibility and trust" and "involvement" as highly important in the communication process of Falun2015.

A critical discussion about sustainable development and CSR practices of organizations emerged in this thesis. The third research question was about if *Falun2015 is constructing the event as environmental change, sustainability branding or both*. Concerning the interview statements this question can be answered in two ways. On the one hand, if following Elkington's (2012) argumentation about the "Zeronauts", it can be argued that Falun2015 only wants to invest in sustainable solutions because of their own image and reputation as a sustainable event, thus sustainability branding. The organization is trying to act as environmentally responsible as possible, but at the same time some interviewees mention that it is not possible to have zero

environmental impacts. In addition, the dialogue that the communication team offers to the public can be seen as instrumentalized. It leads to environmental topics and puts the organization in the light that they look responsible and that they care about the environment. But in reality, they are not investing in solutions to be 100% sustainable. On the other hand, I also see that Falun2015 aims to make an environmental change with their communication about sustainability. They are using a participatory democracy approach and strongly focusing on cooperation, involvement and participation in their communication practices. Furthermore, the importance of knowledge in the organization, especially regarding the environment and sustainability education, points towards an achievement of a change towards more environmental awareness among the volunteers and public. Therefore to finally answer the third research question, I think that Falun2015 is constructing the event as both, sustainability branding and environmental change. The organization cares about the environment and aims for an environmental change, but at the same time they make use of sustainability branding to build up their image.

Falun2015's construction of sustainability in these two different ways can possibly lead towards a tension in the organization. Volunteers and employees might have different expectations about the sustainability goals of Falun2015. On the one hand, Falun2015 is pushed to follow the worldwide CSR trend and "business as usual" mentality (Laszlo 2010). This also shows the previously mentioned literature about communicating sustainability in sporting events. The organization cares about its own reputation and image as a sustainable sport event. But on the other hand, there are employees and volunteers in the organization who are very conscious about the environment and believe in a short- or long-term influence on the environmental behaviour of the visitors. They argue that communicating about sustainability can "put an environmental thought in people's minds" (see Appendix E). According to Miller (2014), these individuals that constitute the organization Falun2015 have through interaction the possibility to re-create and change the organization. However, there still exists this double role in the organization. Some of the members are following the sustainability goals because of the CSR trend and sustainability branding of the organization and another part of the members believes in an environmental change. According to Ihlen et al. (2014) transparency in the external communication of an organization is crucial to create trust and credibility towards other stakeholders and the public. I also believe that trust and transparency in internal communication, towards the members of the organization, helps managing this double role and decreasing the tension within the organization. Furthermore, I think that the organization could learn from their double role, since they have two different perspectives on sustainability and therefore become even better in communicating about their sustainability goals.

This work can be put in the broader context of previous literature about communicating sustainability in winter sport events. It shows that future research can be done in this field and that its opportunities have not yet tapped its full potential. The thesis is relevant because future FIS event hosts may consider Falun2015's communication strategies and the elements that are important for communicating sustainability goals, such as "knowledge", "dialogue", "credibility and trust" and "involvement". Additionally, these elements can be an inspiration for other companies how to communicate sustainability matters to the public. With the arrangement of the

NWSC, the organization Falun2015 is given a platform to show the world that it is necessary to care about the environment and invest in sustainable solutions. Therefore I see great potential for future winter sport event organizers to effectively communicate about sustainability and make a contribution to a more sustainable world.

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## Appendix A

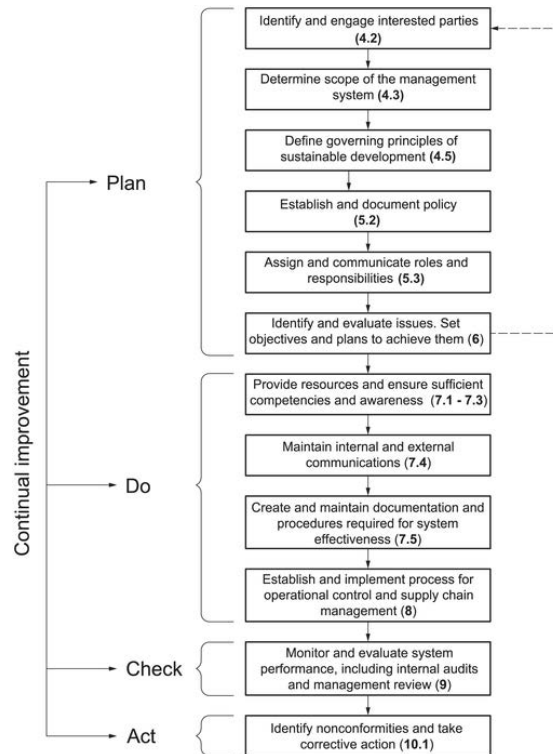
Time	Who	Activity
June 2009	Swedish Ski Association (SSA) and Municipality of Falun	start of campaign to support the bid of making Falun the NWSC host
June 2010	FIS Council (International Ski Federation)	decision that the 2015 NWSC are held in Falun
after June 2010	SSA, Municipality of Falun and Local Organising Committee (LOC)	SSA and Municipality of Falun are sole owners, they form a company and within it an organizational structure in the form of an LOC to carry out the NSWC
Autumn 2011	Meeting with Falu Kommun and local business companies ÅF consulting company	deciding about environmental focus areas (transportation, waste, energy), pre-study work, sustainability policy, coming up with a vision
afterwards and ongoing	one representative of: - Falu Kommun - Länsstyrelsen - Stiftelsen Teknikdalen (project "green business region", they took the initiative about environmental work) - Falun2015 VM-bolaget - Falu Energi och Vatten - ÅF consulting (in the beginning involved, "neutral")	work in a small management group
somewhere in between	ÅF consulting company	produces a sustainability report, with estimated numbers of CO <sub>2</sub> -emissions
January 2014	Management group	applying for ISO20121 standard
March 2014	Keep Sweden Tidy Foundation (Håll Sverige Rent)	giving Falun2015 a diploma for an "environmentally friendly event" (miljömärkt evenmang)
July 2014	ISO	giving Falun2015 the certificate ISO20121
Autumn 2014	SP (technical research institute of Sweden), auditors connected to the ISO certificate	meeting to check if the ISO certificate is connected to the planning process, if they do everything accordingly
December 2014	Management group	last general meeting
February 2015 ongoing Championships	Sustainability Director	- meetings with study groups (e.g. Lahti 2017) to inform them about sustainability work - interviews with media about sustainability work
after Championships, March-June 2015	FIS (International Ski Association)	they want to have a sustainability report with resulting numbers and many questions answered
June 2015	Falun2015 company	estimated liquidation of the company Falun2015

**Figure 4: Timeline Falun2015**



## Appendix B

The International Organization for Standardization (ISO) is a worldwide federation of national standards bodies. The standard ISO:20121 was prepared by the Project Committee ISO/PC 250, *Sustainability in event management*. The standard specifies the requirements of an event sustainability management system to improve the sustainability of events. All types and sizes of organizations can be applied on this standard and it is applicable to various geographical, cultural and social conditions. Further, it requires organizations to recognize their relationship with society and their societal impacts. Also the society's expectations of the events are taken into account (ISO 2012a). To receive this standard a guide with ten clauses has to be applied. Some steps are visualized in the ISO 20121's event sustainability management system model (see Figure 5). Regarding the communication aspect of Falun2015, some relevant steps from this model can be identified. "Provide resources and ensure efficient competencies and awareness" and "Maintain internal and external communication" are highly relevant for this thesis, since special attention will be given to Falun2015's communication practices – both externally to the public and internally towards volunteers.



**Figure 5: ISO 20121's event management system model (ISO 2012b)**

## Appendix C

Sustainability Policy of Falun2015	
<b>Vision</b>	<i>"beyond all expectations"</i>
<b>Responsible leadership</b>	Ethically and legally performance of the leadership team, sustainability work should be actively performed by the responsible person in each part of the organization
	Dialogue with partners and deliverers about sustainability questions
	Recruiting of staff and volunteers with a diverse perspective
	All visitors of the NWSC should feel welcomed, regardless of their background and physical ability
	Sustainability education for the organization and volunteers
<b>Public Health</b>	Fostering the public's interest in the skiing sport and cultural experience
	Dalarnas schools should engage in the work at the NWSC, children should have the possibility to try out the skiing sport
	Falun's inhabitants should have an overview and be well informed about the work at the NWSC
<b>Environment</b>	Active work to carry out a resource-friendly setting with the most possibly reduced environmental impacts and a minimum of emissions in the air, land and water
	Transport from and to the event should be as environmentally friendly as possible, vehicles with least impact on the environment should be used
	Carrying out an energy-efficient NWSC with electricity from renewable resources
	Minimizing the amount of waste and recycling
	Consider environmental impacts and ask for environmental certificates when dealing with services and commodities / goods

**Figure 6: Falun2015's sustainability policy. Source: Hållbarhetspolicy för Skid-VM i Falun2015 (Falun2015 2014b)**

## Appendix D

### Interview guide to volunteers and organizers, Communication and Sustainability Department

**Leading question:** *How does the organization "Falun2015" construct and communicate sustainability internally and externally?*

**Follow-up questions:** *Can you tell me more about that? Could you give me some examples of what you are saying? How do you mean that?*

#### **Background:**

1. What is your professional / educational background?

#### **Role:**

2. Tell me about your work / role in the NWSC.

#### **Construction of sustainability:**

3. Falun2015 wants to be the "most sustainable and environmental friendly" NWSC ever arranged. What does that mean, most sustainable sport event?
4. Why is it so important to be the most sustainable and environmentally friendly sport event?

5. How did you hear about this goal of Falun2015 being so sustainable? Have you been educated about these things, how Falun2015 is going to be a sustainable event?
6. In what way do you think can each volunteer or visitor at the NWSC participate in generating a more sustainable sport event?

**Communication (of sustainability):**

7. To whom is the communication of Falun2015 directed to?
8. In what ways do you communicate?
9. What do you consider to be effective communication?
10. Do you take part in the communication process of Falun2015? How?
11. What is the aim of the communication of Falun2015?
12. In what way are visitors and volunteers involved in the communication process?
13. To what extent do you think the communication of Falun2015 about sustainability can influence the volunteers and visitors to be more sustainable / environmentally friendly?

**Additional Questions:**

14. What worked well so far during the event (according to communication / sustainability)?
15. What could have worked better (according to communication / sustainability)?
16. How would perfect communication of Falun2015 look like for you?

## Appendix E

Interviewee	Main message
<b>O1</b>	Having a good environmental reputation costs a lot of money, e.g. producing a short movie about the Energy system in Falun or cancelling the emission allowances instead of selling them. O1 mentions that it is brave to invest so much money in the environment, as for example Falu Energi och Vatten did (e.g. heating the restaurant with water), because they can also earn critic. It is much about balancing out if it would be worth it or not to invest in the environment. O1 says that even if they do not succeed 100% they have at least tried to do everything, and that is a "good feeling" too. O1 compares with other (sports) events and wants to be on the same level or higher with Falun2015. Thus the image of Falun2015 compared to the global level is important. Being an environmentally friendly event is about keeping up with the already existing level, but also to set new and higher standards for upcoming events.
<b>O2</b>	The main message of O2 is about how the communication works in Falun2015 and that it is connected to a long process of planning beforehand in order to reach a good outcome. O2 is content with the planning of the World Championships "we have done a good job". O2 mentions the importance of the close cooperation with the City of Falun and the Swedish/International Ski Association. O2 says that there is no hierarchy in the organization, it is a "flat company", where everyone is involved in the decision making process. The main goal of the communication is to help achieving the goals of the other sectors, as for example the environment. O2 mentions selling tickets and spreading positive thoughts about the Championships as main goals. Involvement plays a crucial role in the whole process and is therefore the key word of the communication of Falun2015. The organization puts an effort in involving local citizens (Friends of Dalarna), local business companies (beyond skiing) and the media to report about them.
<b>O3</b>	O3's main message is that the communication of Falun2015 is about spreading "our message". They do this with the different channels (social media, website, newsletter). Further face-to-face and 2-way communication is important in this process. The message is about being beyond all expectations in every field and doing always a bit more than is expected. In social media the message needs to be short, easy to understand and easy to share. Social media is not so much about information, but more about creating engagement and a dialogue. Involvement is very important, because it is about what people get out of the NWSC. O3 mentions the social and economical benefits of Falun2015, such as more visitors, locally food production, sustainability and business opportunities. Regarding the planning process O3 mentions that you cannot plan everything ahead, but that you have to be prepared for certain changes. That is what good preparation is about.

<b>V1</b>	V1 argues that there is not enough communication about sustainability work and that it needs to be more in order to become the best event in this sector. V1 suggests raising more awareness about the environment, such as talking about it in social media. V1 considers it as important to keep a good relation with the followers and have a dialogue with them. V1 says that a deep understanding is needed within the organization about sustainability and other things, especially for the people working with communication. Also to influence visitors to become more environmental aware, they should get some deeper knowledge, such as how the waste is processed. In general Swedes are already environmentally friendly, but effective communication could still influence some.
<b>V2</b>	The general impression of V2 is that the communication worked well and that the media and visitors were satisfied. But internally V2 was not satisfied about the unclear communication. V2 was often confused and did not know what to do. V2 felt that there was not enough information given by the leaders of the communication department how to do certain things. Also V2 did not know how much responsibility the volunteers are given. Further the communication was democratic, too democratic as V2 thinks. V2 says that all opinions had to be heard and there was no leading person giving instructions. When it comes to the sustainability of events, V2 thinks that it is important because it fits in the contemporary society. It is a fashion to be green, but also it is important to care about the environment, because there are no endless resources.
<b>V3</b>	V3's main message is that through volunteering, being in another country and learning many new things, V3 might influence people in her home country. Knowledge, learning and experience are therefore important to make a change. Although V3 thinks that environmental awareness will not start tomorrow, but it might have an influence for the future. It is rather about long-term-effects than a short effect. Further V3 mentions that the external communication of Falun2015 seemed very organized, e.g. effective (fast answers, good website). V3 says that according to the internal communication, teamwork, loyalty and respect for others are highly important. Regarding V3's view on sustainability, V3 is highly impressed about how the system in Sweden works. V3 says that acting environmentally friendly seems to be natural and a normal thing in Sweden.
<b>V4</b>	V4 says environmental change cannot happen fast, it is a long process that is connected to childhood, education and personal interest. Thus V4 does not believe in an influence on visitors and volunteers of Falun2015. V4 argues that people are too lazy and spoiled to separate waste and care about the environment, especially when it comes to the newer generation. Concerning communication V4 says that internal communication is the most important thing, especially when it comes to big organization like Falun2015. Internal communication is the ground for communication. It is about how volunteers and staff get information and work with this. "It is a massive organization, and we are here during two weeks, the communication has to work. It has to click, I am not sure it does, but it has to". The importance of a sustainable sport event has different reasons. It is about which resources are used, to take care about the environment we are living in and how our lifestyle affects the environment. Sustainability comes with understanding and learning. Further V4 mentions that "being green" is trendy and that there is pressure on event organizations to have a good performance (image).
<b>V5</b>	V5 says that it is difficult to assess if people would change, but if you once started a little thought in somebody's head, at least it catches on to someone. Therefore it is important in the communication to prompt and try to influence people, by giving them examples of what to do (using public transport, do car-pooling ect.). However, V5 thinks that in Sweden those kind of things are already normal ("in Sweden generally, we are quite aware of the recycling"). In addition, V5 mentions that it has not been talked much about the environment in the internal or external communication of Falun2015. In order to have more effective communication there is a need for clarification and closer working relationships internally in the communication team. There should be more knowledge about who is doing what in which group and the leading persons like O3 should have facilitated this. Besides that V5 thinks that the communication in the Instagram team worked well and there was always help from O2 and O3 who assisted the team in various ways.

**Figure 7: Main messages of interviewees**