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Dorene Ciletti

Duquesne University, dciletti@pointpark.edu

John Lanasa

Duquesne University

Diane Ramos

Duquesne University, ramos@duq.edu

Ryan Luchs

Duquesne University, luchsr@duq.edu

Junying Lou

Duquesne University

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Recommended Citation

Ciletti, Dorene; Lanasa, John; Ramos, Diane; Luchs, Ryan; and Lou, Junying, "Evidence of Sustainability Communication in Major League Baseball: A Website Analysis" (2010). *Association of Marketing Theory and Practice Proceedings 2010*. 13.

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Evidence of Sustainability Communication in Major League Baseball: A Website Analysis

Dorene Ciletti, John Lanasa, Diane Ramos, Ryan Luchs, and Junying Lou

Duquesne University

ABSTRACT

Based on a review of Major League baseball team websites, this study provides insight into team communication of sustainability principles and practices through an analysis of self-presented sustainability content. Websites for thirty-one (31) teams were examined for content. Elkington's (1997) triple bottom line dimensions and Global Reporting Initiative (GRI) indicator codes and definitions were constructs for the model and aligned to social, environmental, and economic principles for categories of sustainability practices. Researchers found that while teams are including sustainability information to some extent, the majority highlight social issues on their home pages and subsequent pages; communication about environmental factors varies by league and tends to reflect league-wide initiatives, and economic issues are largely not communicated.

INTRODUCTION

This study examines self-presentation of sustainability communication through website analysis of member teams of the Major League Baseball (MLB), loosely following the Maignan and Ralston (2002) study on the communication of commitment to corporate social responsibility (CSR) by businesses and the Gill, Dickinson, and Scharl (2008) study on the communication of sustainability by firms. Maignan and Ralston (2002) examined how businesses presented CSR by analyzing company websites in the U.S. and Europe. Gill, Dickinson, and Scharl (2008) examined how firms in North America, Asia, and Europe communicated sustainability by analyzing firm websites.

In this study we investigate to what extent U.S. professional sports teams in the MLB are using websites to communicate sustainability. This study's focus is sustainability communication, or the commitment to sustainability *communicated* by the team, rather than the investigation of actual sustainability practices. In addition to briefly reviewing the literature on sustainability, this study will consider its application in marketing and sport, and explore sustainability communication as a specific application.

Sustainability and Sport

Sport is the eleventh largest industry in the United States, and it impacts many other sectors (Danylchuk, Doherty, Nicholson and Stewart, 2008). As sports organizations face challenges including increased entertainment offerings, the shattering of traditional media with the advent and adoption of accessible digital technology (Rein, Kotler, and Shields, 2007; Sweeney, 2007), the growing economic disconnect between consumers and professional sports teams (Araton, 1998; Dortch, 1996, Burton and Howard, 1999), consumer apathy (McGraw, 1998), the effects

of economic downturns (Futterman, 2008), concern regarding environmental degradation (Sweeney, 2007), and problematic off-field athlete behavior, it becomes increasingly imperative to provide value and enhance reputational capital. This research acknowledges the interconnectedness of organization and stakeholder that is facilitated by communication and marketing activities, following Duncan and Moriarty's (1998) argument that "communication is a central integrative process in marketing and is demonstrated in the evolving theories of integrated and relationship marketing" (p. 3).

Elkington's (1997) triple bottom line (TBL) approach, with an emphasis on economic, social, and environmental indicators, frames our conception of sustainability. An influential corporate strategy (Frederick, 2006), sustainability is a timely, relevant research topic, as corporations are increasingly expected to focus on sustainability by multi-stakeholder groups (Kolk, 2008) and asked to collaborate with government and non-government organizations to support the social, economic and natural environment (Wirttenberg et al, 2007).

While there is no one widely accepted definition of sustainability, many authors trace its emergence from environmentalism and social responsibility perspectives. While this basic conception of sustainability as used today dates back to the 1972 United Nations Conference on the Human Environment, and then more specifically the U.N. World Conference on Environment and Development (WCED)'s Bruntland Commission Report, *Our Common Future*, in 1987, which identified sustainable development as that which "meets the needs of the present without compromising the ability of future generations to meet their own needs", one could argue that concern for the environment and society is as old as civilization itself (Daly and Cobb, 1994). Sustainability is more than just "going green". While the environmental component is important, sustainability is informed by the integration and balance of economic, natural and social capital as well as an ability to meet the needs of stakeholders both current and future, with the awareness that one's actions impact others, both individually and collectively, consistent with Elkington's (1997) triple bottom line approach, as numerous authors note (Dyllick and Hockerts, 2002); Collins, Steg and Koning, 2007; Savitz and Weber, 2007).

Organizations engage in sustainability for a number of reasons, including the need to comply with regulations, recognition of the perishability of non-renewable resources, growing media coverage, increased awareness of sustainability by stakeholders, and changes in social attitudes and values (Jones et. al, 2007). Considering marketing, sustainability marketing "goes beyond conventional marketing thinking.... [and] is defined as building and maintaining sustainable relationships with customers, the social environment and the natural environment (Belz, 2005, p. 2), and it "aims at creating customer value, social value and environmental value" (p. 2). Savitz and Weber (2007) consider the hard case for sustainability related to costs and economic benefits, and the soft case includes the values derived from an enhanced reputation, satisfied employees, customer goodwill, and industry leadership. While some organizations view sustainability as defensive in nature (i.e., to avoid bad publicity or litigation), sustainability can provide strategic advantages when managed in an integrated, responsive framework.

Sustainability Communication

Corporate sustainability communication is an evolving concept that refers to communications about sustainability issues (Signitzer and Prexl, 2008). From an organizational perspective, sustainability communication is regarded as a communicative function of organizations; the marketing approach considers sustainability communication as a dimension of the marketing function of organizations, and the societal approach focuses on ethical aspects and the achievements sustainability communication can produce for societal systems (Signitzer and Prexl, 2008).

Ipsos MORI, the first research agency to be accredited in meeting the ISO 20252 research standards, found that consumers want more information about sustainability relative to their purchase decisions, noting that coherent sustainability messages can serve to build trust both within and outside of the organization, and consumers desire sustainability information, but often invest little time in obtaining it (Lamb, 2008). A study by Fleishman and Hillard Communications (2006) found that consumers commonly used Internet searches and websites to determine an organization's commitment to sustainability. Jamali and Mirshak (2007) found that stakeholders wanted increased transparency as a result of increased access to information, and the Internet has led to empowered, informed stakeholders (Verschoor, 2006), thus the information communicated via website is of particular importance. Such communication should be accurate and credible, avoiding rhetoric or bias (Belz, 2006; Gill, Dickson, and Scharl, 2008; Kolk et. al, 2001), as well as easy to access and comprehend. For stakeholders motivated by sustainability, organizations can tailor sustainability communication strategies to further enhance relationships.

According to Doorley and Garcia (2007), "companies with better reputations gain essentially free press coverage that is worth as much if not more than advertising" (p. 55). Organizers who communicate sustainability values for an event "can increase the value of its image and its brand while making its services more attractive," and reap a "distinct competitive advantage" (Ioakimidis, 2007, p. 4).

METHODOLOGY

This study utilizes content analysis to determine to what extent evidence of sustainability communication is present. Content analysis has been used to evaluate websites relative to communication (Philport and Arbiter, 1997; Dohlakia and Rego, 1998). Coding for content analysis is benchmarked based on Global Reporting Initiative performance indicators (2007), as well as Elkington's (1997) triple bottom line (TBL), with an emphasis on economic, social, and environmental indicators, taking into consideration Hart (1997), Wheeler and Elkington (2001), McDonough et.al (2002), Hedberg and von Malmborg (2003), Belz (2005), Schafer (2005), Savitz (2006), Wirtenberg et al (2007), Gill et.al (2008), and Senge, et.al (2008). The key *principles* categories of social, environmental, and economic were based directly on Elkington's (1997) triple bottom line approach. *Table 1* defines each of the practices according to GRI indicators code and its definitions. Coding involved compiling terms benchmarked from the GRI indicators, the standard for triple bottom line reporting (Colman, 2005) and refined based on the above-referenced authors' works. One coder was used to minimize discrepancies, and when questions arose, a panel of three co-authors made a determination.

The selection of U.S. professional sports teams in the MLB was verified by visiting the league's website to insure inclusion of all relevant teams. Each team website was visited and reviewed for criteria based on the coding developed as noted previously. *Table 2* lists each MLB team and web site address.

ANALYSIS

Each web site was reviewed manually based on the criteria in *Table 1*. Thirty-one total sites were reviewed, including MLB.com. *Table 3* indicates the presence of the communication of sustainability principles and practices on each team's *home page*. *Table 4* indicates the presence of the communication of sustainability principles and practices communicated within the websites *other than the home pages*.

Table 5 provides examples illustrating the principles and practices found on various web sites.

DISCUSSION AND FUTURE RESEARCH

This study uses manual content analysis to identify the commitment to sustainability *communicated* by the team, rather than the investigation of actual sustainability practices. This study illustrates that MLB teams are communicating sustainability at some level through team web sites. Sport organizations have both direct contact with customers as well as a continuous inflow of customers, which enables them to multiply the ability and impact of communication (Ioakimidis, 2007), and use of a team web site can facilitate communication of sustainability. Based on the data, MLB teams are focused by and large on social initiatives and environmental initiatives, with 31 of 31 web sites communicating social initiatives and 25 of 31 web sites communicating environmental initiatives. Philanthropic, community, and children's initiatives dominated the findings. Among the environmental initiatives, energy use, waste control, green building/grounds and water usage seem to be the most popular.

This study's focus is sustainability communication, or the commitment to sustainability *communicated* by the team, rather than the investigation of actual sustainability practices, though it is anticipated that sustainability practices will be a by-product of this research, thus providing potential for future research. This preliminary study provides insight into self-presentation of sustainability on MLB team web sites, and can be expanded further. Additionally, comparisons between U.S. professional sports leagues, and further, global professional sports leagues, to examine differences in web-based sustainability communication.

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ABOUT THE AUTHORS

Dorene Ciletti, PhD is an Assistant Professor of Marketing and Sports Marketing at Duquesne University.

John Lanasa, PhD, is an Associate Professor and Chair of the Marketing, Sports Marketing, Entrepreneurship, Supply Chain, and Global Business divisions at Duquesne University.

Diane Ramos, MBA, is Assistant Director of the MBA-Sustainability program and an adjunct faculty member at Duquesne University.

Ryan Luchs, PhD, is an Assistant Professor of Marketing at Duquesne University.

Junying Lou is a graduate assistant and candidate for the Master of Accountancy degree at Duquesne University.

Tables and Figures

Table 1
Principles and Practices

Practices	Definition of Practices	GRI Indicators Code	Code Definition
Energy Use	Initiatives to promote or educate fans, employees, etc. about energy use or application in its normal course of business related to energy saving or renewable energy.	EN3;EN5	EN3: Direct energy consumption by primary energy source. EN5: Energy saved due to conservation and efficiency improvements.
Water Usage	Initiatives to educate fans, employees, etc. about water saving or application in its normal course of business related to water saving.	EN8; EN10	EN8: Total water withdrawal by source. EN10: Percentage and total volume of water recycled and reused.
Pollution/ Emissions	Initiatives to educate fans, employees, etc. or application in its normal course of business in order to reduce air pollution, including tree planting, use of clean diesel.	EN16;EN18; EN20	EN16: Total direct and indirect greenhouse gas emissions by weight. EN18: Initiatives to reduce greenhouse gas emissions and reductions achieved. EN20: NO, SO, and other significant air emissions by type and weight.
Waste control	Initiatives to educate fans, employees, etc. or application in its normal course of business related to waste recycling/reuse/reduction.	EN22;EN27	EN22: Total weight of waste by type and disposal method. EN27: Percentage of products sold and their packaging materials that are reclaimed by category.
Building/Grounds	Use of environment-friendly materials in the construction or maintenance of building/grounds.	EN2	EN2: Percentage of materials used that are recycled input materials.
Philanthropic Programs	Monetary contribution to community, including donation and establishment of foundations.	EC1	EC1: Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other

Community Involvement	Non-monetary community engagements, including health initiatives, player appearance, etc.	S01	community investments, retained earnings, and payment to capital providers and governments. S01: Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting.
Children	Community activities involving children, such as education initiatives, youth football/baseball, etc.	S01	S01: Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting.
Employment/Labor practice	Programs to support the continued employability of employees and assist them in managing career endings.	LA11	LA11: Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.
Vendor/ Supplier Relationships	Partnership with locally-based, minority-owned or environment-friendly vendors and suppliers.	EC6	EC6: Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.
Transportation	Advocate or organize carpool, public transportation, car share of fans for the purpose of environment protection.	EN29	EN29: Significant environmental impact of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.

Table 2
Major League Baseball Teams

MLB Team	Website	MLB Team	Websites
MLB.com	http://mlb.mlb.com/index.jsp	Washington Nationals	http://washington.nationals.mlb.com/index.jsp?c_id=was
Los Angeles Angels	http://losangeles.angels.mlb.com/index.jsp?c_id=ana	Baltimore Orioles	http://baltimore.orioles.mlb.com/index.jsp?c_id=bal
Houston Astros	http://houston.astros.mlb.com/index.jsp?c_id=hou	San Diego Padres	http://sandiego.padres.mlb.com/index.jsp?c_id=sd
Oakland Athletics	http://oakland.athletics.mlb.com/index.jsp?c_id=oak	Philadelphia Phillies	http://philadelphia.phillies.mlb.com/index.jsp?c_id=phi
Toronto Blue Jays	http://toronto.bluejays.mlb.com/index.jsp?c_id=tor	Pittsburgh Pirates	http://pittsburgh.pirates.mlb.com/index.jsp?c_id=pit
Atlanta Braves	http://atlanta.braves.mlb.com/index.jsp?c_id=atl	Texas Rangers	http://texas.rangers.mlb.com/index.jsp?c_id=tex
Milwaukee Brewers	http://milwaukee.brewers.mlb.com/index.jsp?c_id=mil	Tampa Bay Rays	http://tampabay.rays.mlb.com/index.jsp?c_id=tb
St. Louis Cardinals	http://stlouis.cardinals.mlb.com/index.jsp?c_id=stl	Boston Red Sox	http://boston.redsox.mlb.com/index.jsp?c_id=bos
Chicago Cubs	http://chicago.cubs.mlb.com/index.jsp?c_id=chc	Cincinnati Reds	http://cincinnati.reds.mlb.com/index.jsp?c_id=cin
Arizona Diamondbacks	http://arizona.diamondbacks.mlb.com/index.jsp?c_id=ari	Colorado Rockies	http://colorado.rockies.mlb.com/index.jsp?c_id=col
Los Angeles Dodgers	http://losangeles.dodgers.mlb.com/index.jsp?c_id=la	Kansas City Royals	http://kansascity.royals.mlb.com/index.jsp?c_id=kc
San Francisco Giants	http://sanfrancisco.giants.mlb.com/index.jsp?c_id=sf	Detroit Tigers	http://detroit.tigers.mlb.com/index.jsp?c_id=det
Cleveland Indians	http://cleveland.indians.mlb.com/index.jsp?c_id=cle	Minnesota Twins	http://minnesota.twins.mlb.com/index.jsp?c_id=min
Seattle Mariners	http://seattle.mariners.mlb.com/index.jsp?c_id=sea	Chicago White Sox	http://chicago.whitesox.mlb.com/index.jsp?c_id=cws
Florida Marlins	http://florida.marlins.mlb.com/index.jsp?c_id=fla	New York Yankees	http://newyork.yankees.mlb.com/index.jsp?c_id=nyy
New York Mets	http://newyork.mets.mlb.com/index.jsp?c_id=nym		

Table 3
Principles and Practices on MLB Web-Sites: Home Pages

Association of Marketing Theory and Practice Proceedings March 2010

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	MLB
Principles	
Social	31
Environmental	30
Economic	0
Practices	
Energy Use	0
Water Usage	0
Pollution/Emissions	0
Waste	0
Building/Grounds	0
Philanthropic	6
Community Involvement	31
Children	10
Employment/Labor Practices	0
Vendor/Supplier Relationships	1
Transportation	0

Table 4
Principles and Practices on MLB Web-Sites: Other than Home Pages

	MLB
Principles	
Social	31
Environmental	25
Economic	1
Practices	
Energy Use	7
Water Usage	5
Pollution/Emissions	3
Waste	6
Building/Grounds	5
Philanthropic	31
Community Involvement	31
Children	31
Employment/Labor Practices	1
Vendor/Supplier Relationships	5
Transportation	4

Table 5
Principles and Practices on MLB Web-Sites: Examples

	Web site example 1	Web site example 2
Principles		

Social	<p>"The Cleveland Indians connection and commitment to our neighbors reach far beyond the walls of Progressive Field; it extends to the hearts and homes of the many people that support our team. Whether on the field or off the field, the Indians work rigorously to improve the quality of life and share the love of baseball with our community. Through Community Outreach programs and Cleveland Indians Charities, the Indians are dedicated to supporting programs, groups, and activities that make a positive impact on our fans, especially the young fans, of Northeast Ohio." (http://cleveland.indians.mlb.com/cle/community/index.jsp)</p>	<p>"In 1997, before the D-backs ever played a game, the team made a commitment to its fans that it would make a difference in the community. Through the Arizona Diamondbacks Foundation and Community Affairs, the D-backs are dedicated to the enrichment of our fans' lives by focusing our efforts on the greatest areas of need: homelessness, indigent healthcare and children's programs of all types. The team's commitment reaches beyond the walls of Chase Field, and we are proud to be a part of the neighborhoods, homes and lives of our fans." (http://arizona.diamondbacks.mlb.com/ari/community/index.jsp)</p>
Environmental	<p>"The Astros environmental mission is to create a positive environmental platform at Minute Maid Park, and throughout Texas, through a commitment to Earth-friendly efforts to enhance the quality of life for Astros fans. To achieve this mission, the Astros have developed the Astros Play Green™ program that was launched at the beginning of the 2008 season." (http://houston.astros.mlb.com/hou/community/play_green.jsp)</p>	<p>"The Pirates "Let's Go Bucs. Let's Go Green." program integrates greening initiatives, sustainable business practices and educational outreach. The program's launch marks the beginning of a dedicated effort by the Pirates and PNC Park partners CB Richard Ellis, ARAMARK and Levy Restaurants to be more environmentally conscious in their collective efforts to go green moving forward. The initiatives that are being put in place at PNC Park will have an immediate positive impact and not only make sense for the environment, but business sense as well." (http://pittsburgh.pirates.mlb.com/pit/community/go_green.jsp)</p>
Economic	<p>"This is the beginning of a dedicated effort by the Pirates, and our partners, to strengthen our commitment to go green when possible moving forward," said Bob Nutting, Pirates Chairman of the Board. "The measures being put into place at PNC Park will have an immediate positive impact. These initiatives not only make sense for the environment, but they make good business sense as well." (http://pittsburgh.pirates.mlb.com/pit/community/go_green.jsp)</p>	N/A
Practices		
Energy use	<p>Houston Astros' effort on energy use: The Astros Play Green™ campaign includes several environmental initiatives for the Astros and Minute Maid Park in 2008: * Conversion of select grounds crew equipment to bio-diesel fuel. * Minute Maid Park currently features a roof that is designed with dynamic braking, which puts energy back into the power grid when it stops. (http://houston.astros.mlb.com/hou/community/play_green.jsp)</p>	<p>Pittsburgh Pirates' effort on energy use: "The Pirates are taking steps to make the ballpark more energy efficient by installing motion detectors in specific locations, using the lowest voltage lights possible in all Exit signs and switching to more energy efficient bulbs that are now available. The club will also be conducting a complete energy audit to discover additional opportunities for energy conservation." (http://pittsburgh.pirates.mlb.com/pit/community/go_green.jsp)</p>
Water usage	<p>Philadelphia Phillies' effort on water control: Go green tips on how to use water efficiently (http://philadelphia.phillies.mlb.com/phi/community/red_goes_green.jsp)</p>	<p>Washington Nationals' effort on water saving: "Water conserving plumbing fixtures are used throughout the project, saving an estimated 3.6 million gallons of water per year and reducing overall water consumption by 30 percent." (http://washington.nationals.mlb.com/was/ballpark/green_ballpark.jsp)</p>
Pollution/ Emissions	<p>Houston Astros' effort on pollution control: "The Astros have partnered with Keep Houston Beautiful and HLS Enterprises to plant a tree for every Astros home run hit this season at Minute Maid Park. HLS Enterprises will plant 92 trees around the city of Houston to honor the 92 home runs hit by the Astros this season. The first four trees were planted by Brad Ausmus, Mark Loretta and Carlos Lee at Union Station Trail, the location where the Astros Play Green™ Campaign started. The remaining 88 trees will be planted in the fall when weather conditions are more conducive to successful cultivation." (http://houston.astros.mlb.com/hou/community/play_green.jsp)</p>	<p>Philadelphia Phillies' effort on pollution and emission control: Advise fans to use clean diesel (http://philadelphia.phillies.mlb.com/phi/community/red_goes_green.jsp)</p>
Waste control	<p>Houston The Astros Play Green™ campaign includes several environmental initiatives for the Astros and Minute Maid Park in 2008: *The expansion of the ballpark recycling program. *Composting of field grass clippings to use as fertilizer.*Use of partial post-consumer recycled materials for sales collateral. (http://houston.astros.mlb.com/hou/community/play_green.jsp)</p>	<p>Pittsburgh Pirates' effort on waste control: "Beginning during the 2008 season, the Pirates will implement a robust recycling program at PNC Park. The club will place contour bottle receptacles throughout the ballpark with the "Let's Go Bucs. Let's Go Green" logo to draw the attention of fans to the initiative. At the end of each game, the Pirates will have game day staff stationed at the exits of each section to collect any plastic bottles fans collect from their seating area. A "Green Team" made up of members from the PNC Park cleaning staff will then walk through every area of the ballpark picking up</p>

		all plastic bottles prior to the ballpark's cleaning each night. All bottles will be collected and recycled. The club will also continue to recycle all cardboard, as it has since PNC Park opened. " (http://pittsburgh.pirates.mlb.com/pit/community/go_green.jsp)
Building/ Grounds	Washington Nationals' Green Ballpark: "Nationals Park is the nation's first major professional stadium to become LEED Silver Certified by the U.S. Green Building Council. The project incorporates a variety of sustainable design elements." (http://washington.nationals.mlb.com/was/ballpark/green_ballpark.jsp)	Los Angeles Dodger Stadium's Environmental Initiatives: Purchasing building materials and items used in concession kiosks that are made from recycled or quality, durable products. Green Design for the 21st Century. (http://losangeles.dodgers.mlb.com/la/ballpark/next50/project.jsp#sec4)
Philanthropic Programs	New York Mets Foundation: "The New York Mets Foundation funds and promotes a variety of educational, social and athletic programs and other charitable causes. Founded in 1963, it continues its mission to invest in the future of our community, and to provide assistance to myriad organizations that benefit children and others in need. A registered 501(c) 3 charity, the Mets Foundation takes no portion of the funds raised to offset internal costs. The New York Mets pay 100% of the Foundation's overhead to ensure that the entirety of a donation is directed toward helping others." (http://newyork.mets.mlb.com/nym/community/metsfoundation/index.jsp)	Boston Red Sox Foundation: "The philanthropic arm of the team, the Red Sox Foundation is committed to using the power of Red Sox Nation to create new and strengthened community partnerships that will improve the lives of children and adults across New England. The Foundation's efforts are primarily focused on improving health, educational and recreational opportunities, as well as social service programs in urban neighborhoods..." (http://boston.redsox.mlb.com/bos/community/foundation.jsp)
Community Involvement	Detroit Tigers' community involvement: "The Detroit Tigers organization, its owners, management, players and coaches are committed to providing a caring, enduring presence in the Greater Detroit area and believe in the need to invest in our community's future." (http://detroit.tigers.mlb.com/det/community/index.jsp)	New York Yankees' community involvement: "The New York Yankees are committed to promoting and sustaining cordial and cooperative relationships with their neighbors and working with them to enhance the quality of life throughout the surrounding communities. The following programs highlight a portion of the outreach initiatives supported by the New York Yankees..." (http://newyork.yankees.mlb.com/nyy/community/index.jsp)
Children	Kansas City Royals: "From promoting baseball to granting young dreams, the Royals have many programs aimed at enhancing the quality of life for the children in our community." (http://kansascity.royals.mlb.com/kc/community/youth.jsp)	Florida Marlins' Cornerstones for Kids, Building a brighter future through education, the arts and baseball: "The foundation of every child's future is a strong mind and a strong body. Through education, the arts and baseball, Cornerstones for Kids provides the tools for Florida's youth to develop both their minds and bodies in a positive way." (http://florida.marlins.mlb.com/fla/community/cornerstones.jsp)
Employment/ Labor practice	MLB's B.A.T: "The Baseball Assistance Team (B.A.T.) is in the helping business and we are dedicated to being there for our family members in need. Whether they were the batting practice pitcher who tossed you a foul ball, the shortstop who autographed your program or the Most Valuable Player whose statistics you memorized, we will, and have, helped them. The primary objective of the Baseball Assistance Team is to aid those members of the "baseball family" most in need. B.A.T. strives to provide a means of support to people who are unable to help themselves. Through charitable contributions from corporations, foundations and individuals, B.A.T. is there to assist those with financial, psychological or physical burdens." (http://mlb.mlb.com/mlb/official_info/community/bat.jsp?content=info)	N/A
Vendor/ Supplier Relationships	The Houston Astros A&T Conference Center at Minute Maid Park hosts hundreds of events and more than 1,500 groups and companies each calendar year and also contributes to the campaign by: * Providing each event and meeting with menu options that use source meats and produce from local Texas farms and ranches. (http://houston.astros.mlb.com/hou/community/play_green.jsp)	Pittsburgh Pirates Minority Partnerships (http://pittsburgh.pirates.mlb.com/pit/community/pit_community_development.jsp)
Transportation	Tampa Bay Rays: "The Rays go green — carpool to Tropicana Field!! All vehicles with four or more passengers get FREE parking at all home games in 2009." (http://tampabay.rays.mlb.com/tb/ballpark/parking_directions.jsp)	St. Louis Cardinals encourages environmentally sound transportation options for employees and fans. (http://stlouis.cardinals.mlb.com/stl/community/green.jsp)