Impact Report

GreenBuzz Zurich

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Zurich

GreenBuzz Zurich

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Project Outline

The goal of this project is to measure the impact of GreenBuzz Zurich. This project can be the base for future strategic decisions on how GreenBuzz should develop. It is a fact that, as a small non-for-profit organization, we have limited resources. Therefore, it is crucial that we invest those resources where they have the highest potential impact.

Firstly, we want to analyse our status quo. Secondly, we will establish a monitoring cycle to track the generated data over time and on a regular basis. This is important to analyse our ongoing develop as an organization. Furthermore, it is important to analyse what the outcome of changes have been.

The project includes five different streams that combine quantitative and qualitative data: a community analysis, a member analysis, a survey, interviews and a communications analysis. All the different streams and their results are explained in the next chapters.

Monitor Cycle

To establish a monitor cycle, an impact report has to be done at least once a year (ideally twice). Such a report will include the results of the community analysis, the member analysis and the communications analysis. Only by recording all these datasets on a regular basis is it possible to monitor our impact over time. Of course, the survey and interviews can be taken into account on a regular basis as well. However, this depends on the resources at hand to do these projects. In contrast, the community analysis, member analysis and communication analysis are relatively easy to maintain, as we merely have to 'feed' the constructed frameworks with new data.

Theory of Change

With a team of volunteers, partners and a paid operational team, GreenBuzz offers peer-to-peer, networking events and other activities around sustainability in business. Through our events, we have built a diverse network of sustainability professionals from across different sectors, whom we enable to make both professional and personal connections and share their expertise. Therefore, members of our network are motivated, inspired and reinforced to drive sustainability forward. Knowledge and effectiveness will increase, and the connections of sustainability professionals across sectors will lead to more collaboration(s). Sustainability professionals will drive sustainability forward within their organisations and create successful impact stories. Sustainability goals will be implemented faster and more effectively. Ultimately, sustainability becomes the new normal in business and society.

1. Community Analysis

The Community Analysis is the core of the project. The analysis includes data of events and event participants. The data collected and used for the analysis starts in the year 2018. The data is generated through Eventbrite, our ticketing platform. Our events are our main point of contact and engagement with our community. This analysis therefore helps us to better understand our audience and our community. We updated the Eventbrite custom questions, that participants need to fill out when buying a ticket, in order that all the relevant information we need for the analysis will be included in the data. The main findings of the analysis will be outlined in this chapter. However, the findings are mainly descriptive statistics. In a possible future step, it would be interesting to analyse correlations between different variables.

As part of the monitoring cycle, the analysis has to be maintained and updated with new data. More information about maintaining and updating the community analysis can be found in the Process Sheet.

The analysis contains the following data set (status: 02.09.2020):

2460 total participants (not filtered by individuals)

54 events

1.1 Industries

This part of the community analysis shows, which industries our community members work in. The analysis of the different industries is crucial, since our premise is that we are a network for professionals from across different sectors. This analysis shows if our premise is true, and its results will influence our future topic choices for events. It will also require us to choose if we should focus on the already strongly represented industries or try to attract the underrepresented industries more.

On the following page, you will see three charts for the industries analysis. The first one contains all the participants that have ever attended an event (individuals count as many times as they have attended), the second one is filtered by individuals (individuals count only one time, even if they have attended multiple events) and the third one is filtered by companies (each company counts as one even if multiple employees have attended events).

1.1.1 Industries

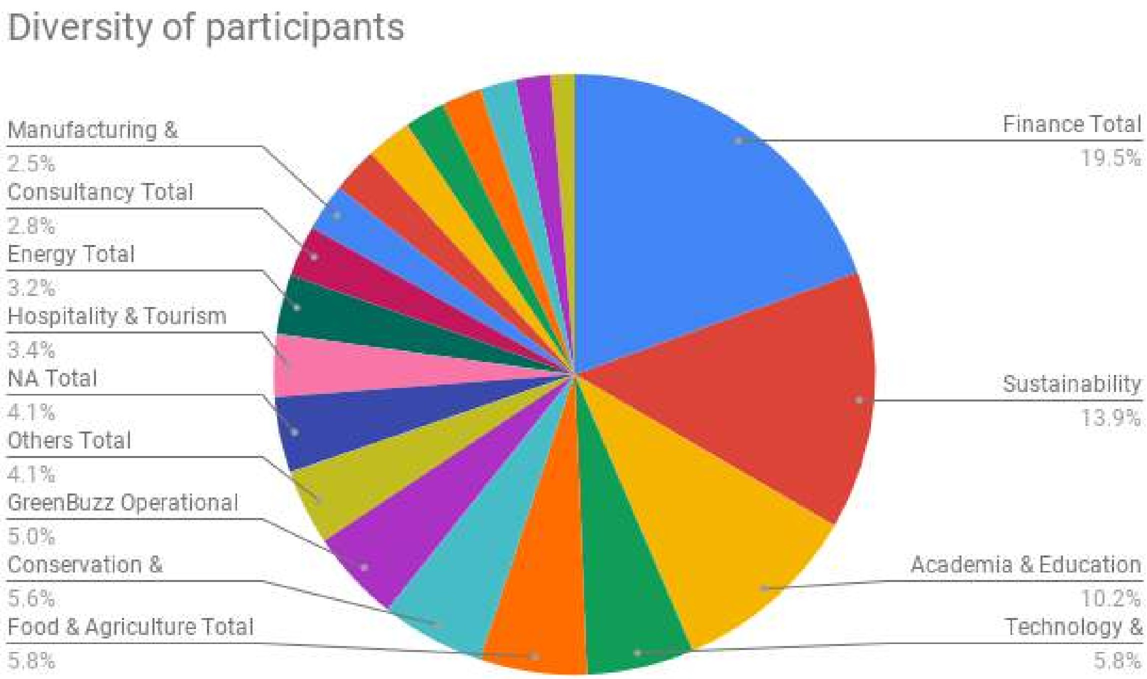

Chart 1.1

This chart shows the different industries of all event sign ups (individuals count as many times as they have signed up for an event). This shows us the diversity of our network but weighted with people that attend frequently. We have a clear ranking, the biggest industry being Finance, followed by Sustainability Consultancy and Academia & Education.

The pivot table in the analysis shows us furthermore, how many times an individual participated in an event, and how many employees of a single company attended events. In the finance industry, the company with the highest count is *ResponsAbility* with 64 counts of event attendance, in sustainability consultancy *South Pole* with 35 counts and in Academia & Education *ETH* with 63 counts (excluding *ETH sustainability lab* with 16 counts).

1.1.2 Industries (unique participants)

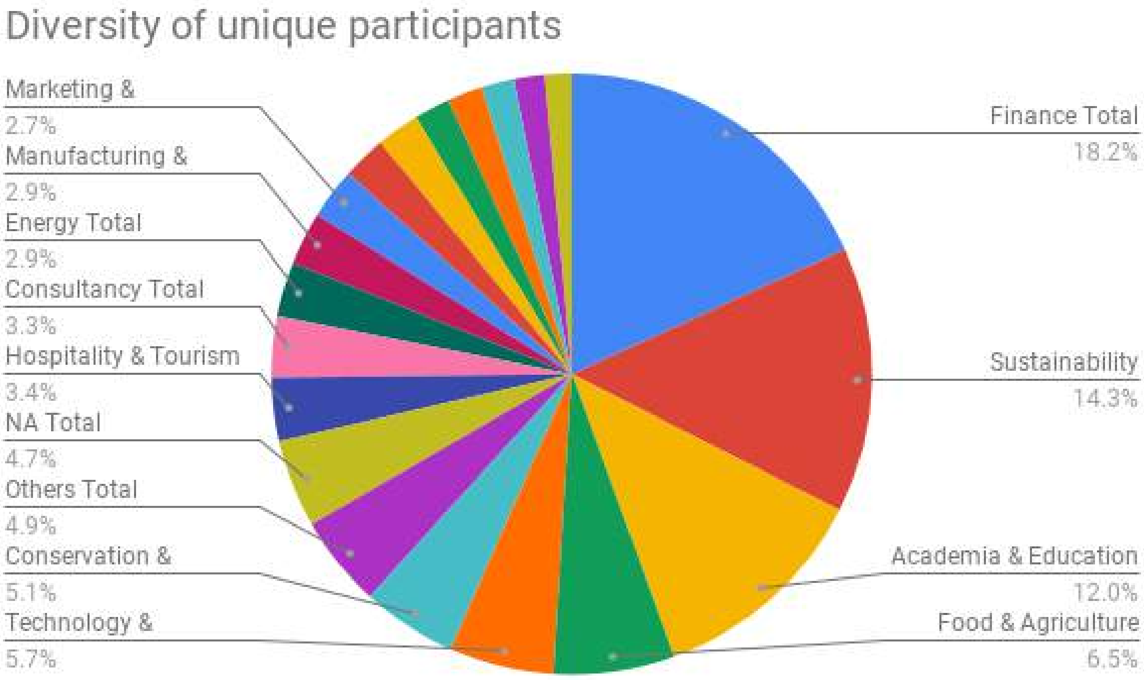

Chart 1.2

This chart shows the different industries of all individuals that have attended an event. Here, each individual counts only one time, no matter how many events someone has attended. This shows us how diverse our network is in the sense of how many different industries are represented. The pattern of the ranking is the same as in the first chart and the numbers do not change much. This clearly shows that we are a diverse network.

In total, we had 1475 individual participants since 2018.

The pivot table in the analysis furthermore shows us how many individuals of a company have attended an event. In the industry Finance, the companies with the most unique individuals are *RobecoSAM* & *ResponsAbility* with both 38 individuals, in sustainability consultancy *South Pole* with 27 individuals, and in Academia & Education *ETH* with 49 individuals, excluding the *ETH sus.lab* with 11 individuals.

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1.1.3 Industries (unique companies)

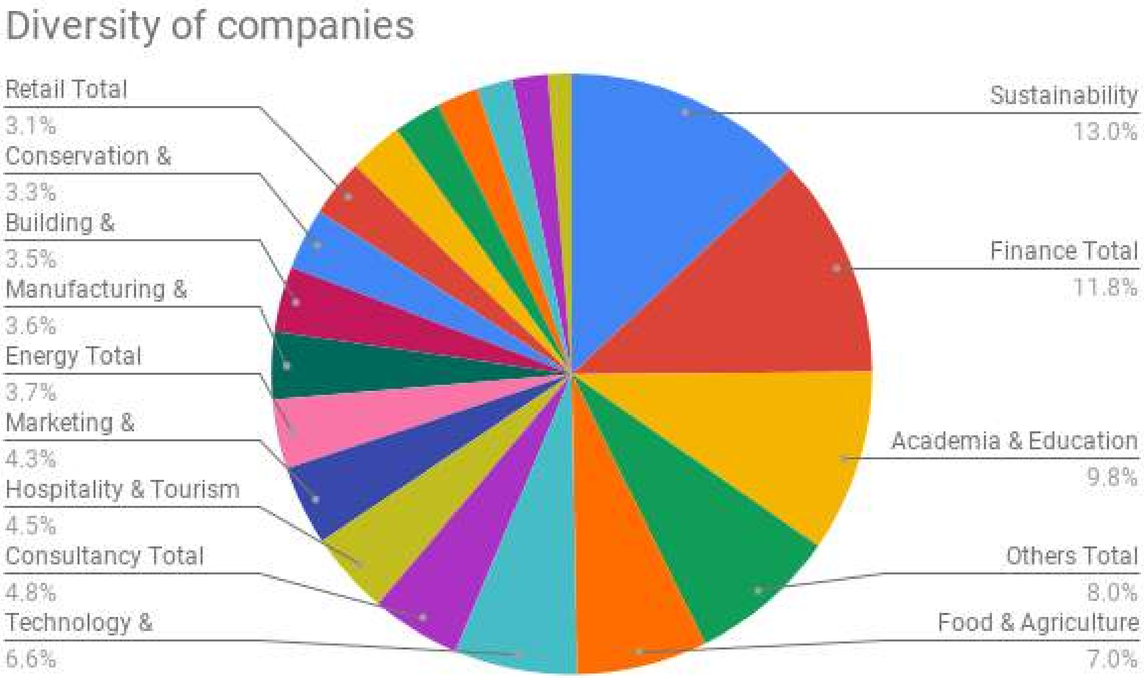

Chart 1.3

This chart shows the different industries of all companies from which employees attended our events. This means that each company just counts one time no matter how many people from this company have attended an event. This shows us how diverse our network is in the sense of the range of companies that are represented at our events.

In total, the data set includes 856 unique companies since 2018.

We have a slightly different pattern in the ranking. Sustainability Consultancy is the industry with most companies, followed by Finance and Academia & Education. In Sustainability Consultancy we have a lot of different companies that bring few participants. Furthermore, this pattern can be explained by the fact that in this industry we have most independents that increase the amount of companies. On the other hand, in the finance sector we have fewer companies that, in turn, bring a lot of individuals to our events. This can be proven if we look at the pivot table of the analysis (as described above). In the count of unique participants, we have 66 companies that only count 1 participant. The first 5 companies count 12 - 38 participants.

1.2 Types of Events

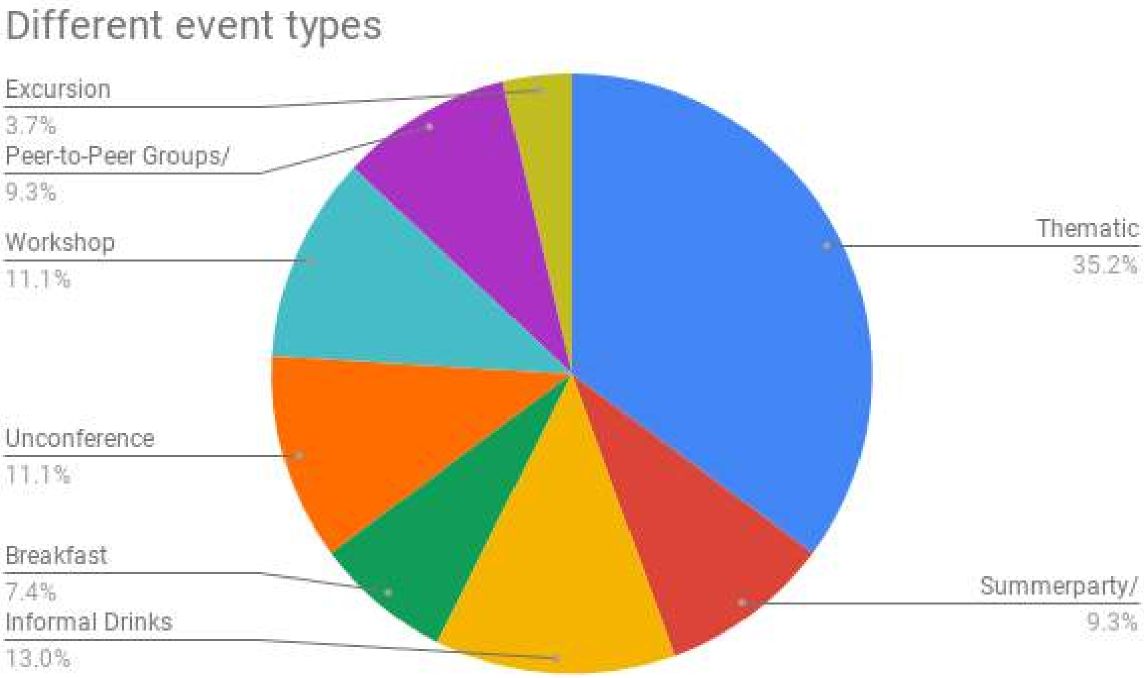

Chart 1.4

Event Type	COUNTA of Event Type	SUM of Participants	Average
Thematic	19	1251	66
Summerparty/ Christmastdinner	5	387	77
Informal Drinks	7	245	35
Breakfast	4	166	42
Unconference	6	165	28
Workshop	6	72	12
Peer-to-Peer Groups/ Lunches	5	68	14
Excursion	2	18	9
Grand Total	**54**	**2372**	

Table 1.1

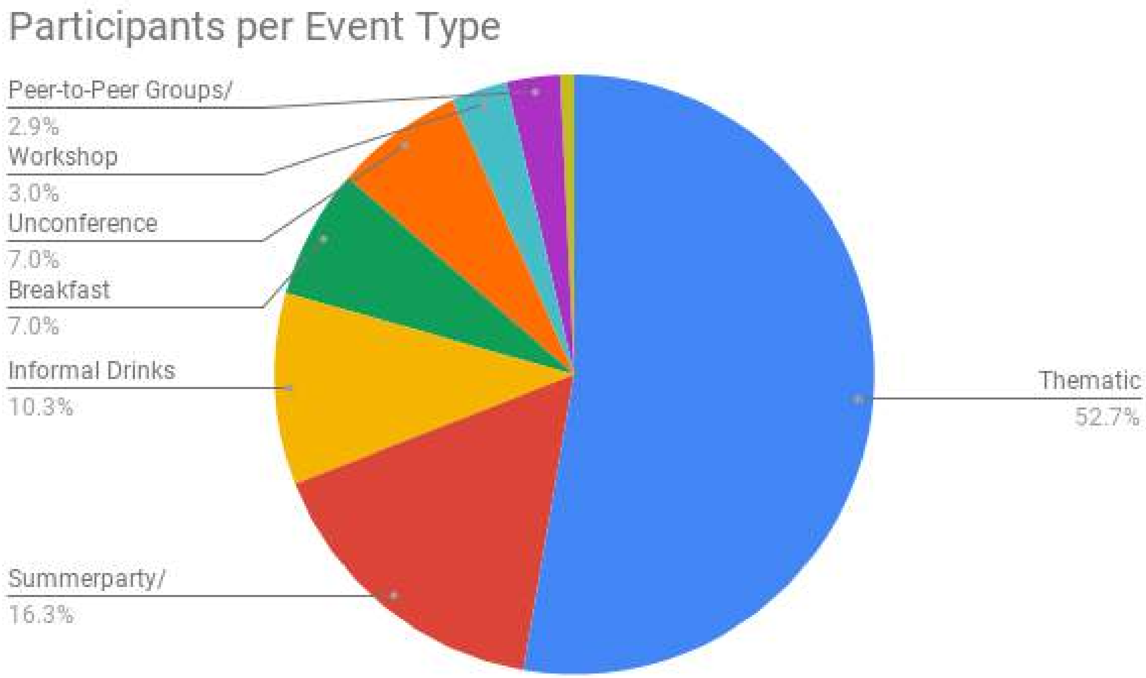

Chart 1.5

This first chart shows us the different types of events in percentages, the second chart shows the total of participants per event type in percentages and the table shows both in total numbers. We clearly see that thematic events are the most frequent type of event (18/54) and attracted over 50% of the participants of all events. Summer Parties and Christmas Dinners have the highest average of participants with 77 per event. At thematic events, we have on average 66 participants, at breakfasts 42 and at informal drinks 35 participants.

The number of participants slightly differs from the number in the industry analysis. This is due to the fact that the numbers are extracted from different sources. If a person orders two tickets on Eventbrite, it might be shown as just one participant. However, as the number differs only by 88 participants in total, it will not bias the analysis significantly.

This analysis can be important for future decisions regarding event formats. Information about what formats are potentially most impactful will be discussed in the chapter of the survey and the interviews.

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1.3 Event topics

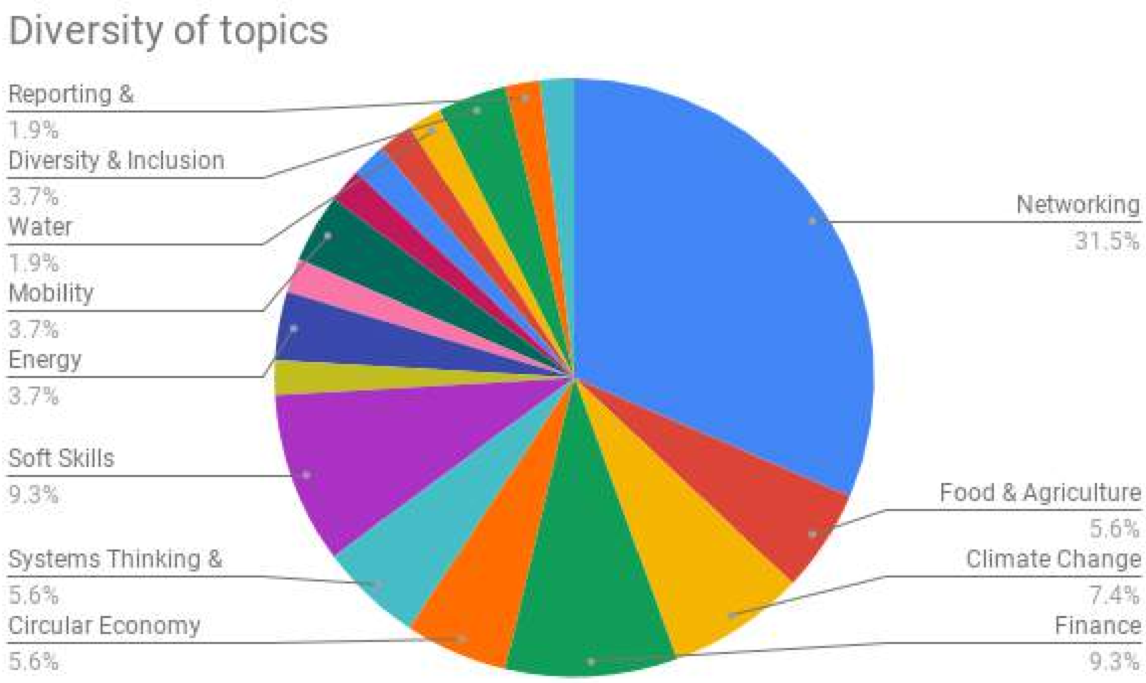

Chart 1.6

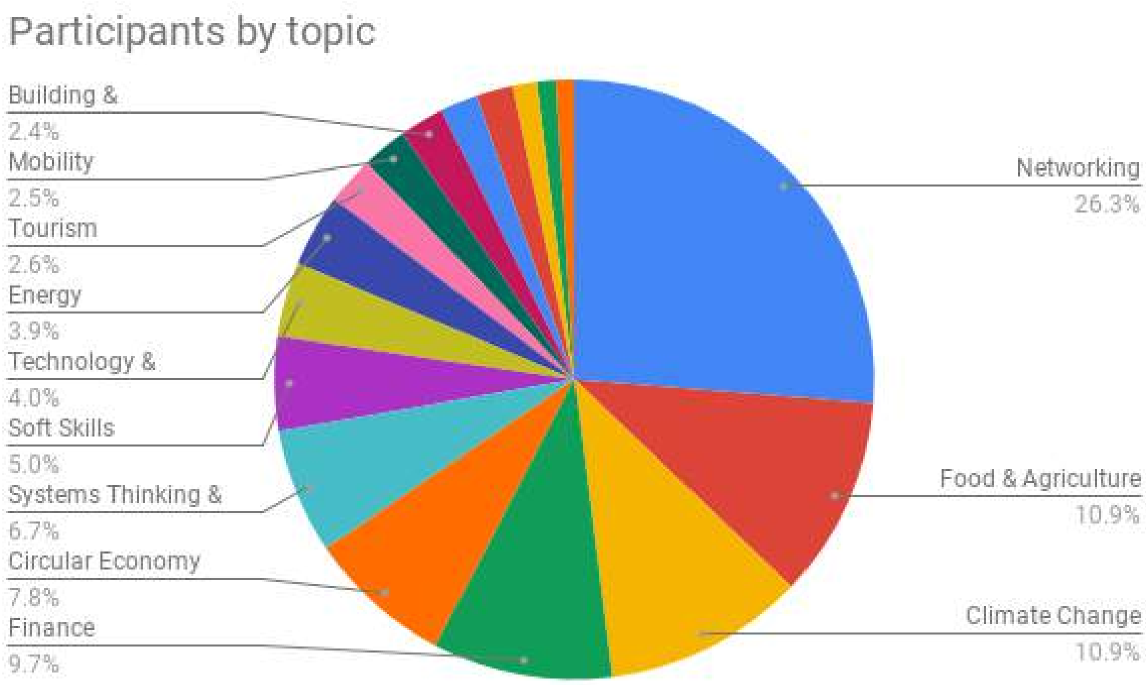

Chart 1.7

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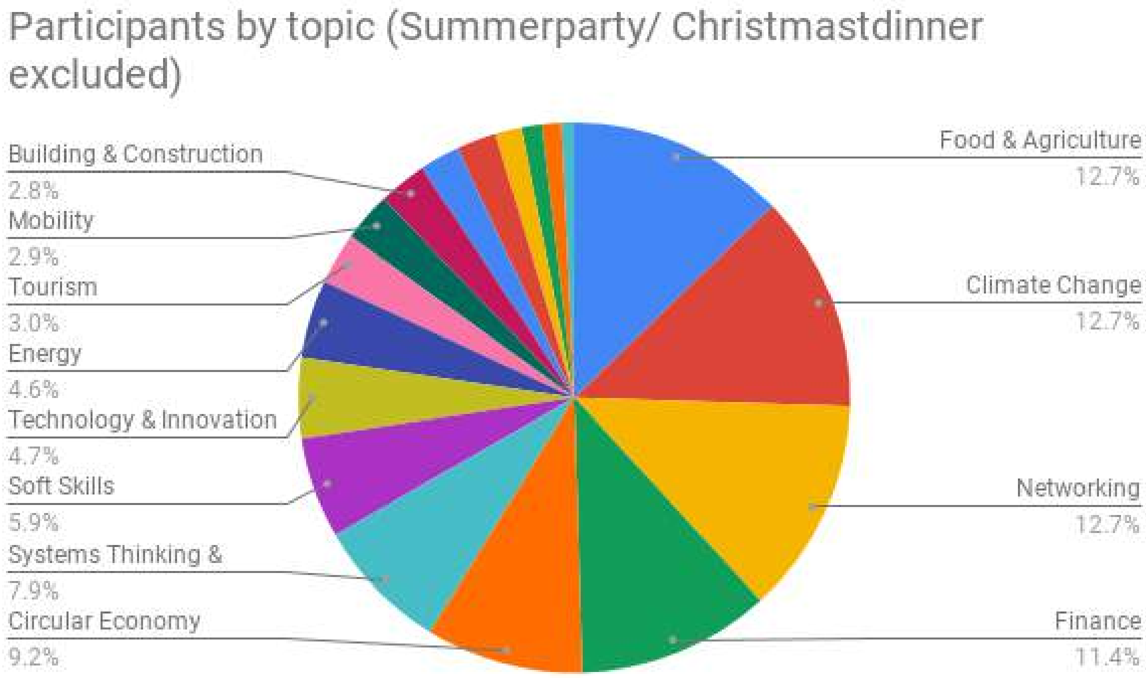

Chart 1.8

This first chart shows the percentage of the different topics and the second chart the percentages of participants sorted by topics of the events. Clearly, networking events have most attendees (619 participants), followed by Food & Agriculture and Climate change (both 256 participants). However, as Christmas- and Summer Parties, which count as networking events, weight quite heavily with 387 participants, we created a chart, which exclude those events to see the diversity of our 'normal' events. Here, we can see that it is actually quite diverse. We have almost the same amount of participants for topics in Food & Agriculture, Climate Change, Networking, Finance and Circular Economy.

An interesting observation is that finance-related events attracted only around 11% of the total number of participants, even though it is the biggest industry and almost 20% of our community is working in finance. Hence, even though our biggest industry is finance, it seems that finance professionals do not only join finance events. In the future, it would be interesting to analyse, who the people are who join finance-related events. Are those participants working in finance anyways or are they mostly from different industries?

1.4 Event Participants development

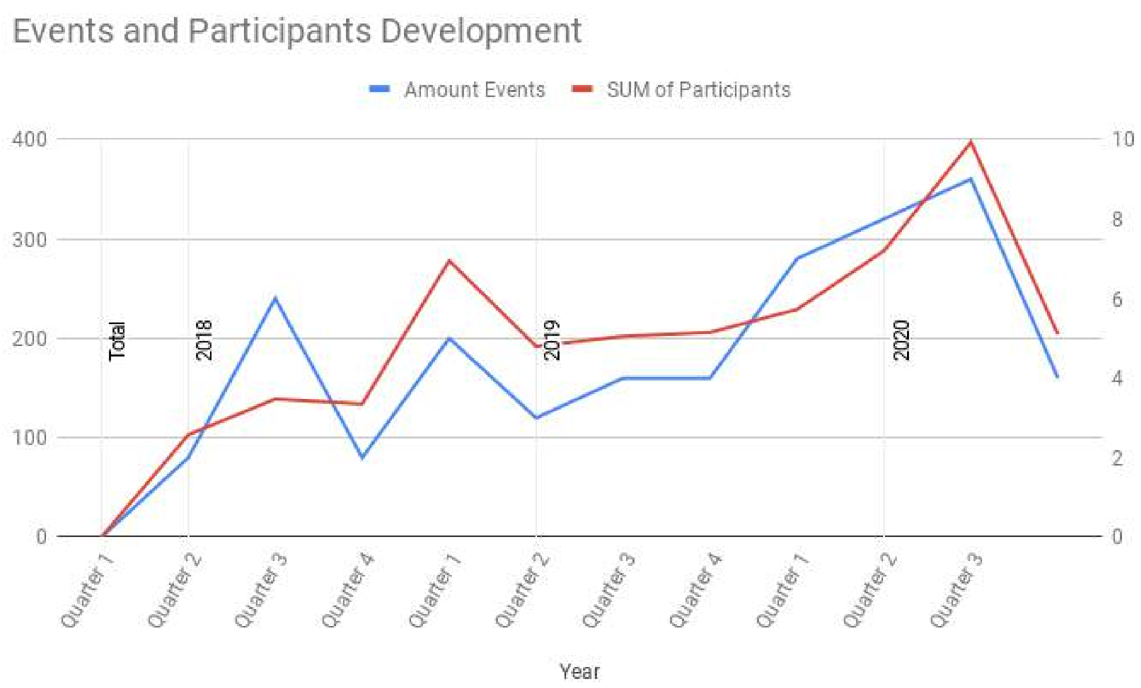

Chart 1.9

We clearly see an increase in the number of events and number of participants since 2018. A decline of participants and events can be observed in the third quarter of 2020. During the shutdown in the beginning of the year, we still managed to increase both the number of events and participants. This trend seems to stagnate in the third quarter. However, at the moment, we are not able analyse how the Covid crisis has affected, or will affect, the long-term participant development.

Year	Amount Events	SUM of Participants
2018 Total	15	654
2019 Total	18	829
2020 Total	21	889
Total	54	2372

Table 1.2

It is interesting to see the total number of events and participants compared by year. It clearly underlines the trend that we are increasing both the number of events and participants. The year 2020 is not even over yet and we already have more events and participants than last year. However, it has to be mentioned here that those numbers are not 100% accurate as the 'no-show' rate is higher in online events, which most of our 2020 events have been. In 2019, our total number of event participants increased by 26.75% and the number of events increased by 20% compared to 2018. In 2020, our total number of event participants increased by 7.24% and total number of events increased by 20% compared to 2019 so far. This number will further increase until the end of the year.

This analysis certainly shows that we have grown as an organization. However, a higher number of events and more participants does not automatically mean more impact. We have to analyse the quality of the events and the participants as well.

1.5 Conclusion

The community analysis clearly underlines our claim that we are a diverse network with people working in different industries. Furthermore, the analysis of event topics reveals that we offer a wide range of different topics and that participants scatter diversely over the different topics. This implicates that we do not have a problem with the three most represented industries being too dominant. The knowledge about our community, including represented companies and industries, can be highly beneficial for potential partnership and collaboration discussions. Furthermore, the analysis clearly shows that we organize thematic events most frequently and that thematic events are also the most attended events, attracting 66 participants per event on average. The community analysis shows who the people in our network are. To draw conclusions however, we need to add a qualitative dimension and find out what those people actually think. The following chapters will cover more qualitative analyses.

The current analysis is mainly descriptive statistics. In a next step, it could be interesting to compare variables and look for correlations. Further questions to answer could include: Which industry professionals attend our events most frequently? Do Finance professionals only attend finance events? What is the relation between event type and sum of participants?

Furthermore, it would be interesting to have a feedback loop on the quality of events. This could be established by a simple (1-2 question) survey after each event that gives us an indicator on how each event was for participants.

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2. Member Analysis

The Member Analysis is, in its framework, quite similar to the community analysis. The data set consists of the paying individual members. The data is generated through Join It, our membership management platform. Currently, we have 180 members (status: 30.09.2020). The membership types are Friend Member (95 CHF/year), Connect Member (195 CHF/year) and Green Member (295 CHF/year).

Note that the corporate members are not taken into account in the member analysis.

2.1 Membership Types

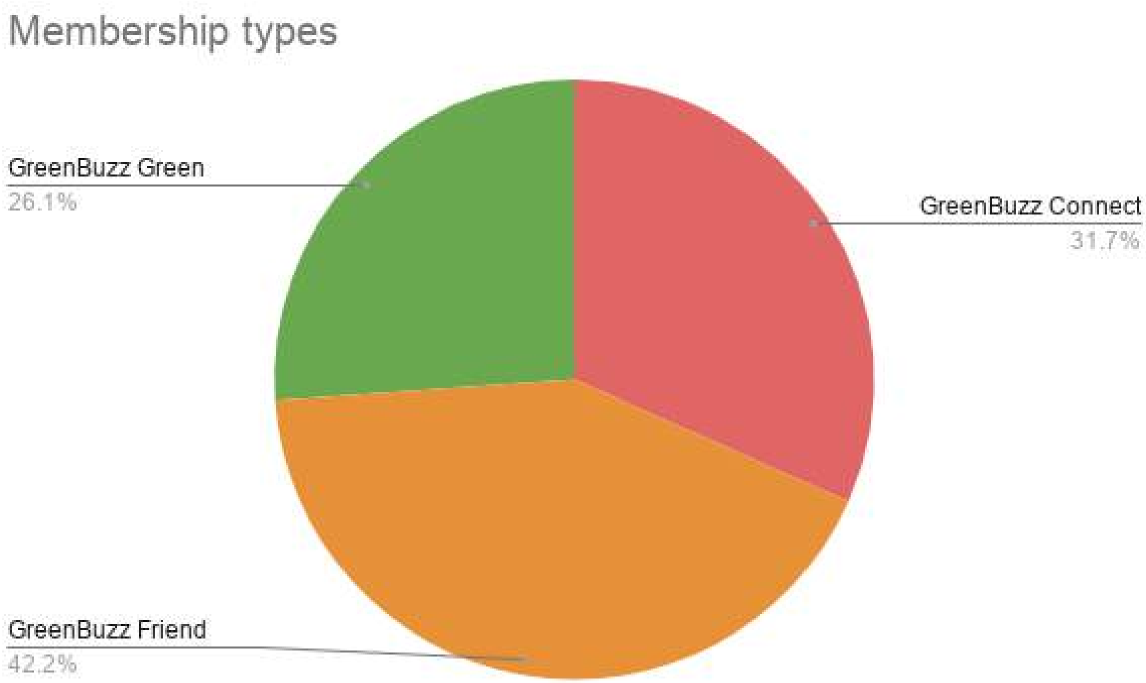

Chart 2.1

Currently, we have 76 Friend, 57 Connect and 47 Green Members. This distribution follows the ranking least expensive to most expensive.

2.2 Membership Status

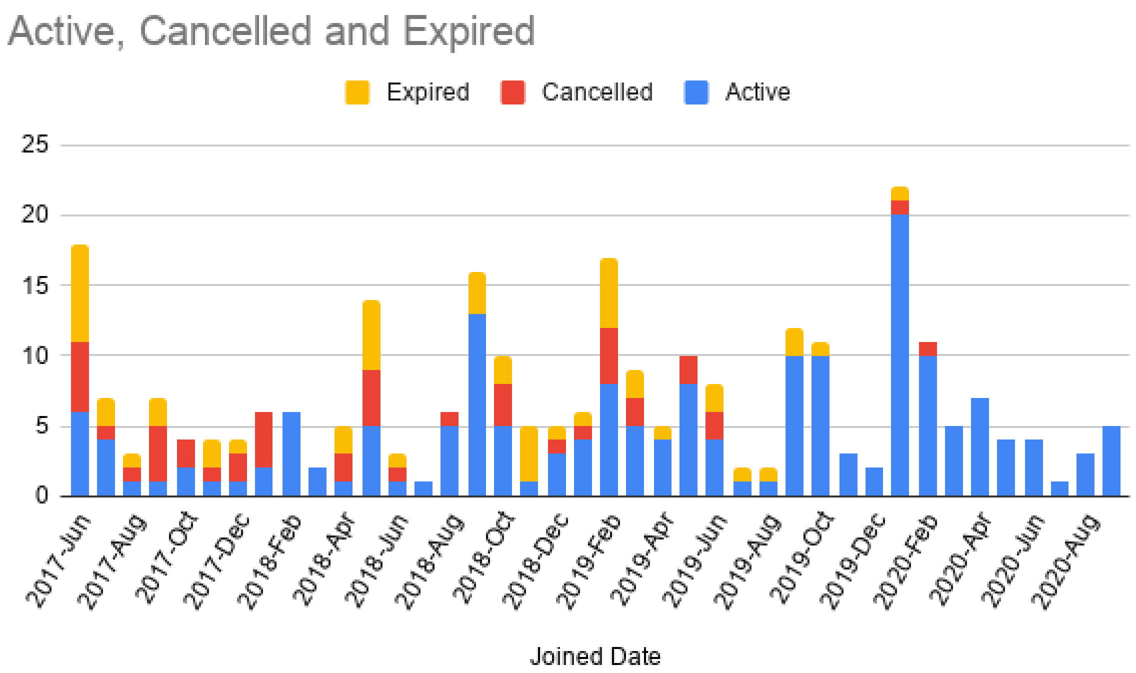

Chart 2.2

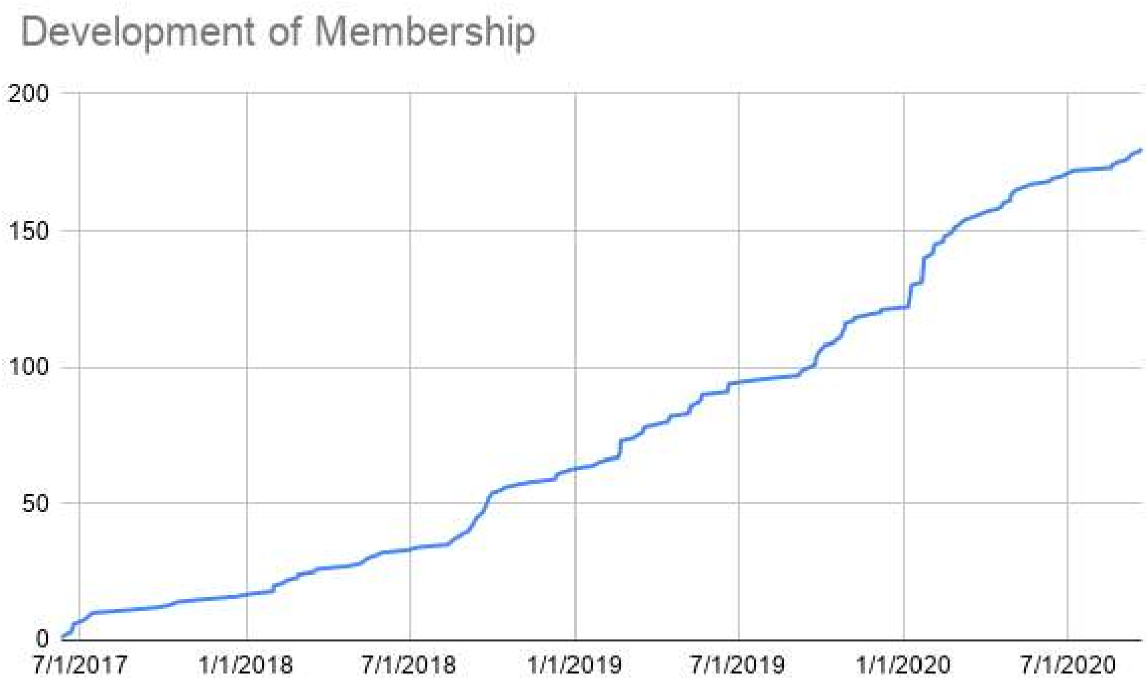

Chart 2.3

Unfortunately, a development statistic like in the community analysis is not possible here due to the nature of the collectible data from Join It. However, chart 2.2 gives an overview of the dates of when people sign up for new memberships, of cancellations or expirations. Especially in the beginning of 2020, we sold many new memberships and had almost no cancellations and expired memberships. It might indicate that we have made the membership model more attractive by expanding our event listing and offering. The development of membership indicates a trend towards growth of memberships. However, it needs to be mentioned that this trend is currently affected by the Covid crisis, and we do not have a clear picture yet of how our memberships will develop in the mid- and long-term. We are currently, in the months September, October and early November 2020, observing that more members cancel their memberships and less people buy new memberships than usual due to our event offering being affected by Covid.

2.3 Industries

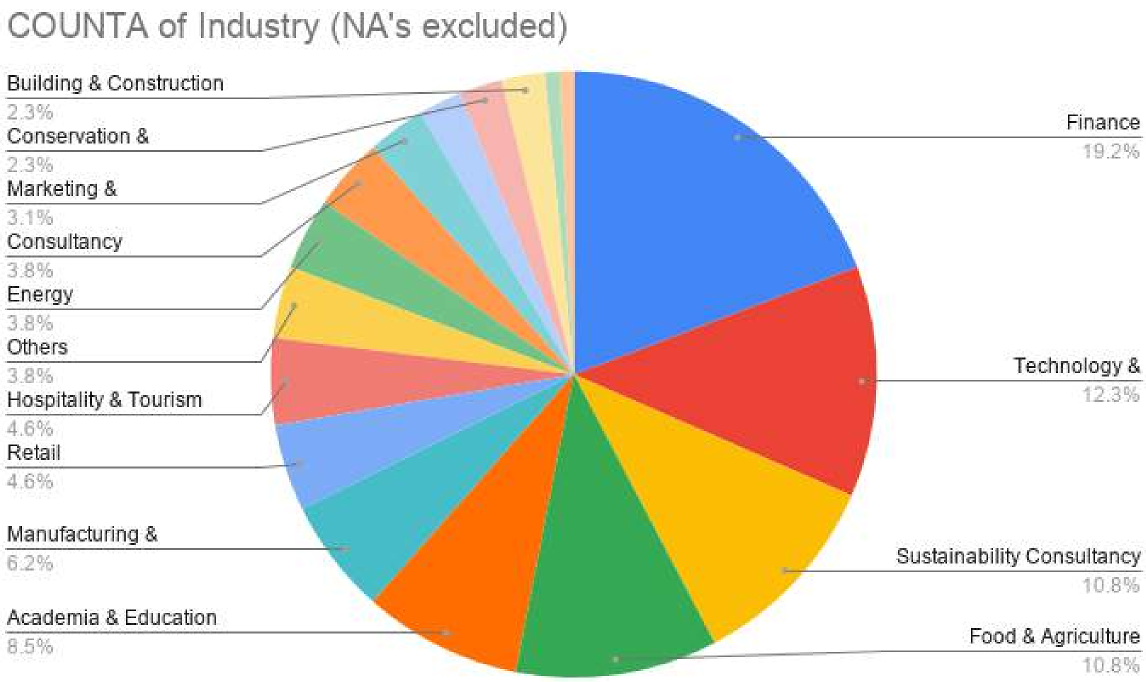

Chart 2.4

Unfortunately, Join It does not generate data about the industries our members work in. This had to be coded manually. However, in the analysis 28% of the observations were NA's (not applicable) and therefore they were excluded from the chart. If we compare this with our community sample, we see that, again, Finance is the most represented industry. However, Technology & Telecommunication with 12.3% and Food & Agriculture with 10.8% are more represented than in our community. Compared to our community, we have fewer members working in Sustainability Consultancy and Academia & Education.

This finding can be important to satisfy the needs of our member base. However, as we have seen in the last chapter, we do not have problem with the big industries being too dominant, which might be the case here as well.

Furthermore, this indicates that we cannot assume that our members function as a representative sample of our whole community. We have to differentiate between our paying members and our broader community. This is important, because the two groups might have different demands, and we have more of a responsibility to satisfy the needs of our paying members.

2.4 Seniority

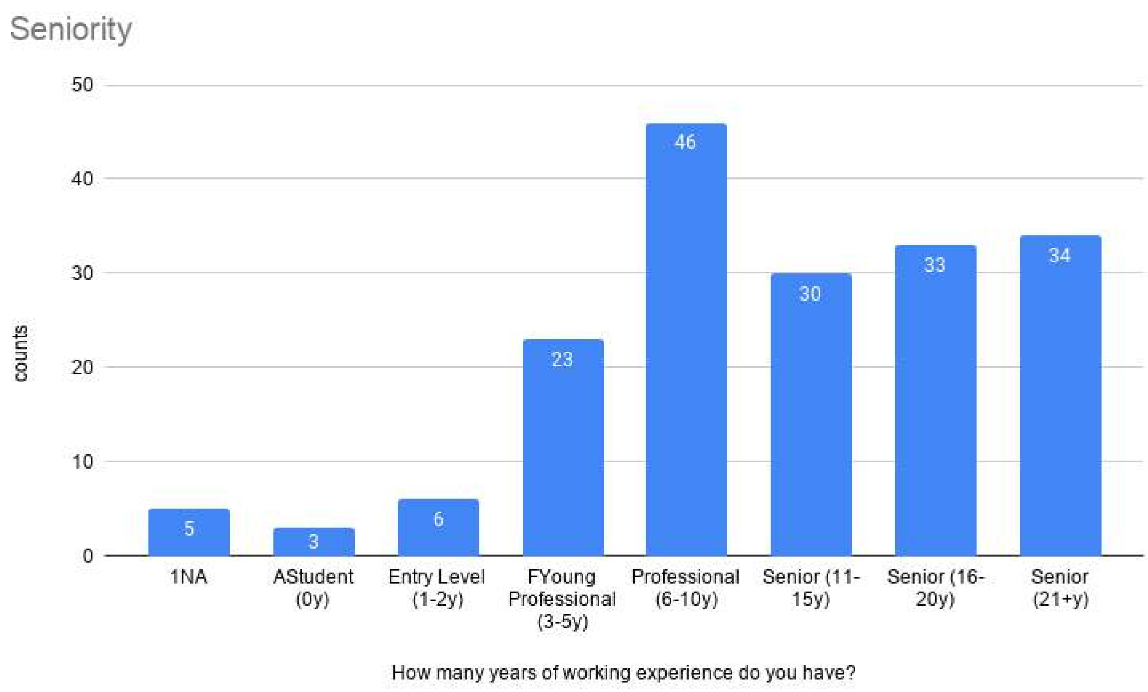

Chart 2.5

The chart shows that we have rather experienced members. Over 50% of our members are senior and have at least 11 years of working experience. 20% of our members have more than 21 years of work experience. This indicates that our membership base consists of a highly experienced group of professionals. This is a crucial finding, as on one hand, this suggests that those people have potentially a higher leverage in their organisations, and on the other hand, that there is a lot of experience and knowledge among our members.

2.5 Gender

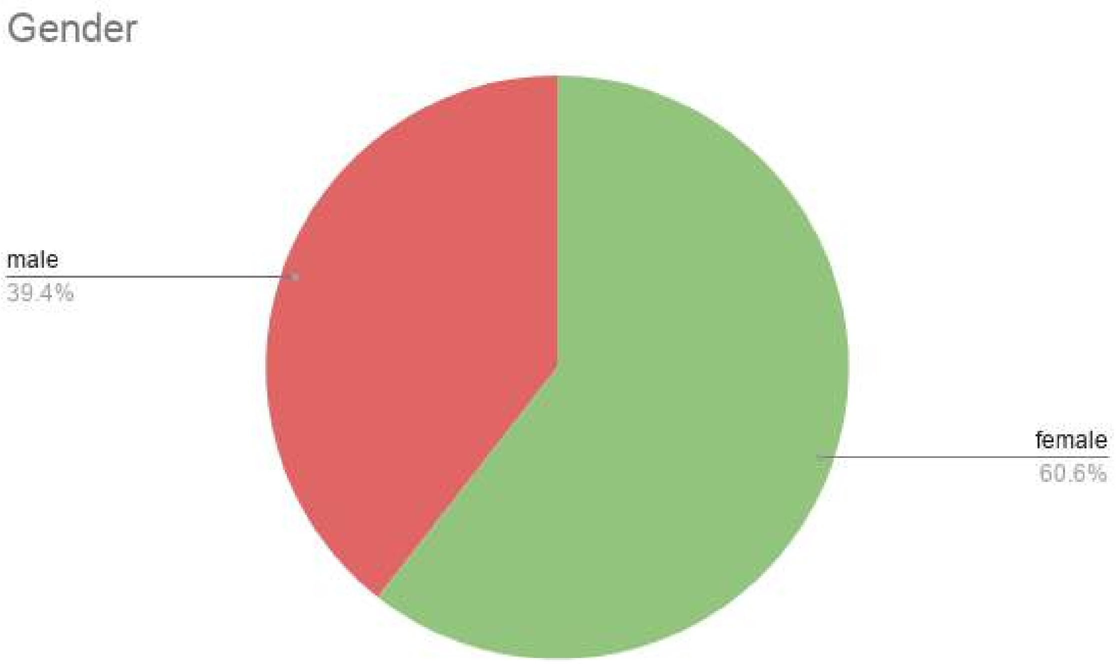

Chart 2.6

Our membership base consists of 60.6% female and 39.4% male members.

2.6 Employer Size

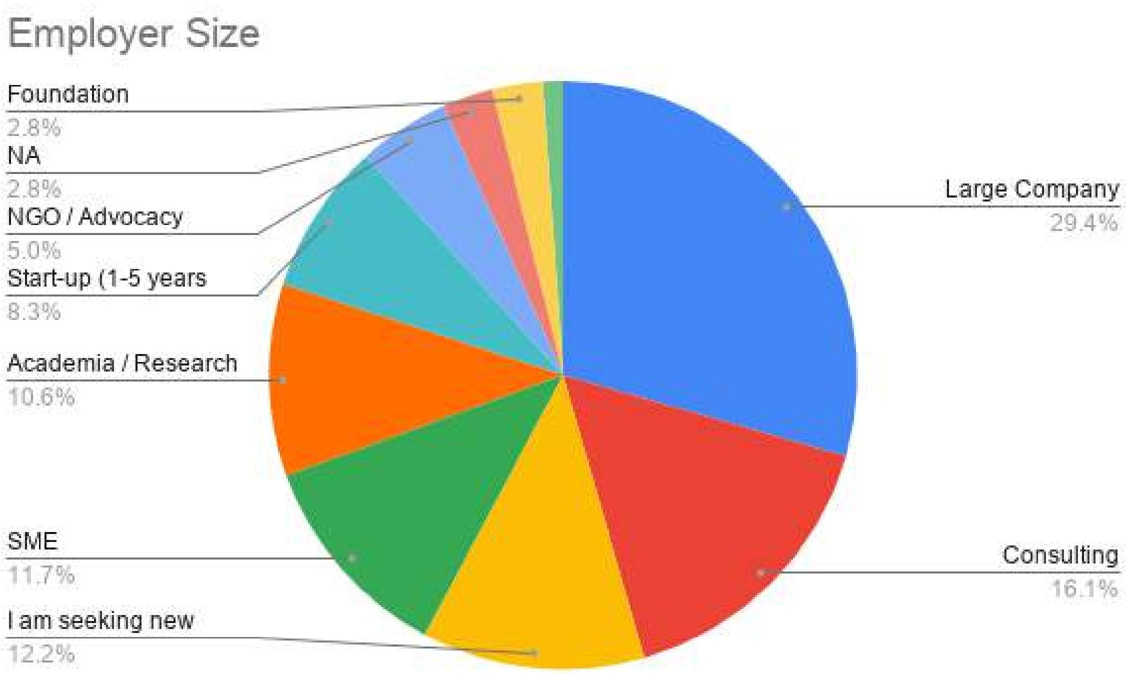

Chart 2.7

This chart shows that we have more members who work for large companies than for SMEs. This question is part of the custom questions when you sign up as a member on Join It and has not been updated lately. That is why in a future analysis, we should overthink these categories.

2.7 Important for members

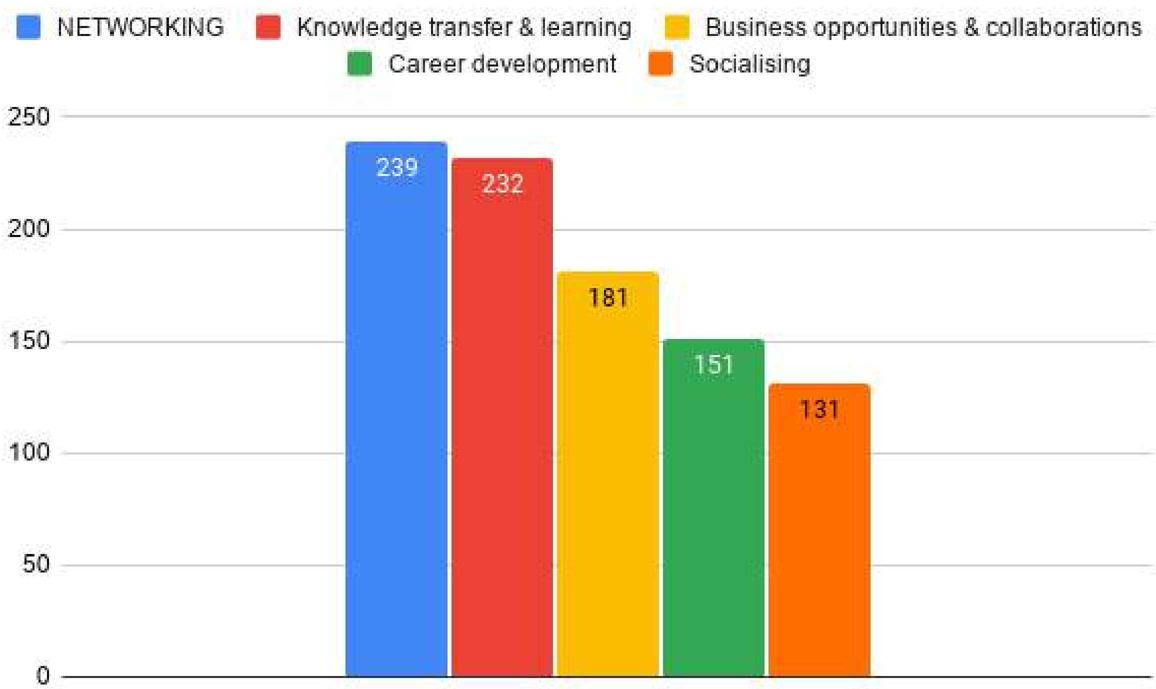

Chart 2.8

Please note that, for this analysis, we also included previous members to receive a better insight into what members are looking for when they join GreenBuzz. The chart clearly reveals that networking and knowledge transfer & learning are the most important activities for our members. Even though socialising and career development have a lot of counts, we see that this is not the priority for our members.

This is important data for being able to cater to the needs of our members. It also underlines what kind of event formats we should prioritize. For example, the thematic event is the format that combines networking and knowledge transfers the best, so it should play a key role in our event planning.

2.8 Conclusion

The member analysis shows that the distribution of industries varies slightly in comparison to our broader community. The development of memberships is rather positive because we have more sign ups and less cancellations, although this trend has to be treated with caution due to the current Covid-related developments. Furthermore, the analysis shows that our members are experienced professionals. This is important to note because it indicates that there is a lot of expertise in our membership base. Moreover, senior people are more likely to have a certain influence in their organizations. Another essential finding that networking and knowledge transfer & learning are the most important for our members. This helps to set a focus on event formats and topics, and ultimately points to the importance of thematic events, which combine networking with knowledge sharing, and therefore meet both of these two expectations.

3. Survey

The survey was carried out in summer 2020, over a period of four months. The survey, with 19 questions, was sent to our whole mailing list with 2587 active subscribers and posted several times on our website and LinkedIn. 134 persons conducted the survey.

3.1 Survey Participants

If we take the number of the mailing list (2587), which consists mainly of past participants and members, as the total number of people of our network, 5% of our network conducted the survey. This fulfils our set minimum requirement of 100 observations.

If we take look at Chart 3.1, we see that 62.1% of the participants are non-members, 27.3% are members and 10.6% are team members. There is no need to exclude the team members, because they are volunteers and all of them are sustainability professionals who also attend or have attended events in the past.

The chart indicates that 5% of our whole community and 20% of our members have participated in the survey. We have not conducted research into possible divergences in the feedback and responses of our members in comparison to non-members. This is can be the subject of future analyses.

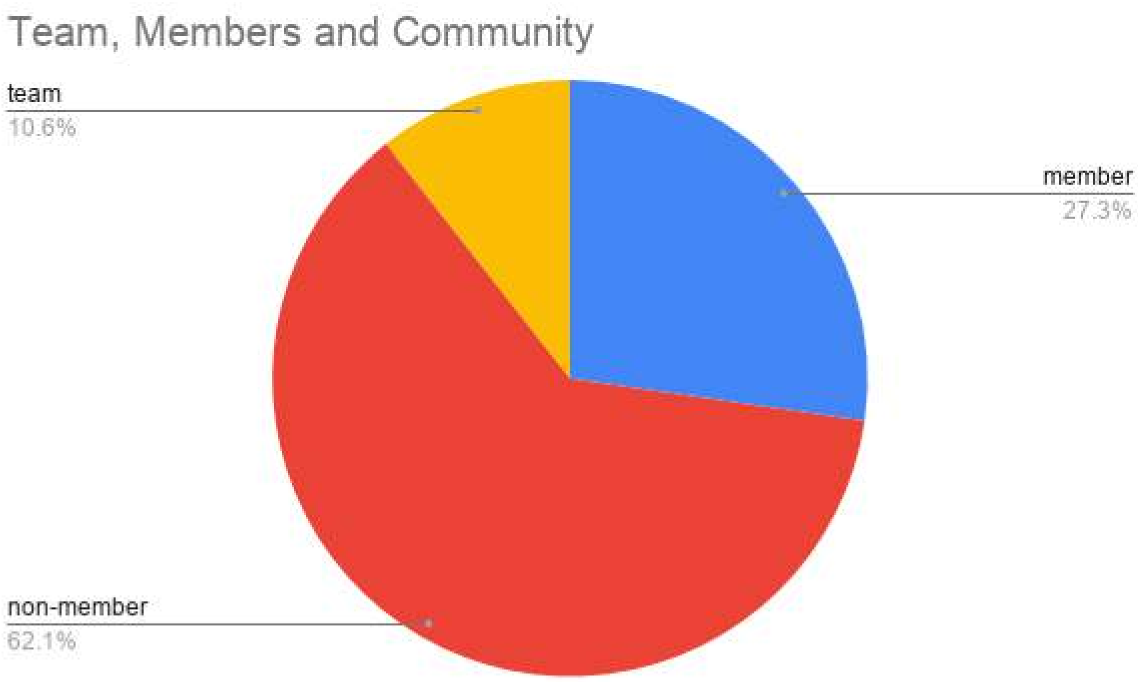

Chart 3.1

3.2 Sample Representation

In order to make assumptions about our whole network from the survey sample, we have to check if that sample is actually representative. We will do that by comparing the distribution of industries of the survey participants and the industry distribution of our whole community.

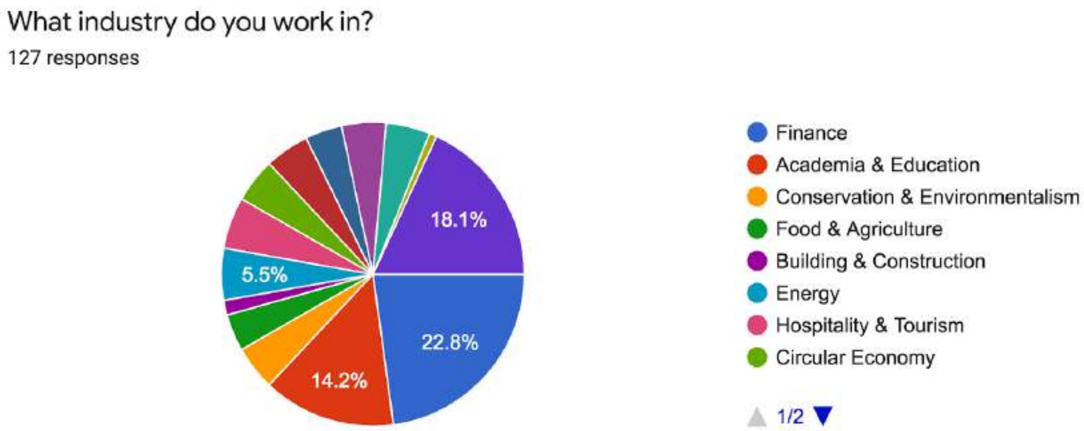

Chart 3.2

One issue here is that in the survey we did not have the same industry options to choose from as in the community analysis. For example, *Sustainability Consultancy* missing in the survey. This explains that the second biggest industry in the survey is *Others* (18.1%). Therefore, the companies and industries have been added manually to counteract the error.

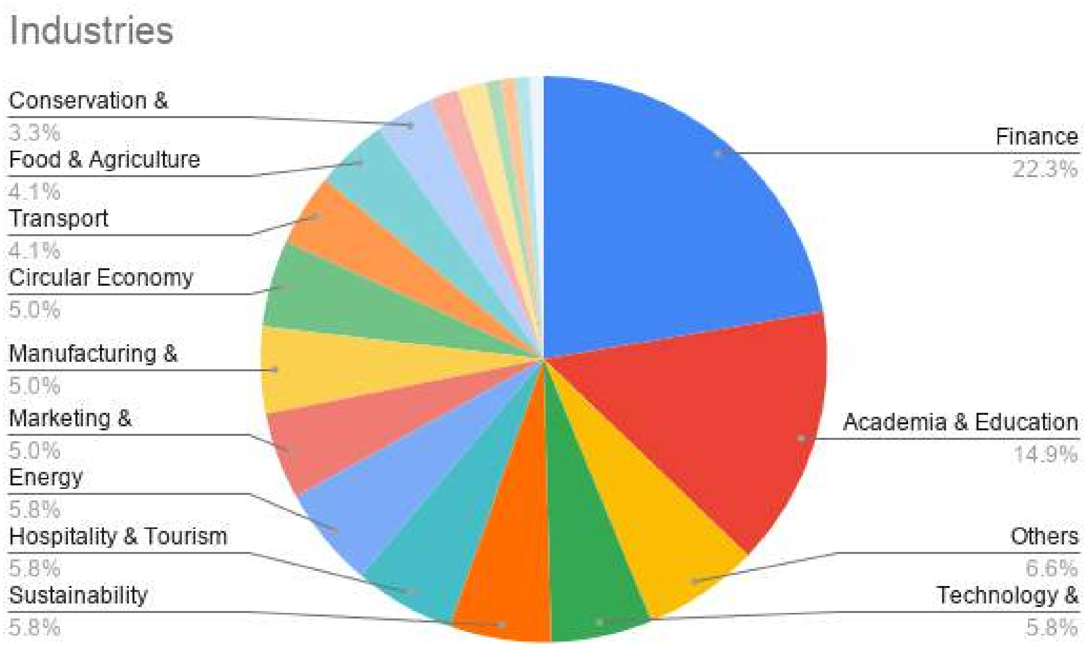

Chart 3.3

We can see that the industries Finance and Academia & Education are represented quite well in our survey sample compared to the community sample. The big difference is that we have fewer survey participants from the industry Sustainability Consultancy (only 5.8% compared to 14.5%) However, all the other industries are represented with a deviation of only 1-2% in comparison to the community analysis.

To conclude, the sample is not perfect, but it is almost representative in terms of industry representation. As described above, there is a problem with the representation of *Sustainability Consultancy*, the sample size and of course general issues that occur normally with survey answers. We can aggregate the answers of the survey to our network but have to be careful with casual inference. This means that not everything from the survey can be assumed for our whole community, but it certainly gives a general insight to what people from our community think.

3.3 Seniority

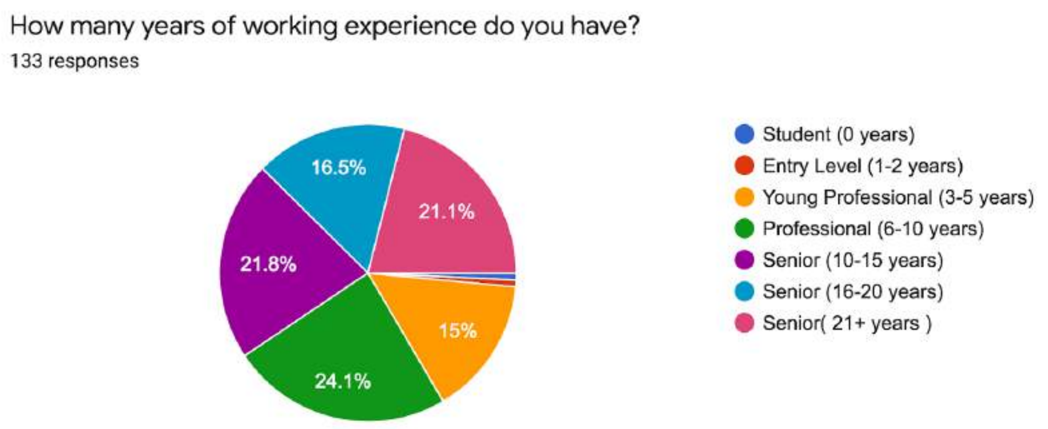

Chart 3.4

This chart shows the work experience of the participants of the survey. This shows that our community is rather experienced. Over 50% of the participants are senior, having at least 10 years of work experience. 20% have over 21 years of experience. This is quite important to note. If we compare survey sample with the sample of our members, we see that the results are almost the same with a deviation of maximum +/- 3 percentage points.

This confirms, for a third time, that our network consists of experienced professionals who have a lot of knowledge and expertise and are likely to be in a position of influence within their organizations.

3.4 How many Events attended

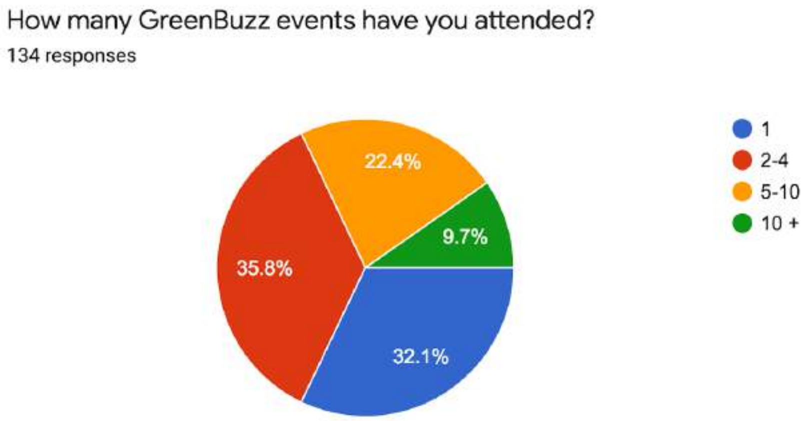

Chart 3.5

This plot shows how many events the survey participants have attended. Approximately 1/3 of them have attended only one event, a 1/3 have attended at least two events and the other 1/3 have attended more than five events. This clearly shows that most of the people in our community attend more than one event. There is a group of almost 1/3 of all people who attend events really often. However, we have to note here that there are proportionally more members than non-members in the sample. Members are more likely to attend several events because of their member benefits.

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3.5 Event formats

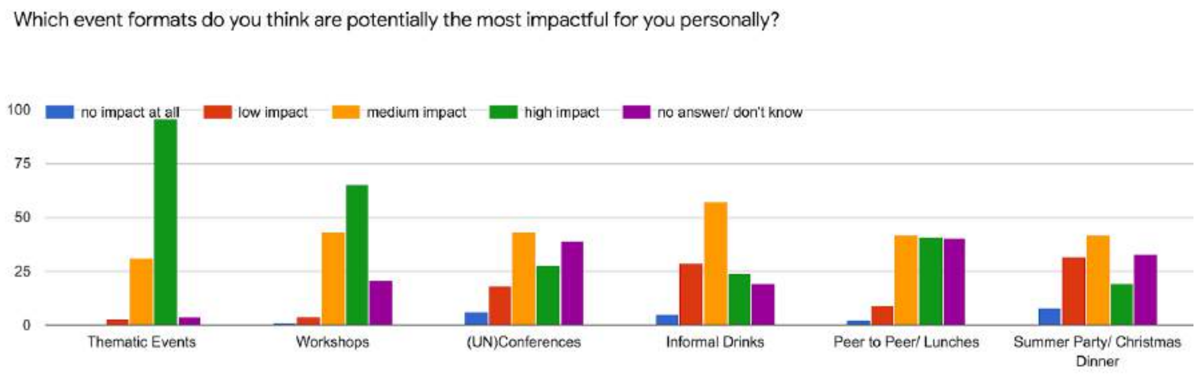

Chart 3.6

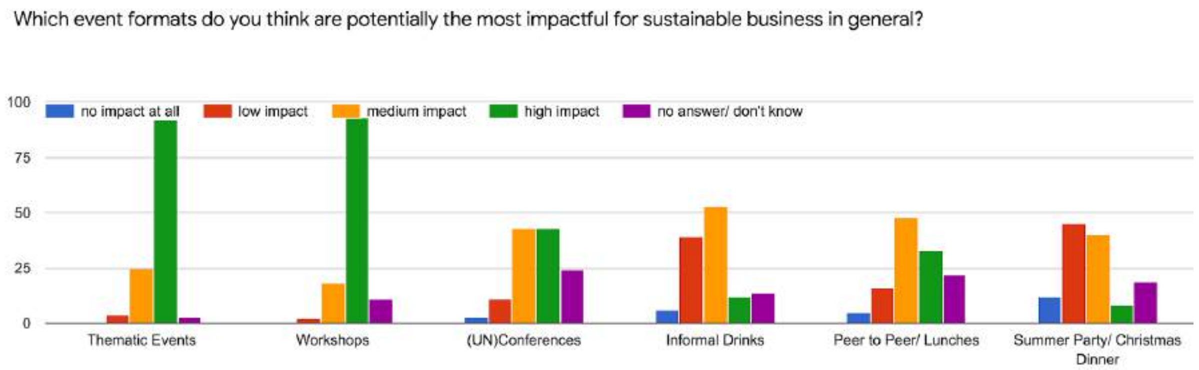

Chart 3.7

We asked participants what event formats are most impactful for them personally (chart 3.6) and for sustainable business in general (chart 3.7). Thematic events are the most popular format. Furthermore, people think that thematic events and workshop are most impactful. Even though the member analysis showed that there is a high demand for networking, the informal drinks format does not perform that well. This could indicate that people want a bit more than 'just' networking. At thematic events, they get both insights / knowledge and networking. These findings support the results of the previous chapters.

We also have to take our resources (time and costs) into account. Thematic events are quite high in resources used, whereas resource use for informal drinks is rather low. Therefore we have to find a balance that guarantees the satisfactions of needs with our available resources.

3.6 Event topics

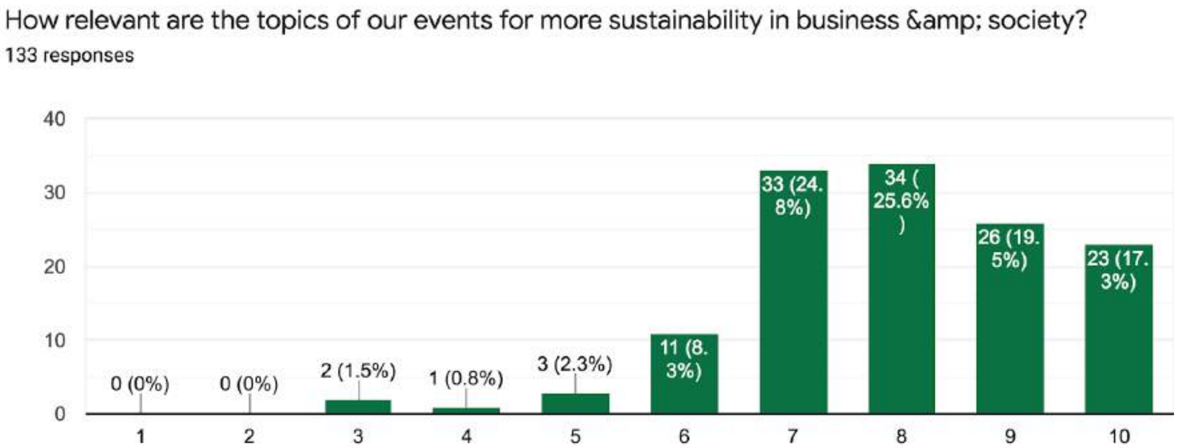

Chart 3.8

This chart shows how people rate the relevancy of our topics. The mean is 7.97. These numbers suggest that our community is satisfied with the topics that we offer.

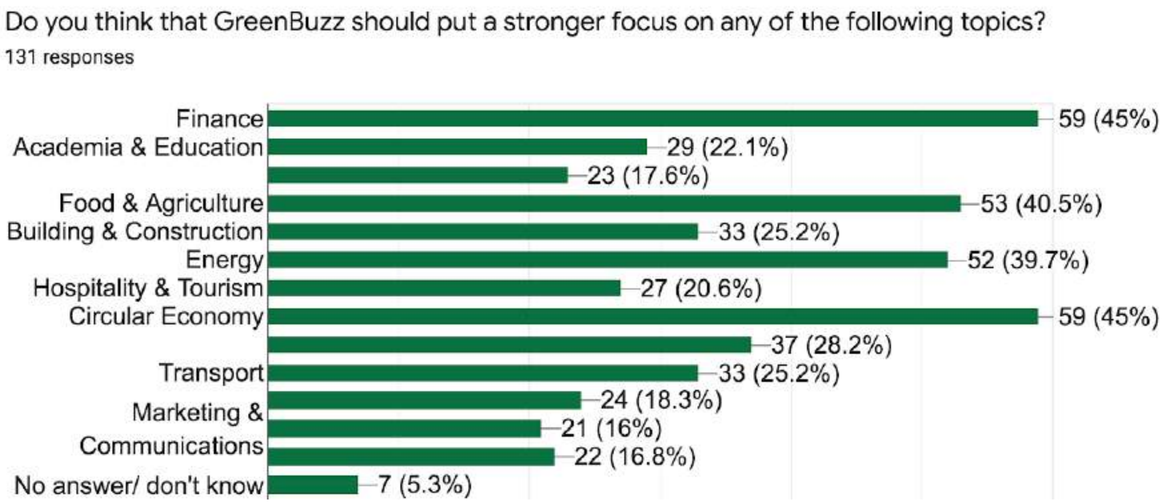

Chart 3.9: The third line stands for Conservation & Environmentalism and the ninth line stands for Manufacturing & Packaging.

The second chart shows what topics, in the opinion of the survey participants, we should put more focus on.

Finance and Circular Economy are the most popular topics, followed by Food & Agriculture and Energy. As the first chapter has shown, Food & Agriculture, Finance and Circular Economy are already among the most attended topics. This indicates that we should keep on covering those topics and additionally try to focus more on energy related topics.

3.7 Insights

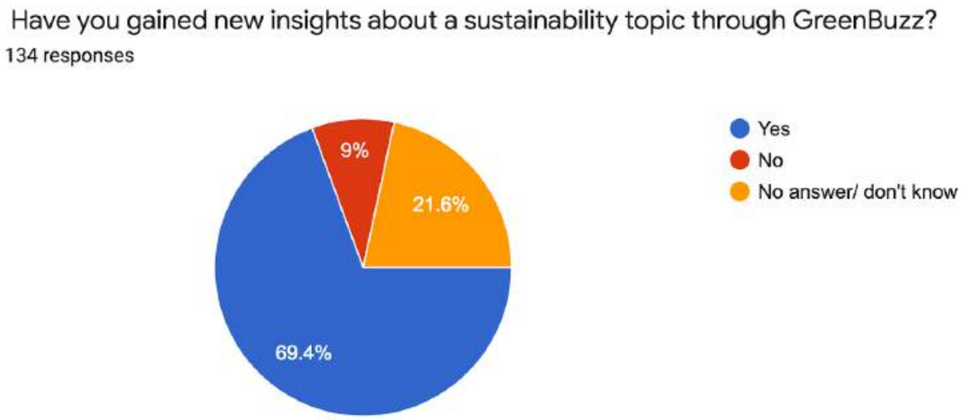

Chart 3.10

A majority of almost 70% has gained new insights at one of our events. It would also be interesting to learn, at what kind of events (format or topics) those insights were generated.

This number is promising. Even though it does not measure knowledge transfer and learning, gaining insight is a first step. This finding indicates that we are on good track to satisfy the need of our members for knowledge transfer & learning as seen in the previous chapter.

3.8 Skills

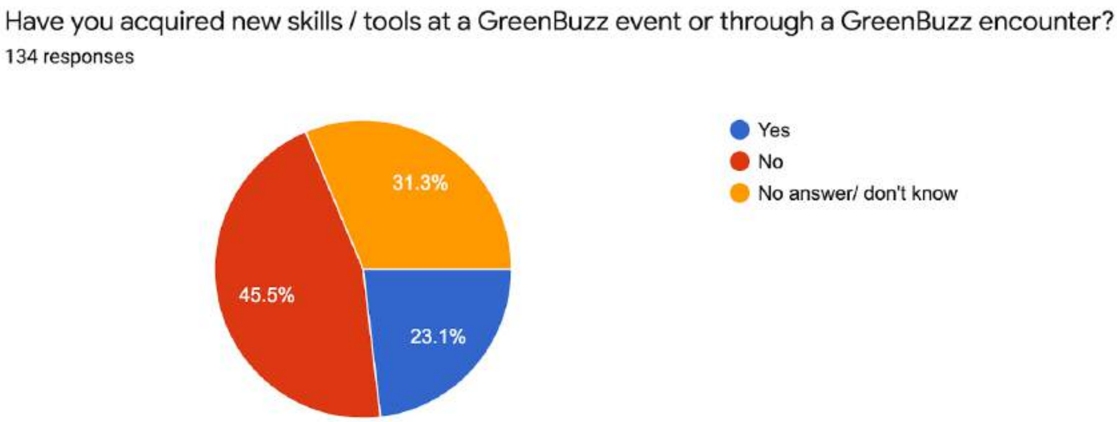

Chart 3.11

23% have acquired new skills at a GreenBuzz event. Over 30% do not know if they have. This number seems low. But it has to be mentioned that most of our event formats do not have the ultimate goal to upskill people. Thematic events generate knowledge rather than skills, and informal drinks are meant to generate insights and provide networking opportunities. So far, only workshops have had the aim of transferring skills as well as knowledge, and we do not host nearly as many workshops than thematic events and informal drinks. Also, even though the number of people who answered that they learned new skills at our events is low, the question remains if that is what GreenBuzz does or should do.

3.9 Change of Behaviour

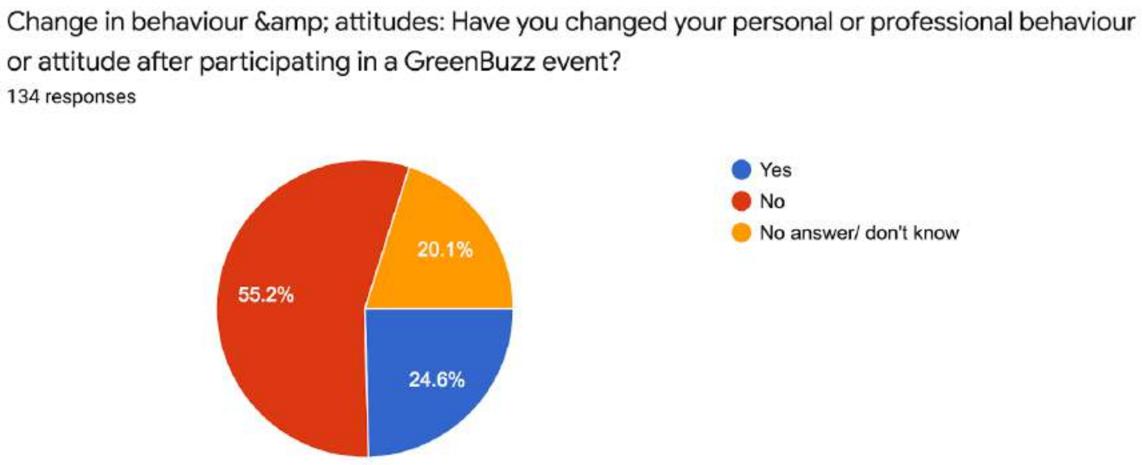

Chart 3.12

Almost 25% of the survey participants state that they have changed their personal or professional behaviour.

Again, we have to ask ourselves if our goal is to change people's behaviour. We also have to note that most of the people in our network are already sustainability professionals and therefore are quite aware of sustainable behaviour. If there was a change of behaviour, it happened most likely before they joined GreenBuzz or it was a long process were GreenBuzz was not the main factor.

3.10 Actions taken

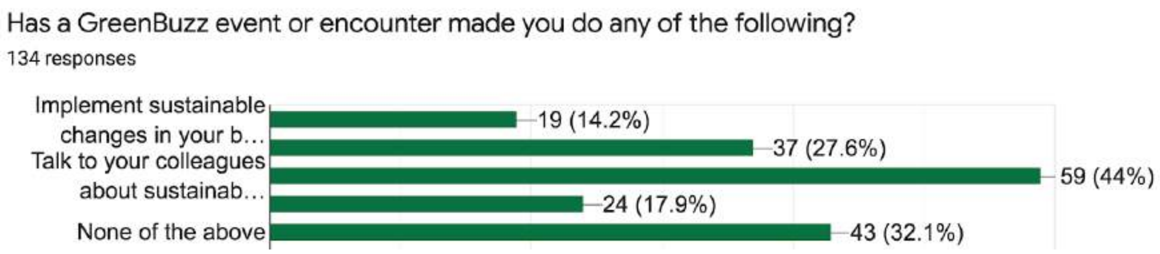

Chart 3.13: line 1-4: implement sustainable changes in your business, start internal discussions about sustainability, talk to your colleagues about sustainability measures, talk to your supervisor/ management about sustainability measures.

14.2% have implemented sustainable changes in their business, 27.6% have started internal discussions about sustainability, 44% have talked to colleagues about sustainability measures and 17.9% talked to their supervisor / management about sustainability measures.

Here, the survey participants also were able to write comments with specific examples. Examples from the survey have a wide range. Many have started discussions in their organizations that will potentially lead or have already led to change (make fund managers more sensible to ESG or started using sustainable packing). Furthermore, many also stated that GreenBuzz events have influenced their private life (moving pension funds to ESG investing, change of consumption behaviour).

These results underline that GreenBuzz is promoting the dialogue around sustainability both in professional and private life. This is an important implication and shows that we influence the people in our network to drive sustainability within their organizations.

3.11 Networking

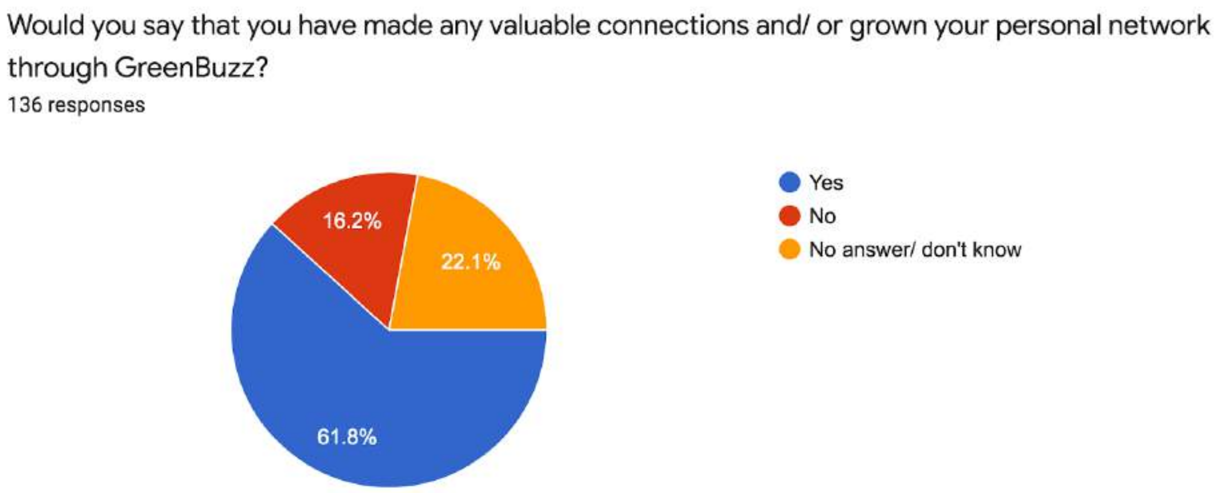

Chart 3.14

A majority of almost 62% state that they have made valuable connections through GreenBuzz. This is really important because this is at the core of GreenBuzz' mission. We have to think about ways how we can increase this number and how we can make sure that those connections lead to impact and that we connect the right people.

This result shows that we are not only satisfying the need of our members for knowledge sharing as seen before, but also that we successfully provide networking opportunities. The connections made through GreenBuzz are really important. As we have seen before, the people in our network are from different industries, are experienced and have a lot of expertise. This increases the probability that connections between them, lead to collaborations that have a positive impact on sustainable business.

3.12 Overall Rating

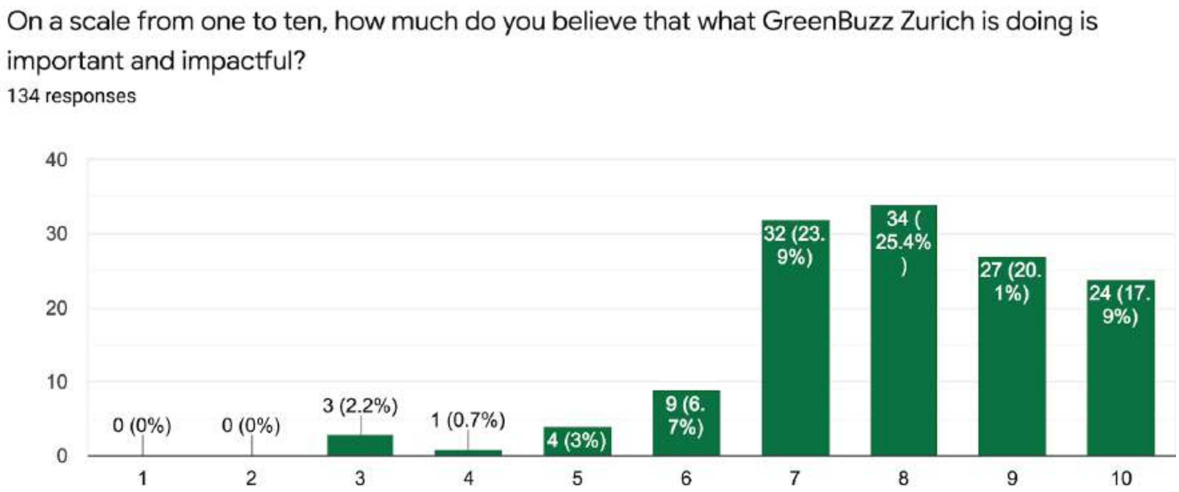

Chart 3.15

People rate our overall performance with a mean of 7.96. This underlines that our mission is important and that people believe in GreenBuzz.

3.13 Conclusion

The results highlight that we have a community of experienced professionals. As we have seen before, thematic events seem to be the most popular event format. The survey has also shown that people think our topics are really relevant. However, according to the survey we should focus more on the topics Finance, Circular Economy, Food & Agriculture and Energy. The community analysis has shown that Finance, Circular Economy and Food & Agriculture are already a priority in our topic choices. We should therefore try to focus more on energy related topics as well. Furthermore, the survey has shown that we are catering to the most important needs of our members: networking and knowledge transfer & learning. Another really important finding are the actions that were taken by our network influenced and encouraged by GreenBuzz. It underlines that the people in our network are driving sustainability forward within their organizations.

4. Interviews

The interviewed persons were recruited through the survey and personal approaches. The goal was to collect qualitative data and get more insights from our network. Finally, 18 interviews were conducted. Out of these 18 participants, 12 are paying members of GreenBuzz. All interviewees also conducted the survey. The questions for the interviews are based on the survey and function as an extension of it. The following subchapters summarize the most important findings of the interviews.

4.1 Reasons for joining GreenBuzz

"Why did you choose to become part of the GreenBuzz community and what are you expecting to get out of it?"

Almost everyone joined GreenBuzz because of our network of sustainability professionals and likeminded people. Furthermore, knowledge sharing is an important aspect. The interviews clearly demonstrate the importance of the facilitation of networking and to have the right people in our network.

4.2 Event formats

"Why are these event formats the most valuable to you personally & professionally?"

This section is hard to summarize. Generally it can be said that networking seems important. People really like the thematic events because it combines interesting inputs with networking.

4.3 Skills

"How did you acquire new skills? Why did you not?"

Most people agree that it is very hard to achieve upskilling and that GreenBuzz should not put its focus on enhancing skills. We should rather present best practices & cases, learnings on a topic, trends and issues. If we do enhance skills, it should be soft skills like networking. The only format where we should go for skill enhancement are workshops.

4.4 Behavioural Change

„Has GreenBuzz had an impact on your behaviour?"

Again, it is generally believed that change of personal behaviour should not be a priority of GreenBuzz. Most people in the community already changed their personal behaviour and are aware how they can live a sustainable lifestyle. We do not have to convince them and show them how to live sustainably. However, we can offer some sort of help to implement change in personal behaviour (e.g. how to invest sustainably) but it should not be a focus of our work.

4.5 Support of GreenBuzz

"How could GreenBuzz better support you in fostering sustainability initiatives within your organization?"

This is an important section because it helps us to understand how we can support our members in affect change within their organizations.

Most mentioned was the idea of a platform (search engine or database) where you can access information about the members of our network. This would help to know who the other members are and what their expertise is. This can help for concrete knowledge sharing and potential collaborations. Furthermore, it was mentioned that it would be really helpful to provide best practices and cases (and also success stories of people who have successfully implemented sustainable changes in their business).

Ideally both ideas could be combined in a platform where you can access best practices & cases and also information about the members in the network and their expertise.

With such a platform, members could share their experience individually, start collaborations, or research groups on certain topics. A long-term goal of this project could be an international (online) network (GreenBuzz Global). Such a platform would tremendously help in enabling the 'right' connections. If you participate in an event you can meet someone that will be valuable, but it is not guaranteed. With such a platform we could increase the probability that these connections foster sustainability, ultimately increasing our impact.

Our impact is not to reach the sustainability goals, we can not do that alone. But our impact is to help many people to reach their professional sustainability goals.

4.6 Connections

"Why are the connections you have made through GreenBuzz valuable to you and sustainable business?"

Most people made valuable connections. The majority made some social connections but also gained some professional connections that might be beneficial to their work in sustainability. It seemed (as in the first section) that there is an urge for networking. This networking should include both social and professional components. People like that we are an organic organisation and that there is room for social interaction.

Some people mentioned that it would help them if we could provide "ice-breakers" for networking to kick-start the conversations.

4.7 General Feedback and Suggestions for improvement

In this section again, the idea of a platform for both information about the members of the network and their expertise and best practices & cases, was mentioned most. Furthermore, it was said that our engagement with the community should be higher. Another point that arose was that we lack a really clear vision and mission about what impact we want to have. A person said "you are a lot, but what are you really? What is your unique value?". This could indicate that we might have to reframe our mission & vision and make it clearer.

However, we have also received a lot of compliments for our work and especially on our online events. Most people are convinced that GreenBuzz has a high potential.

In the following, I will list some **concrete suggestions** made by the interviewed persons. This list summarizes the already mentioned points and some more concrete suggestions:

- Platform/database for member information and best cases & practices (bring people that have achieved sustainable change/ know how to achieve it and those who want to do that, together)
- Engage the community more: at events for example through topic focused discussion groups after the inputs (each speaker in a group) or having fewer participants but engage everyone the most possible (take time for a moderated discussion). Generally we could invest more in community management.
- Member only events
- Site visits of companies
- Format to bring young learners (e.g. students) and senior experts together
- Blog (written by volunteers or people in the network): cover sustainability related topics on the current political agenda. (Referendums, initiatives) What is it about and how does it affect sustainability? This blog could also include success stories and advices for a sustainable lifestyle.
- Implementation of a feedback loop: after each event (maybe with the follow up email) have a little survey (1-2 questions) to get a sense how the participants like the event.
- "Ice-Breaker" for networking. On the event itself: "new buzzer" corner. Have a "how to network" guide on our website.
- Members should be able to initiate micro events.

GreenBuzz Zurich

4.8 Conclusion

There is a clear feedback that GreenBuzz should not prioritize to change people's personal behaviour or teach people skills. We should rather be a facilitator that delivers interesting content and connects the people that need to be connected to achieve impact for sustainability. It is positive that most people in the survey answered that they have gained new insights. This shows that even though most of our participants are already sustainability professionals, we achieve to deliver interesting content around different industries. As the biggest demands are networking opportunities, gaining insights about trends in different industries and sharing knowledge and experiences, thematic events and networking events seems to be the most attractive. However, we could also think about prioritizing peer-to-peer formats more. Maybe we should also focus more on targeted events. By bringing a small group of people with lots of knowledge and experience together, there is high potential impact.

Knowledge sharing, best cases & practices have been mentioned often. However, we have to be aware that we are not a consulting organization. Instead of providing knowledge, best cases & practices ourselves we offer a network of sustainability professionals that can provide such things. GreenBuzz helps its community and members to reach their sustainability goals. We achieve that by offering a space and platform for knowledge sharing, networking and empowerment.

5. Communication Analysis

We use several channels to communicate with our target groups. We use: Website, Facebook, LinkedIn, MailChimp, Slack, YouTube and Instagram (no data yet for Slack, YouTube and Instagram as they were all launched too recently).

The analysis focuses on the reach, engagement and conversion we get from the separate channels in order to see what is most effective.

The overall goal is to bring people to the website where they sign up for the newsletter, become a member or sign up for events because then we can engage with them.

5.1 Reach and Conversion

The following chart explains website visits, split by where users come from and if they convert to memberships or sign up for the newsletter. (data from 1.1.2019 until 9.10.2020)

	Source	Users	Become a member (Goal 2 Completions)	total newsletter signups
1.	google	12,230	1,165	615
2.	(direct)	10,454	839	351
3.	GreenBuzz Newsletter	2,846	399	51
4.	ch.jooble.org	1,476	10	30
5.	sustainablefinance.ch	1,336	42	47
6.	linkedin.com	1,113	120	45
7.	google_jobs_apply	553	5	9
8.	ecosia.org	291	35	21
9.	m.facebook.com	275	17	1
10.	bing	158	19	15

Chart 5.1

In this chart, we can see that most users land on the website via Google. ‘Direct’ means that we either cannot track them because of privacy settings, or people enter the website address in their browser or have it bookmarked. For our own channels like MailChimp, LinkedIn and Facebook, we see that the newsletter is most successful in bringing users to the website. This can be seen in the ‘user’ column in the chart above (2846 users from newsletter visit the website, vs. for example 1113 via LinkedIn).

If you look at the conversion rate (become member / users x 100) for people becoming a member, LinkedIn has a higher conversion rate (LinkedIn 9%, Newsletter 7%). That could be explained by the fact that there is probably a bigger part of the people receiving the newsletter who are already members vs. LinkedIn users. LinkedIn is also outperforming Facebook considering newsletter signups. Google (organic search) brings most member and newsletter sign ups.

5.2 Social traffic leading to the website

If we look at traffic coming specifically from social channels, we see that the traffic became more stable on a higher level and that conversions to memberships and events have gone up slightly and also have become more consistent.

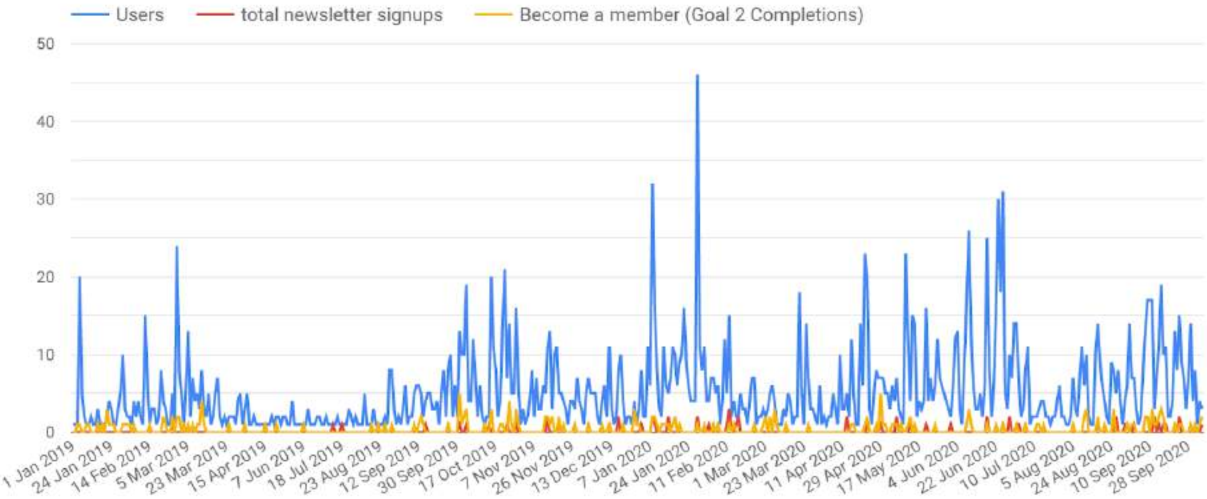

Chart 5.2

5.3 LinkedIn reach & engagement

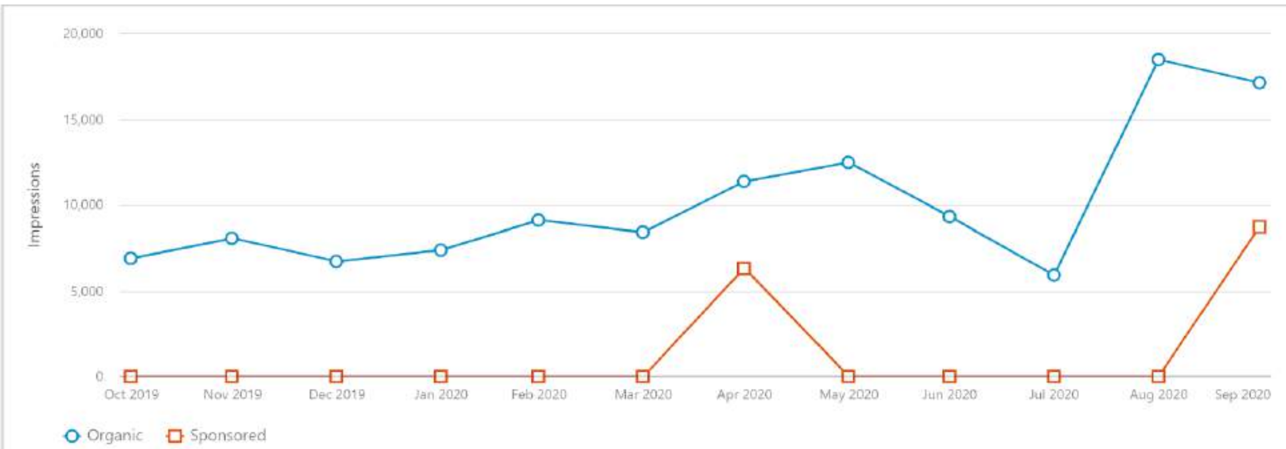

Chart 5.3

If we zoom in on the reach of the social networks we see that the Linkedin reach has grown this year but that the engagement rate remained stable.

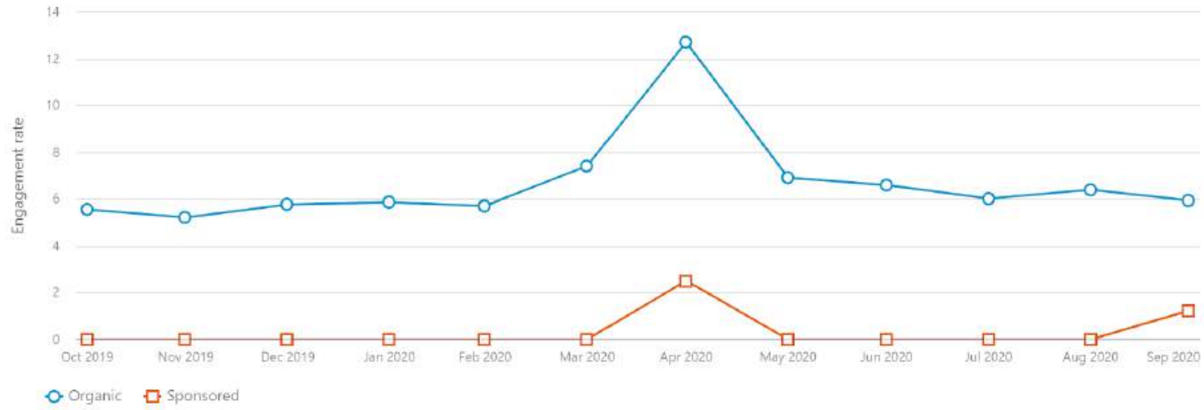

Chart 5.4

5.4 Facebook

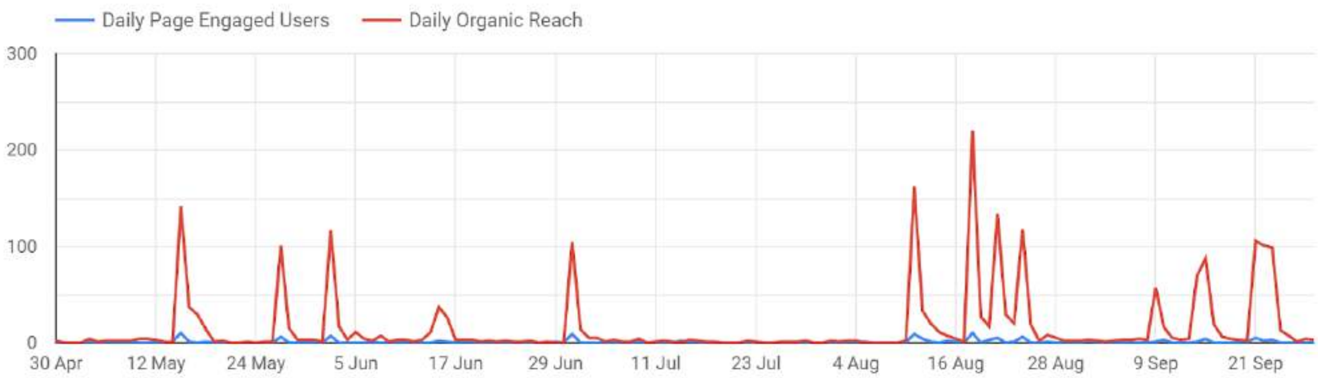

Chart 5.5

Facebook data only goes back six months and we can see that the reach is a lot smaller than LinkedIn.

5.5 Newsletter

If we look at the demographics from the newsletter we see that it is about 50/50 male and female and most people are between 35-44.

Top locations where people are from according to Mailchimp are Zurich, Bern and Basel.

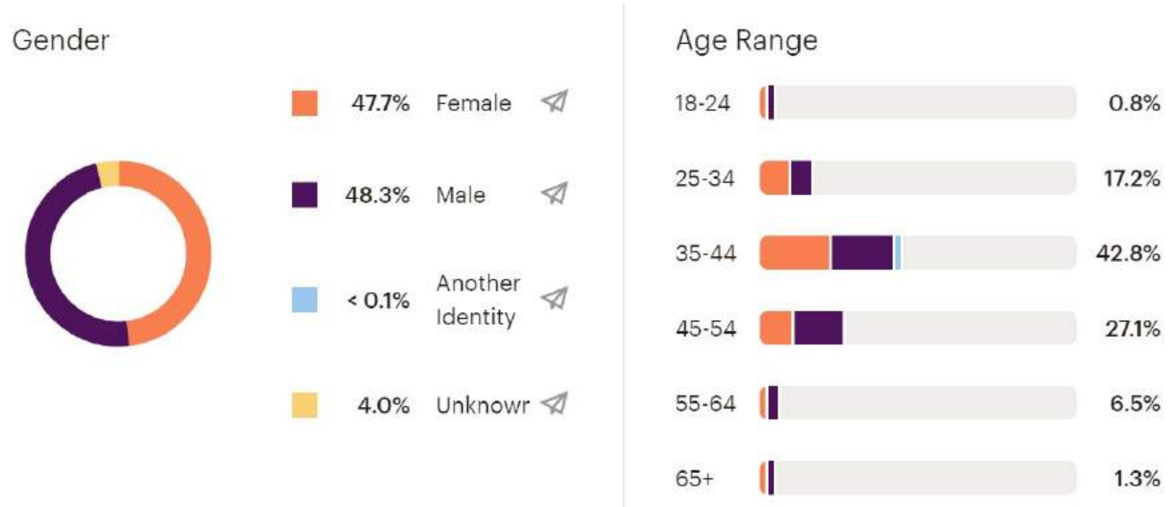

Chart 5.6

If we look at the growth of the active subscribers last year, we have 300 more users in the general newsletter.

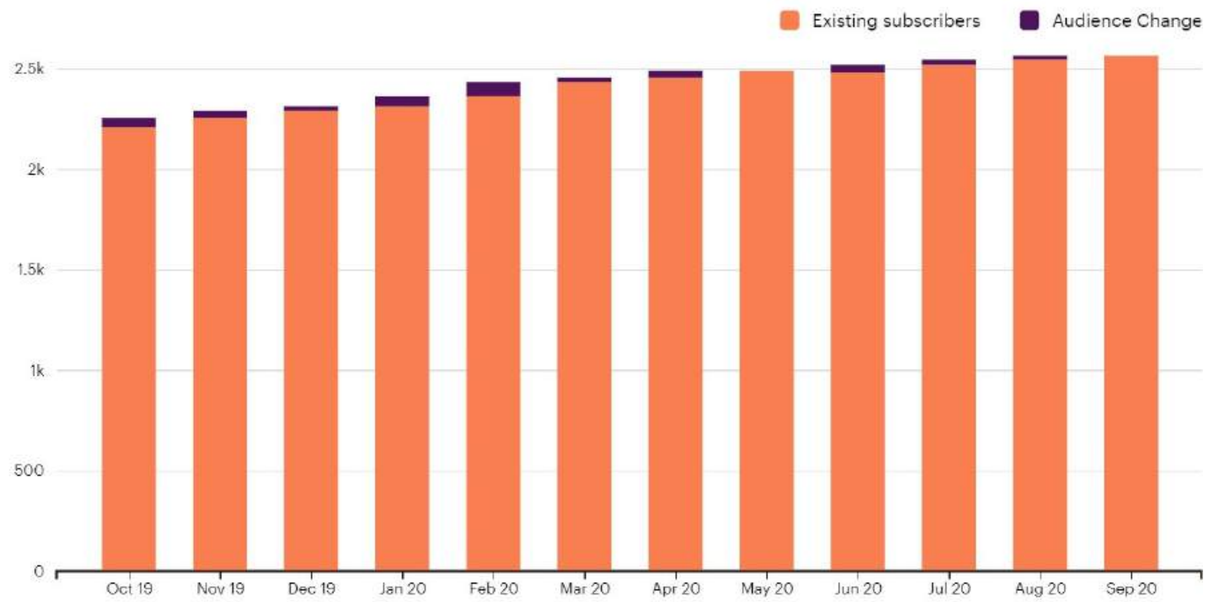

Chart 5.7

If we look at the overall engagement of the general newsletter, we have an overall high open rate of 28.6% and a high engagement rate of 5.3 %. The open rate has been quite stable over the last two years, click rate is a little bit lower (less than 0.5%, not significantly) but that is a normal development if the list-size grows.

Chart 5.8

The industry average open rate is ca. 20%.

If we zoom in on the newsletter and look at the ones that got most clicks we see that coffee with a Greenbuzz board member performed well but for the rest there does not seem to be a recipe for click success as the titles and topics do not show a common ground.

	Send Date	Subject	Total Recipients	Total Opens	Total Clicks...
1.	5 Mar 2020, 12:00:...	Dear *|FNAME|*, know that GreenBuzz is addressing the Coronavirus	1,218	650	499
2.	23 Jan 2019, 13:00...	Join our Food Waste ApÃ©ro next Thursday!	1,027	815	261
3.	8 Jan 2020, 11:59:...	GreenBuzz Invites You: First Events in 2020!Â	1,390	1,000	243
4.	19 Mar 2019, 15:0...	Coffee with a GreenBuzz board member	1,035	962	232
5.	28 Jan 2020, 15:27...	From GreenBuzz: Thank you for participating!	111	419	228
6.	9 May 2019, 14:04:...	Join us to discuss blockchain and sustainability at WWF in June	1,068	732	208
7.	7 Mar 2019, 12:08:...	Register for an MBA course in sustainability through GreenBuzz	1,034	800	202
8.	21 Jan 2020, 11:04...	Enjoy Exclusive Access to HSG's MBA Courses!Â	1,286	794	195
9.	6 Aug 2020, 17:00:...	*|FNAME|*, celebrate GreenBuzz with us!Â	1,529	946	170
10.	19 Mar 2019, 11:0...	Coffee with a GreenBuzz board member	1,034	904	168
11.	11 Sep 2019, 10:0...	GreenBuzz Invites: Unconference for Sustainability Professionals	1,093	953	167
12.	28 Mar 2019, 13:2...	Join our mobility and sustainable construction events next week	1,041	798	163
13.	26 Jun 2019, 11:00...	GreenBuzz Zurich: Blockchain for Sustainable Supply Chains	93	280	159
14.	27 Apr 2020, 12:15...	Dear *|FNAME|*, join us tomorrow!Â	1,242	1,159	151
15.	24 Jun 2020, 11:59...	Dear *|FNAME|*, discuss the energy transition with us!Â	1,507	714	149
16.	23 Oct 2019, 07:00...	Join us next Tuesday evening at the WWF offices to discuss Switzerland's ener...	1,119	859	148
17.	25 Aug 2020, 12:0...	Meet our new president, *|FNAME|*!	1,539	851	135
18.	11 Dec 2019, 11:5...	Welcome to our new Managing Director!Â	1,156	821	134
19.	16 Sep 2020, 07:0...	We need your opinion, *|FNAME|*!	2,497	1,125	132
20.	15 Apr 2020, 12:56...	Experience one of our virtual events, *|FNAME|*!Â	1,236	768	130

Chart 5.8

5.6 Conclusion

If we look at both reach and conversion, Google (organic search), the newsletter and LinkedIn perform well. Google has the best conversion rate for newsletter sign ups and LinkedIn for membership sign ups. Therefore, we should focus on the newsletter and LinkedIn (and Instagram). That the newsletter opening rate remains stable over time shows that we have the right content.

6. Feedback Advisory Board and Outlook

The results of this report have been presented to the GreenBuzz Advisory Board. The feedback was generally that the report and work that has been done is very important and valuable. The members of the advisory board shared their thoughts and implications about the results, which will be presented in this last part of the report.

The report shows that GreenBuzz is doing important and good work. Nevertheless, we should not lose sight of what we can improve. Here, it helps to think in terms of *what should be continued*, *what should be started* and *what should be stopped*. Meaning that it is important to prioritize tasks and also to discontinue things that do not have impact. An example for *what to stop* is the use of Facebook as one of our communications channels, as the communications analysis shows that we do not have good engagement and conversion rates on Facebook.

A majority of the Board agrees that we should be cautious about the platform idea. It is often the case with new platforms that people do not use it in the end, as it is yet another platform for them, among the many others that they are already on. We should be careful to not put too much resources into it. An alternative option could be the relaunch of a closed LinkedIn group.

The results of the report have shown that thematic events and workshops are perceived as the most impactful events. However, the implication should not be to only focus on those events from now on. We have to keep in mind the *GreenBuzz customer journey,* meaning that members need and want different things at different points of their journeys. Informal events, for example, are really important for new people who want to get to know our organization because they are usually low-barrier events to join, whereas more content-heavy events are more interesting for people further along on the journey. We have to keep that in mind when planning our events.

Another point regarding events is their content. The analysis has shown that our network is interested in getting insights and in networking, and there is also a demand for case studies and best practices. We also know that many in our network, and especially the paying members, are already sustainability professionals and therefore know a lot about it already. Therefore, we could try to offer a deeper insight into some topics with the speakers presenting their own journeys. This would offer a deeper learning experience and could meet the best case & practice demand. Furthermore, we should try to facilitate networking the best possible way and help people to network at and after our events with new and innovative gamifications.

Regarding our audience, there was a point raised about different types of target groups. There might be people in the network who are looking for a career change. On the other hand, there are people in the network that are already sustainability professionals. We should try to dig deeper into the reasons why people join GreenBuzz and get a better understanding of our different target groups. As different people have different expectations it might make sense to update our membership types to cater to all the different needs in our network. This could help us to convert more event participants into memberships. Concerning the membership types, it would be worth thinking about an online membership model. Even though it is not clear how long we will have to continue to run online events, we are still likely to keep some online formats in the future.

Moreover, the survey showed concrete actions that people took after encountering GreenBuzz. Such (success) stories are highly informative and we should try to collect more similar data. We could also try to encourage participants at our event to engage with their work colleagues or management and share with them what they have learned at the GreenBuzz event. A similar option is to implement a GreenBuzz ambassador program to ensure that people with a close tie to GreenBuzz foster the dialogue within their organisations. Furthermore, we should use these collected success stories in our external communications. They are encouraging and inspiring. Generally, we should use the positive and empowering results of the report in our communications.

We are also looking at ways to maintain and improve our impact measurement in the future. For example, to measure the quality of our events we could include a short survey (1-2 questions) in the follow-up email of each event. Furthermore, it would be interesting to analyse not only the seniority of our network but also their position within their organization. In another step, it would also be very interesting to look for correlations. For example, do people working in finance attend mostly finance events or do they attend events as well? Moreover, we could collect data about the concrete actions people and companies take. In companies where participants from our events talked to their colleagues or even management about sustainability measures - have changes actually been implemented? In addition, it would be beneficial to run a similar analysis on the corporate members and partners. This could be done by interviews or surveys, and the goal would be to find out if a partnership with GreenBuzz has a positive impact. Before implementing major changes on the impact measurement strategy, it was advised to run prototypes and tests at low cost and risk to see if they work.

Finally, the report clearly shows that GreenBuzz is doing important and impactful work. The results also show that there is room for improvement and potential to have even more impact. It is crucial to monitor our impact on a regular basis. By monitoring our impact regularly we will be able to analyse the (positive) change over time.

Let's build on these results, further develop GreenBuzz and lead the way into a future where sustainability is the new normal in business and society.