

# CASE STUDY

# SETTING TARGETS

To support each of The Toolbox 'How-to Guides', 11th Hour Racing Team has created these case studies to showcase practical application of each guide for the purpose of establishing a sustainability program. This case study supports **5. How to Set Targets**.

## INTRODUCTION

Having defined the 11th Hour Racing Team boundaries of the sustainability program (see

previous case study **4. How to Identify Issues**), we then set about defining the goals and

targets, which were subsequently supported by action plans and assigned resources.

## 1. DRAFTING GOALS AND TARGETS

As a part of the strategy for target-setting, we ensured the targets addressed the issues we identified as a result of our sailing operations, the new IMOCA 60 boat build, and other team operations. We focused on the issues our stakeholders were most concerned about, which covered topics including:

- Composite end of life options
- The footprint of team logistics

- Embedding life cycle thinking into the yacht design and build
- Promoting gender equity, inclusion, and diversity in sailing.

Through the stakeholder discovery process, the broad scope of the team's activities resulted in issues being identified across the marine sector. There are 73 specific targets in the Team's sustainability program.

To manage, implement, and communicate the context of the sustainability program, the team grouped these targets under four key guiding principles, 12 goals and 35 objectives. These were cross-referenced to ensure they addressed the original list of environmental, social, and economic issues that we identified in step 4. - 'How to Identify Issues.'

## TARGET SETTING



The process 11th Hour Racing Team used to set relevant, time-bound targets

## ORGANIZATIONAL STRUCTURE OF PRINCIPLES, GOALS, OBJECTIVES & TARGETS

PRINCIPLES	LEADERSHIP									INNOVATION									COLLABORATION									LEGACY								
GOALS	GOAL 1			GOAL 2			GOAL 3			GOAL 4			GOAL 5			GOAL 6			GOAL 7			GOAL 8			GOAL 9			GOAL 10			GOAL 11			GOAL 12		
OBJECTIVES	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36
TARGETS																																				

## 2. SMART TARGETS

(SPECIFIC, MEASURABLE, ACHIEVABLE, RELEVANT AND TIME-BOUND)

It was really important for our Team to acknowledge that many of our ambitious targets could become overwhelming and quickly push us beyond the scope of our capabilities. As a result, the Team set quantifiable, time-bound specific targets to ensure delivery within relevant time frames.

An example of a SMART objective:  
Identify one yacht design challenge to tackle using a biomimicry approach and implement in the build before the start of The Ocean Race 2022. Measure the environmental benefits of the solution compared with baseline.

S

**SPECIFIC**

High level of detail

M

**MEASURABLE**

Target is quantifiable

A

**ATTAINABLE**

Target is realistic

R

**RELEVANT**

Relates to your issues & vision

T

**TIME-BOUND**

State your deadline

### 3. SHARING DRAFT TARGETS WITH KEY STAKEHOLDERS

Our Team's matrix of targets was developed over a three month period, which included multiple rounds of review and feedback with key stakeholders. This feedback included highlighting priority areas and outside opinions on whether the targets were realistic, relevant (**material**), and ambitious enough.



### 4. ALIGNING WITH GLOBAL GOALS AND INDUSTRY STANDARDS

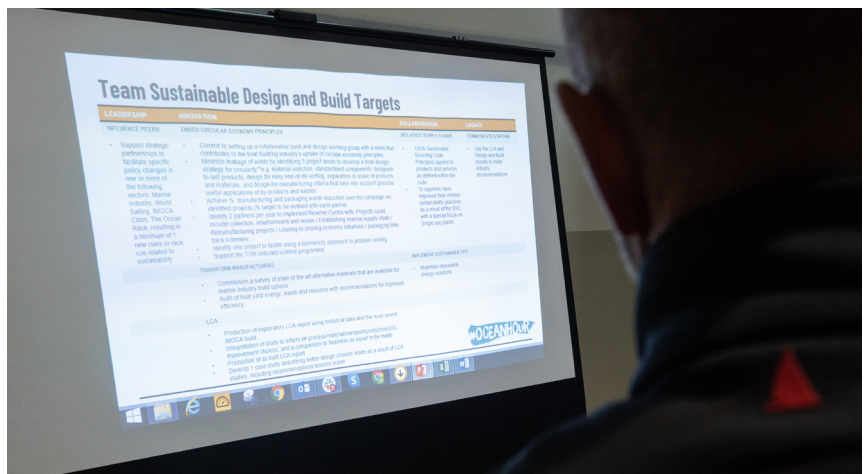
We chose to reference and monitor how our targets specifically contributed towards 13 of the UN Sustainable Development Goals and

nine objectives of World Sailing Agenda 2030 within their matrix of targets. Additionally, we cross-referenced GRI disclosures for each target.



## RESULT

After we completed the target-setting work, we brought all the information together in one master table, which we shared with our entire team and partners. We were then ready to set out on the planning and implementation of our sustainability program.



The following table highlights four example targets for 11th Hour Racing Team:

<b>PRINCIPLE: LEADERSHIP</b> <i>Be leaders, advocating for ocean health, climate action and sustainability with the industry, communities and fan base.</i>				
GOAL	OBJECTIVE	TARGET	WORLD SAILING	UNSDG
Create Ambassadors	Foster an inclusive team of diverse, motivated, and informed leaders in sustainability.	100% Team members provided with ongoing professional development and training aimed at increasing their knowledge of sustainable behaviors, 10 hours of training per month.	Objective 6: Promote a culture of sustainability by sharing best practice and increasing sustainability awareness.	4.7: By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development. This includes, among others through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development.

<b>PRINCIPLE: INNOVATION</b> <i>Develop innovative solutions to responsibly manage resources, applying circular economy principles to material needs, as well as reducing water and climate footprints, and becoming water neutral and climate positive.</i>				
GOAL	OBJECTIVE	TARGET	WORLD SAILING	UNSDG
Embed circular economy principles	Apply innovative solutions across Team operations through the application of circular economy principles.	<p>Identify one yacht design challenge to tackle using a biomimicry approach and implement in the build before the start of The Ocean Race 2022-23 .</p> <p>Measure the environmental benefits of the solution compared with the baseline.</p>	Objective 2: Reduce World Sailing's carbon footprint and promote resource efficiency across the sport.	12.2: By 2030, achieve the sustainable management and efficient use of natural resources.

## PRINCIPLE: LEGACY

*Leave a lasting legacy by inspiring others to make changes -- one degree at a time -- including a community outreach program, internships and grant-giving*

GOAL	OBJECTIVE	TARGET	WORLD SAILING	UNSDG
Educate and train	Provide education and training opportunities for key groups highlighting key ocean health issues.	Hire one intern per year leading up to the start of The Ocean Race and one intern during each stopover,, supported by all departments within the Team.	Objective 5: Ensure sustainability is embedded into teaching of sailing through teaching and coaching frameworks.	8.6 By 2020, substantially reduce the proportion of youth not in employment, education or training.

## PRINCIPLE: COLLABORATION

*Collaborate with partners to create sustainable solutions, minimizing the environmental footprint across spheres of influence, including going zero waste and implementing a ban on single-use plastics.*

GOAL	OBJECTIVE	TARGET	WORLD SAILING	UNSDG
Sustainable supply chains	Assess and positively influence the team's supply chain.	Work with 10 suppliers to improve their internal sustainability practices as a result of engagement with the Team before the end of the campaign in 2023.	Objective 2: Reduce World Sailing's carbon footprint and promote resource efficiency across the sport.	8.4: Improve progressively, through 2030, global resource efficiency in consumption and production and endeavor to decouple economic growth from environmental degradation, in accordance with the 10-year framework of programs on sustainable consumption and production, with developed countries taking the lead.



If you have any questions about this case study that supports **5. How to: Set Targets**, please get in touch with us at [info@sustainabilitytoolbox.com](mailto:info@sustainabilitytoolbox.com). To stay up to date with the latest news on The Toolbox visit [www.sustainabilitytoolbox.com](http://www.sustainabilitytoolbox.com)

If you have found The Toolbox How-to Guides, templates, and supporting 11th Hour Racing Team case studies useful for implementing your own sustainability program, we encourage you to create and share your own case studies based on your organization's experience. Please submit your documents through The Toolbox website.

## RESOURCES

[The Toolbox tools & templates related to this guide:](#)

- 5. How to set targets
- Template - Goals & Targets matrix
- [The Toolbox Glossary](#)

## REFERENCES

1. United Nations. *Sustainable Development Goals*. N.D.
2. World Sailing. *World Sailing Sustainability Agenda 2030*. London; 2017.

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