ISCTE Business School
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LIGA PORTUGUESA DE FUTEBOL PROFISSIONAL – RECOMMENDATIONS TO MARKETING PLAN

INITIATIVES TO RAISE THE AFFLUENCE ON LPFP GAMES

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September 2015

Acknowledgments

I will use this area to thank to the people who help me to develop this project.

To all my family, a big thank you for all of the attention, patience and support that always gave me especially my mother Paula, and my grandparents Fernanda and João, that will always be with me.

A big thank you to my supervisor, Henrique Conceição, for all the support, analysis and inputs that gave through the elaboration of this project. This project wouldn't be possible without his support.

Thank you to Catarina for being always at my side at every second, and for being always very helpful in my project, motivating me to do better and to be better.

A final thank you for all of my friends that directly or indirectly help me to go through this journey, especially my friends, from the Marketing class.

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List of abbreviations

CRM – Customer Relationship Management

DGPC – Direção Geral do Património Cultural

FAP – Federação de Andebol de Portugal

FPB – Federação Portuguesa de Basquetebol

FPF- Federação Portuguesa de Futebol

FPV- Federação Portugues de Voleibol

FRM – Fan Relationship Management

ICA – Instituto do Cinema e do Audiovisual

IFHHS – International Federation of Football History and Statistics

KPI – Key-performance Indicators

LFP – Liga Fútbol Professional

LPFP – Liga Portuguesa de Futebol Profissional

MLB – Major League Baseball

PESTEL – Political, Economic, Social, Technological, Environment and Legal

RFEF - Real Federación Española de Fútbol

RFID – Radio-Frequency Identification

STP – Segmentation, Targeting and Positioning

SWOT- Strengths, Weaknesses, Opportunities and Threats

UEFA - União das Federações Europeias de Futebol

Abstract

The thesis project is based on a subject that is one of the main problems on the football in Portugal – the low affluences. Nowadays, Portuguese football attendances are very low and this constitutes a huge problem for the sports sector in Portugal. Competitions organized by Liga Portuguesa de Futebol Professional (LPFP), have (in average) low attendance values.

LPFP is the entity who rules professional football in Portugal and is responsible for the professional competitions in Portugal – Primeira Liga, Segunda Liga and Taça da Liga. All of these 3 competitions have been facing some problems in terms of low values of affluences. With that the Portuguese football is losing some notoriety and value towards other competitions in Europe.

The project will answer to the main problems of this situation with a set of initiatives englobed as recommendations to the marketing plan of LPFP. The initiatives will be created regarding a deep analysis of the internal and external environment of LPFP combined with a marketing strategy with targeting, positioning, segmentation and creating a set of initiatives that will answer the main problems. The results of the thesis will be forwarded to LPFP, hopping to be considered, for the good of Portuguese football.

Keywords: sports marketing, football, marketing plan, marketing-mix

JEL: M31- Marketing, Z20 – Sports Economics - General

Resumo

Este projeto de tese é baseado num dos maiores problemas do Futebol em Portugal – As fracas afluências. Hoje em dia, as afluências aos estádios portugueses são muito baixas e isto representa um grande problema para o futebol e Portugal. As competições organizadas pela Liga Portuguesa de Futebol Profissional (LPFP), têm em média valores muito reduzidos de afluência.

LPFP é a entidade que gera todo o Futebol profissional em Portugal e é responsável pela realização das comeptições profissionais de futebol em Portugal – Primeira Liga, Segunda Liga e Taça da Liga. Todas as 3 competições têm sofrido problemas com as fracas afluências. Com isto, o futebol português está a perder notoriedade e valor quando comparado com as outras ligas europeias.

Este projeto irá responder aos principais problemas desta questão criando um conjunto de iniciativas que servirão de recomendações para o actual palno de marketing da LPFP. As iniciativas serão criadas segundo uma profunda análise interna e externa da situação da LPFP aliando a uma estratégia de marketing fundamentada com posicionamento, segmentação e target, dando resposta aos problemas encontrados. Os resultado deste projeto será enviado para a LPFP, esperando uma apreciação por parte da entidade para o bem do futebol português.

Palavras-chave: marketing desportivo, futebol, plano de marketing, marketing-mix

Executive Summary

Este projeto tem como intenção a apresentação de recomendações para o actual plano de marketing da LPFP. A LPFP é a entidade que gere todo o Futebol profissional em Portugal e é responsável pela realização das competições profissionais – Primeira Liga, Segunda Liga e Taça da Liga. Rege-se em valores como ética (onde se foca no respeito pelas regras da liga), compromisso (trabalhando com eficácia e credibilidade com todos os seus associados), inovação (uso de tecnologias que permitam a modernização dos serviços e da verdade desportiva) e compromisso com a audiência (oferecer shows de grande qualidade para os seus fãs). Este último é também a principal missão da LPFP.

No ambiente em que se insere, a LPFP conta com inúmeros concorrentes ao seu lado, acrescido do facto do próprio mercado de assistência a jogos de futebol ter vindo a perder clientes, dado a forte recessão económica de que Portugal tem sido alvo. Com menos rendimento para despender em entretenimento, os portugueses deixam de usufruir de eventos de entretenimento focando-se apenas no consumo de bens mais prioritários. E o futebol em Portugal, tem sofrido com esta questão. As afluências nos estádios são cada vez menores o que contribui para uma perda de notoriedade por parte da nossa liga.

Perante esta situação, é necessário a realização de um projeto que venha dar resposta a este problema. Posto isto, o projeto irá englobar um conjunto de iniciativas que terão como objetivo o aumento das afluências nos estádios portugueses.

Após a definição do problema e da contextualização do mesmo, deu-se início à revisão de literatura. Neste ponto foram abordados diversos tópicos que se revelaram úteis no desenvolvimento de todo o projeto. Uma primeira análise a todas as componentes integrantes de um plano de marketing foi realizada nesta revisão, juntamente com uma análise de marketing desportivo. Dentro do marketing desportivo foram encontrados diversos pontos cruciais para o desenvolvimento do projeto, nomeadamente, identificação e caracterização do mercado desportivo e seus constituintes. Em seguida, foi abordado o tópico do relacionamento dos fãs com os seus clubes como também a análise de casos de sucesso no mundo do futebol.

Depois de realizada a revisão de literatura, foi efetuada a recolha de dados. Esta recolha dividiu-se em duas partes: dados primários e dados secundários. Os dados primários

foram os dados recolhidos através de um questionário realizado a propósito deste projeto. Nestes dados primários foram recolhidas cerca de 153 amostras, cuja informação foi posteriormente analisada através da ferramenta - SPSS. Em relação aos dados secundários, foram retirados de diversas fontes, visando a análise de todo o mercado envolvente, da LPFP e os seus dados como, por exemplo, número de fãs no estádio ou até mesmo o marketing mix da empresa.

Após a recolha de todos os dados, foram realizadas análises SWOT e SWOT cruzada para que pudessem ser encontrados os fatores cruciais para o sucesso de projeto. Depois de obtidos e encontrados os fatores, deu-se início ao desenvolvimento das iniciativas visando abordar todos os pontos encontrados nos capítulos anteriores com o principal objetivo de aumentar as afluências nos estádios de futebol. As iniciativas serão vistas como recomendações ao plano de marketing existente, da LPFP.

1. Context of the issue

Football is the sports event that brings more people to Portuguese stadiums. It is known by the "king sport", and in Portugal has a huge history of successes and glories through its existence.

Being the main sport in Portugal, football must have an attendance that corresponds to its status. Portuguese league (Primeira Liga in 2014/2015) is currently on the 18th place of the strongest leagues in the world according to the last IFFHS (International Federation of Football History & Statistics) league ranking from January 2014. According to data from LPFP, the club that has more percentage of average attendance was Sport Lisboa e Benfica with 48.520 spectators on the 2014/2015 season (Liga Portugal, 2015) which represents 75.06% of occupancy rate. This is a very low value for a top team comparing to other 3 top leagues (see appendice I). The top 3 leagues Liga BBVA (Spain), Barclays Premier League (England) and Bundesliga (Germany), have their top clubs with an average attendance of 99%. When comparing Primeira Liga with the 17th and 19th league spots in IFFHS ranking, which are Czech Republic and Chile, the average attendance values are 5.068 and 5.238 respectively against the 10.217 of Portuguese league (data from 2013/2014 season). With that we can see that Primeira Liga has almost the double attendees comparing to them.

Primeira Liga is considered the 8th more valuable of the world, according to a study of a Brazilian consulting agency Pluri in 2014. That study has conducted threw a software which analyzed more than 61 different criteria of the players such as: age, creativity, physical shape, regularity of performances, capacity to change the game, tactical aspects, discipline, level of the championship where the player is playing, number of caps (number of times that the player was called to the national team) and others. The 8th place shows the value of the league and their participants, being so valuable the league has an opportunity to grow in image and in terms of affluences.

1.1. Research Problem and objectives

Considering all the potentialities of the Portuguese football sector, it's a little incomprehensive how the average attendances of the stadiums are so low. There are some initiatives made by the clubs regarding this problem, but most of them aren't successful. LPFP is the entity that manages professional Portuguese football being responsible for Portuguese first and second league and Portuguese League Cup. Nowadays, LPFP has gained more power on the professional competitions but its image is not very positive towards FPF (Federação Portuguesa de Futebol) and the consumers. Putting that, it is crucial to create initiatives that goes into the fans needs and makes them satisfied. This thesis has the purpose to identify the main reasons why Portuguese fans don't go to the stadium. After the identification of those problems, it will be conducted an analysis to the LPFP's marketing plan, and some recommendations will be appointed.

In order to conduct a successful project, it's crucial to identify firstly the main areas of research:

- RQ1 – Main problems of the consumers
- RQ2 – Needs of the consumers
- RQ3 – Position of LPFP towards the consumers

Developing this research will allow to reach the objectives to the success of this project which are:

- Identify and fix the problem regarding the affluences in football stadiums
- Impulse the sport and reach new consumers
- Create a good image from LPFP towards the fans

2. Literature Review

2.1 Marketing Plan

2.1.1 Definition

A marketing plan is a business document written for the purpose of describing the current market position of a business and its marketing strategy for the period covered by the marketing plan. Marketing plans usually have a life of from one to five years. The purpose of creating a marketing plan is to clearly show what steps will be undertaken to achieve the business' marketing objectives. (Duermyer)

2.1.2 Objectives of a marketing plan

A marketing plan can be made to assure 3 main objectives: (Entrepeneur)

- Profit objectives and return of investment
- Sales and market share objectives
- Other marketing objectives such as:
  - Brand image towards the consumers
  - Client satisfaction

2.1.3 Benefits of a marketing plan

A marketing plan has some several benefits to companies. Below, you can find some advantages of a marketing plan. (Entrepeneur)

- Identification of needs and wants of the consumers
- Determination of demand of the product
- Identifies competitors and analyzes competitive advantage of the company
- Identify new product areas
- Identify new/potential consumers
- Test if strategies are giving the best results

2.1.4 How to conduct a marketing plan

A marketing plan is divided in 5 several steps: (Lindon, Lendrevie, Lévy, Dionísio, & Rodrigues, 2010)

1. Analysis of the internal and external environment
2. Fixation of the objectives
3. Define marketing strategy
4. Plan of Action
5. Marketing Plan of Action

2.1.4.1 Analysis of the external and internal environment

The first analysis that a company should do is the external environment analysis. An external analysis consists on describing and analyzing the key features of the market where our product is inserted on. Inside this analysis a company should use a PESTEL analysis (Political, Economic, Social, Technological, Environment and Legal). With this a company can identify the trends and evolution of the environment on a global way. After that, a company must analysis the market where the product is inserted on. Inside this analysis there are some key factors that should be counted on like: number of sales, number and characteristics of consumers, segmentation of the market following some criteria defined by the company, pricing tendency and cycle of life of the product. After that, the company must conduct an analysis to the customers and other potential targets. In this analysis, the company should be able to identify the customers and the suppliers, and with that, should be able to questions like: “*Who are the consumers?”*, *“Who uses the product?”*, *“Who buys? Where and When?”*. This first step of the analysis makes able to the company to identify their customers. After that, the company must be able to identify their suppliers, and key factors about them like: number and characteristics of the suppliers, pricing policy applied by these suppliers and motivations and behaviors towards the brands that they sell and promote. Another feature of an external analysis is to identify the competitors. This is very important for the company because with that the company can respond in a more efficient way to the actions of the competitors. With this competitor’s analysis, the company must identify, who are their direct and their indirect competitors. With that the company can make after this an analysis to the competitive position of their competitors. With this the company can identify the technical features, profit and financial capability of them. This will make able to the company to make a better respond towards their competition.

After the external analysis, the company should perform to their marketing plan, an internal analysis of the company. This internal analysis will allow to the company to know which are their resources or their weakness regarding their activity. First step, on this internal analysis, is the evolution of the recent performances of the company. In this report, the company should get information about their volume of sales and share of market, number of clients, characteristics of their consumers and compare them with the ones form their competition and an analysis to the costs and profits from their different products. After that, the company should have a report about the state and evolution of the notoriety of the company/brand, and with that the company can analyze how much the actual customers, potential customers and suppliers know the company/brand. To add value to this internal analysis, the company should perform a SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats). The SWOT analysis prepares the company to the operational decisions and strategies elaborating an external and internal analysis. Is basically, appointing the key factors from all the external and internal analysis that was performed before. (Lindon, Lendrevie, Lévy, Dionísio, & Rodrigues, 2010)

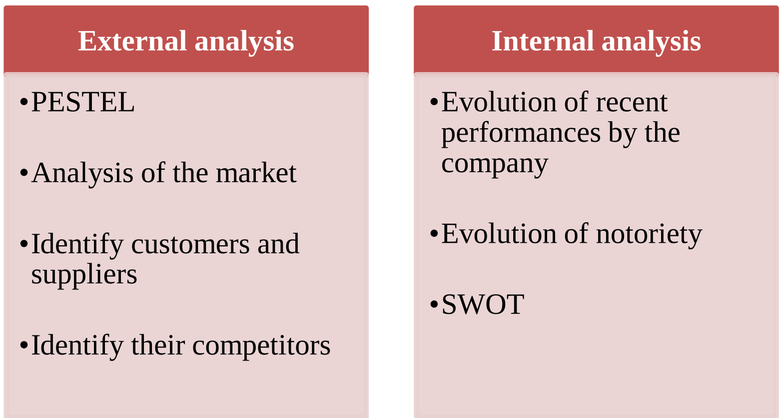

Figure 1 - Analysis of external and internal environment

2.1.4.2 Objectives definition

The second step of a marketing plan is the fixation of objectives. Setting objectives for a marketing plan is very important because with that the company can assure the consistency of the strategy combined with their general policy. Setting objectives also allows cooperation between all employers because all of them agreed on that objectives and allows, also, the construction of key-indicators performance (KPI) and clarifies which are the evaluation criteria to the same.

Along with the fixation of objectives, the marketing manager should clarify which position we want to occupy on the market. Inside this position strategy there are 5 strategies that a manager should choose: sole leader, co-leader, challenger, follower or specialist. The sole leader strategy is characterized by being the only leader on the market and having a higher share of market than their main competitor. Co-leader strategy is characterized by a shared leadership with other competitors. In this type of market, 2 or 3 companies detains almost all of the market. Challenger position is characterized for being the second best on the market looking for reaching the leader competitor or even surpasses it. This type of strategy is more known as a strategic ambition rather than a strategy position. Finally, specialist position happens when a brand doesn't have a considerable market share but although it can survive on the market because their product has some specification that allows penetrating on certain niche markets that their competitors can't reach it. (Lindon, Lendrevie, Lévy, Dionísio, & Rodrigues, 2010)

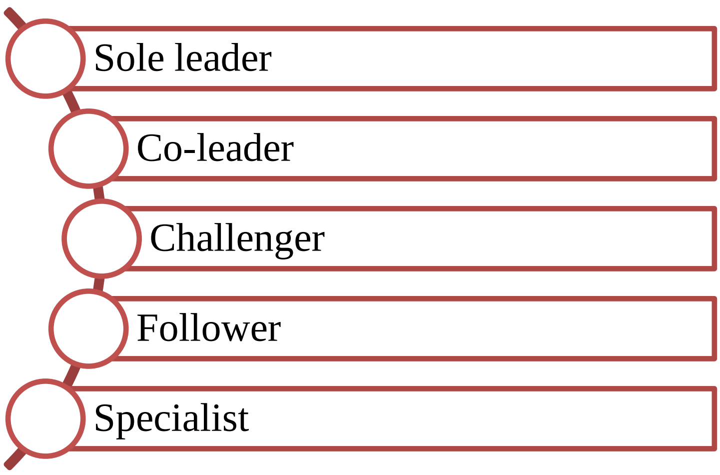

Figure 2 – 5 strategies to adopt in the market

2.1.4.3 Marketing strategy

The definition of the different policies (4 P's), must follow a certain logic, this means that the strategy must have some consistency which will represent on the marketing strategy. First of all, the company should define who their targets are. This means that the company must choose which are the nature of consumers that they want to reach, number and dimension of the target and the criteria to define this target. This is called the segmentation. After this, the company must define which are the adequate products to each target. For that, the company must look to their product portfolio and select which of these they want to sell to the consumer: other types of companies’ products, products with the same category as their competition, products with different categories or mixed strategies (using various types of product disposing strategies).

Putting this, the second part of the marketing strategy is the positioning. To choose the positioning the company must to have in count the choice of the identification, which influence the consumers of that market and their perception; the differentiation, which allow to the company to distinguish their product towards their competition and the positioning, which assure the consistency of the marketing-mix.

Finally, the third part of the marketing strategy is the definition of the brand policy. Within this definition, the company should have in count the definition of brand image and their evolution and choice of brand policy. Regarding the choice of brand policy, the company must have in consideration: the levels of the brand, the internationalization of brands, brand extension and brand revitalization. (Lindon, Lendrevie, Lévy, Dionísio, & Rodrigues, 2010)

2.1.4.4 Plan of action

When elaborating a marketing plan, is essential to have in count all of marketing-mix variables because some of them allows to the company to have some competitive advantage towards their competition. So, before defining the strategy regarding the 4 components of the marketing-mix the marketers should define the engines that will allow their strategy to have success.

If the company bases their marketing-mix on product strategy, marketers should have in count the technological innovation, the qualitative superiority and specialization of their product. If the company bases their marketing-mix on price strategy, marketers should have in count that the fixation of a price can have negative consequences in terms of brand image and can contribute to a reduce on profits. If this loss can’t be compensated with a high sales volume, the company must reorganize their economies regarding other categories of the marketing-mix. If the company bases their marketing-mix on promotion strategy, marketers should have in count that there are 2 main strategies to apply in this case: push strategy or pull strategy. And finally, if the company bases their marketing-mix on place strategy, marketers should have in count that with this strategy he can assure a superiority towards their competition with a strong and higher sales force which allow a higher presence of their product. (Lindon, Lendrevie, Lévy, Dionísio, & Rodrigues, 2010)

2.1.4.5 Marketing plan of action

In this final phase of the marketing plan, the company should define which will be their marketing-mix. After the combination of all decisions made on the previous phases with the STP (segmentation, targeting, positioning), the company can now define which will be their marketing-mix. This marketing-mix must have actions regarding the 4 P's of the marketing: product, price, promotion and place. After the definition of those actions, an evaluation of the plan of action must be created. This evaluation must be done on a qualitative and quantitive way. On the qualitative way, the marketer must have in consideration 4 important aspects: the principle of adaptation, the principle of consistency, the principle of superiority and the principle of security. The quantitive way allows the prediction of effects of implementing the marketing plan. The main criteria of a quantitive evaluation are: the sales volume, the share of market and the financial results. (Lindon, Lendrevie, Lévy, Dionísio, & Rodrigues, 2010)

2.2 Sports Marketing

2.2.1 Definition

Sports' marketing is a growing division of the marketing field that focuses on the business of sports and the usage of sports as a marketing tool (Degree Directory).

Sports marketing professionals enjoy a wide variety of employment opportunities, including positions with universities, corporations, media outlets, sporting equipment manufacturers, retailers and public relations agencies. The industry of sport is very wide and has a lot of potential to grow. It is estimated that the sports industry generates approximately 140$ billion dollars a year (see graphic below). (D.Shank, 2005)

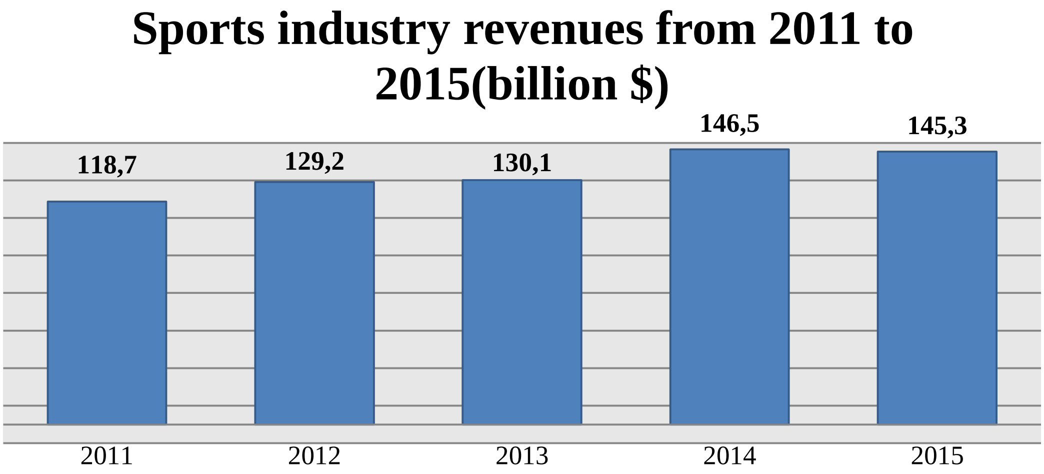

Figure 3 - Sports industry revenues

Source: PwC

2.2.2 Structure of Sports Industry

The sports industry consists of three major elements: consumers of sport, the sport products and the suppliers of the sport product.

Figure 4 – Sports industry structure

2.2.3 Types of consumers

Inside the sports industry there are 3 types of consumers: spectators, participants and consumers. (D.Shank, 2005)

2.2.3.1 Spectators as consumers

Spectators are one of the consumers on sports. Usually, people characterize "spectators" as only one single person who's watching the game live. In fact, this is only one of the four types of spectators that exist. Spectators can be characterized by type of consumer or way to become consumer. Inside the type of consumer we can find two types of spectators: the individual – who is characterized as being individuals persons, or corporate – who normally are companies that buy tickets, in large amount, to watch the event to their employees. Besides the type of spectators, we can find the way to become consumer. Inside this category we can find two types of ways: in person – that is characterized by a person/corporate who watches the event live at the stadium. The other way to become consumer is via mediated, via media. This type of spectator is found when the individual/corporate is watching the event via media (television, internet, radio). Between these two categories exists a connection that creates several type of spectators, such as:

- Individuals attend events in person, buy a ticket (connection between **Individual - In Person**)
- Corporate buying tickets, see the event in person buying a large amount of tickets (connection between **Corporate - In Person**)
- Corporate consumer watch via media source, servers are considered intermediary (connection between **Corporate – Mediated**)
- Individuals watching the game via media (connection between **Individual – Mediated**)

2.2.3.2 Participants as consumers

Another type of sports consumer is the participants. When we talk in participants we are talk about the participants of a determined sport at an amateur level, so professional athletes are discriminated at this point. Inside this participants, are two types of sports: unorganized sports that are not sanctioned or controlled by some external authority. An example of this type of sport is fitness activities or hiking. The other type is the organized sports that are controlled by some corporation or federation. An example of that is an amateur competition in Portugal that is controlled by de Federação Portuguesa de Futebol (by their subsidiaries - the districts football associations).

2.2.3.3 Suppliers / Sponsors as consumers

Supplier or sponsor consumers, which on most of the cases are businesses, are exchanging money or product for the right to associate its name or product to a sporting event. The decision to sponsor a sport is complex. The sponsor must not only decide on what sports to sponsor, but must also consider what level of competition to sponsor. Sponsorship is good to a company to gain some notoriety and relate to a niche group such as, for example, clubbing supporters. Most of the sponsorships are made to achieve some objectives (see figure below).

Corporate Objectives	Marketing Objectives	Media Objectives	Personal Interest
• Public awareness	• Reach target markets	• Generate awareness	• Personal objectives
• Corporate image building	• Brand Positioning	• Inhance ad campaign	• Relation to some sports
• Community Involvement	• Increase sales	• Generate publicity	

Figure 5 - Sponsorship objectives

2.2.4 Specifications about sports marketing

Sports' marketing is also characterized for having some specifications. One of those specifications is the need of competition. This is a very crucial point in sports marketing. Without a huge competition (between the intervenient of the event), the victory is almost defined to the stronger candidate who is prejudicial to sport and to the event because it makes disappear the uncertainty of the result, another specification of sports marketing. Another specification about sports marketing is the spontaneity of the event. In a sport we never know how it's going to be the performance of the intervenient and this makes the event more exciting and interesting for their consumers. Another very important feature about sports marketing is the influence of the consumer on the event (Dionísio, 2009). These type of participation is done by the behaviors made by the consumers (mostly spectators or participants), inside the event. The participants have two types of behaviors that normally apply: integration or non-involvement. The integration happens when people joins an amateur sporting club and start to practice that sport. The non-involvement is when a participant really like the sports but don't want to integrate that sport. In the case of the spectators, their behaviors is normally noticed when they are watching the game in person, as we have talked before. They can have two types of behaviors that can make an influence on the event: the support to a team or negative reaction toward the opponent or even to their own team. This can make a positive or negative impact on the intervenient of the event. Another feature of sports marketing is that the marketing responsible cannot take part of the essential product, can't be part of the game. The most that marketing directors can make is to create a marketing perspective related to the way of winning the show, make the show the most attractive and exciting as possible to the consumers. (Dionísio, 2009)

Figure 6 - Specifications of Sports Marketing

2.2.5 Sports marketing mix

Sports' marketing is commonly associated with promotional activities such as advertising sponsorships, public relations and personal selling. Although this, sports marketers are also involved in product and service strategies, pricing decisions and distribution issues, like the traditional marketing elements. In this point it will be analyzed the 4P's of marketing in a sports view. (D.Shank, 2005)

2.2.5.1 Product Strategies

In sports marketing the basic product is, of course, the event itself. But, as said before, marketers cannot control this type of product, so and putting this, the mission of a marketing director regarding the product is to develop the product and service strategies of the club. This development can be made through many ways. Here are some examples when how a marketing director can develop a product/service strategy inside their club:

- Through Licensing
- Merchandising
- New product development
- Managing demand for services
- Evaluating service quality

When the mix is adapted to football, the core product is the game itself. Although, clubs can develop new products like scarfs, shirts or even pens and wallets (merchandise). According to the 3 levels of product (Friesner, 2014), the product divides itself into 3: core value, actual and augmented product. Relating to football, the core value is described by the entertainment of the game itself. This represents the main benefit of the football game, the entertainment of the fans. Looking at the actual product, that are some physical parts that compose the product are, for example, the stadium where the game will occur or the seats for the fans to watch the game. Looking at the augmented product, it represents all the added value to the core value. It can be, for example, the customer care offices.

2.2.5.2 Pricing Strategies

Pricing is one of the most critical and sensitive issues that sport marketing managers face nowadays. The main activities that a sports marketing manager should do are setting price objectives, choose a price technique and make adjustments in price through the time. Examples of the activities of the sports marketing manager are the fees for personal seat licenses, *pay-per-view* and television sports programming and/or rising the costs of participating in a recreational sport, such as golf.

In football there are some pricing strategies and they can relate to price of tickets or price of merchandising. In terms of price of tickets, there are some clubs that charge low prices in games that excites less the people. Portugal top clubs (FC Porto, SL Benfica and Sporting CP) are example of that. When normally they play with clubs less reputed or with a bad classification the prices are reduced to put more people on the stadium. For example, in 2013 Sporting CP launched, on a game against Rio Ave FC a type of ticket called "Anti-crisis ticket". This anti-crisis ticket is a low-price ticket (from 5€ for one person to 90€ for 6 persons) with the objective to put more people at the stadium, with a more competitive price. (Maisfutebol.iol.pt, 2013) With that game, Sporting CP had 31.516 spectators at the game (approximately 63% of total occupation of the stadium). (Zerozero, 2013) SL Benfica has a new pricing strategy in 2015. SL Benfica implemented a new price setting of the tickets (to people under 25 years old). This new price setting strategy is related to the additional time that the game is having. For example, if the additional time of the second half is 3 minutes, this means that SL Benfica next home game will be 3 euros to people who are under 25 years old. (SL Benfica, 2015) . In terms of merchandise, Real Madrid's is a good example. With their goal of putting all best players on the World on their team, their merchandise revenues are very high. Putting a higher price in the t-shirt from players that are internationally famous or that are in great form on the club, Real's can provide huge revenues from them.

Figure 7 - Pricing strategies are used to sold out stadiums and to get more revenues

2.2.5.3 Promotion Strategies

When we ask about sports marketing, most people will respond advertising. It's true that advertising is the way that sport marketing directors most use, but there are other ways to make promotion in the sports industry. Along with advertising, communicating through sponsorships, public relations, personal selling or sales promotions are other efficient ways to promote on the sports industry.

A good example of a promotion strategy on football was made by Sporting Clube de Portugal with the 12^{th} player campaign. This promotion consisted on a supporter buy the 12^{th} player t-shirt and, from that moment, the fan is able to enter the players locker room before the game, to enter to the pitch with the players and take a photo with the starting line-up. He also has the right to meet with the president and to watch the warm-up of the players from the pitch. The club takes out the 12^{th} number shirt, saying that belongs to the supporters. This campaign is being applied by a few clubs through all World.

Figure 8 - Examples of 12th player campaign from Sporting CP

A study (Boyd & Krehbiel, 2006) was made regarding which one of the several types of promotion was more effective towards the fans. The study consisted on analyzing Major League Baseball teams and their categorization of different types of promotions lacked the desired detail using only three categories: giveaways, special events, and price promotions. It was examined data from 29 MLB clubs during the 1996 season, season which attendances grew 14% regarding previous year. It was also found that teams have diminishing their marginal returns, but no team was in the red zone. Data from each MLB club were collected daily from a major newspaper sports page, a West Coast paper was used to assure all games from the prior day would be included. Temperature and weather data were taken from city weather summary in the same paper and it was taken from each team, information’s about promotions being at that moment. After that, data from all 2.392 MLB games played in 2002 were used to generate multiple regression models that estimate the effects of promotions, the effect of different types of promotions and the effects of promotion timings. Looking at the results of the study, and evaluating the effects of promotions, it came to the conclusion that most expensive promotions were the most effective and that special events were found to be more effective than giveaways worth less than 5 dollars. The results said also that most successful promotions are bobble heads followed by a combination of giveaway and a special event. Regarding the effect of different types of promotions, it was showed that combining various game attractiveness factors increased attendance by more than either factor individually. In general, giveaways (run separately) increase attendance more than when the giveaways are run in combination with a special event. Regarding the promotion timings, the study concluded that, instead day games are found to be more attractive than night ones, the study suggests that promotions are more attractive when run during the night games.

Figure 9 - Bobbleheads are the most successful promotions on MLB

2.2.5.4 Place Strategies

Traditionally, the role of distribution is finding the most efficient and effective way to get products into hands of the consumers. In sports marketing the objective of distribution is exactly the same. The main issues that sports marketing managers face are the inventory management, transportation, warehousing, wholesaling and retailing. Sporting goods superstores like Sport Zone or Decathlon are examples of the traditional distribution function at work. Another example of a place strategy is *Casas do Benfica*, implemented by Sport Lisboa e Benfica. *Casas do Benfica* are places where all SL Benfica fans can reunite and get along supporting their club. Actually there are 221 *Casas do Benfica* all over the world and 189 of them are in Portugal. 64 of the Portuguese *Casas do Benfica* have a ticketing service which makes able to the fans the acquisition of tickets to SL Benfica games (Sport Lisboa e Benfica, 2015). That’s another way to acquire tickets to the game instead of buying on the stadium or buying online.

Figure 10 - Examples of Place strategies

2.3 Relationship between clubs and fans

"Being able to make the connection with fans on a one-to-one basis and delivering experience and game-day memories is the foundation to building solid relationships that go beyond a ticket purchase. In a world that is consumed with social and digital communications, people still look for that direct interaction with the team they support and are passionate for – this is what creates a fan" (Debbie Knowlan – Director of Customer Relationship Management of Atlanta Falcons in 2014).

Through the years, fans and clubs must have a solid relationship because, in simple terms, clubs needs fans as long fans need the clubs. Analyzing the sentence of Debbie Knowlan, actual fans want more than a simple entertaining game or a single purchase. Fans need experience, need new type of interactions. It belongs to the club the creation of a fan involvement. That involvement will create the sense that the club is trying to establish/maintain the relation with their fans through some kind of experience. That experience will transform in engagement of their fans which will deploy on a return on investment and objectives.

The relationship between these two parts breaks into distinct stages. Each one of these stages requires the execution of specific operational and commercial activities. The stages are organizational and operational excellence, active rights management from the club and fan relationship management. (Accenture, 2013)

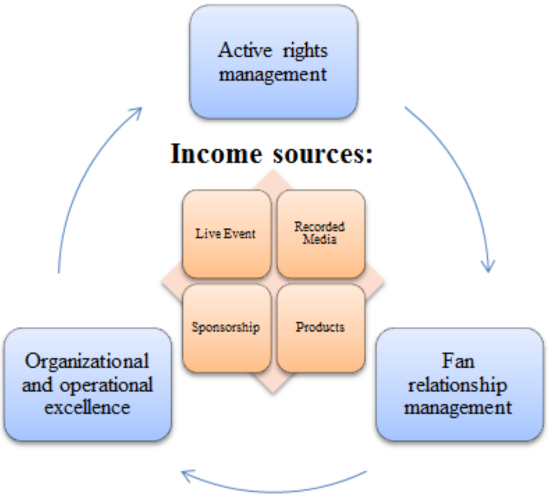

Figure 11 - 3 stages to build/maintain a solid relationship with the fans

Source: Accenture

2.3.1 Organizational and operational excellence

Digital technologies nowadays are inserted on the live of the people. According to Business Insider, in 2013 there were approximatly 1.5 billion smartphones all over the world and it has the tendency to grew even more. Combined with that, the stadiums and sports venue are trying to keep the pace with that and nowadays is almost critical to a stadium having a feature called "connectivity". Thanks to the proliferation of the IP mobile devices, it opens the possiblity to provide enhanced fan experiences and services at every point of interaction at a sporting fixture or concert. Fans can also have access to some features like information before arriving at stadium such as traffic or available parking spots, travel updates, news of special offers or even features to the fans when they are at the stadium such as a digital wallet which makes able to them to pay for refreshments, only using their mobile phone or a live data feed that provide the statistics from the game along with blow-by-blow commentary of the game. Aligned with commodity, connectivity can also offer security to the fans when they are at the stadium. A new techonolgy using facial recognition and analytics can help identify known troublemakers in the crowd using a software that recognizes patterns of crowd behaviour that alert security and police to possible developments that may become serious incidents. So, using the new technologies, the stadium can offer to the fans unique experiences that can only be enjoyed when they are at the stadium. This will make the fans happier and will make them to come again to watch another game. (Accenture, 2013)

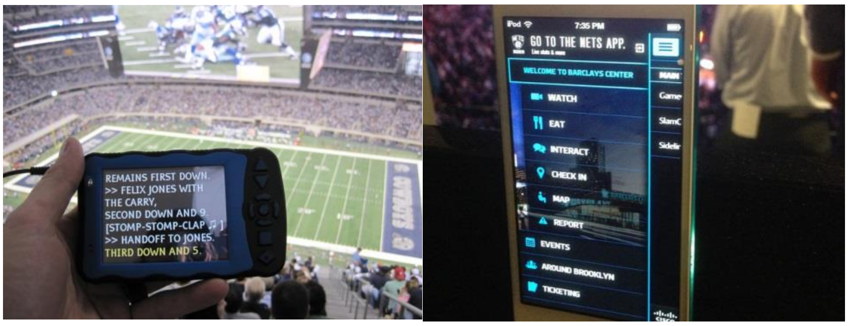

Figure 12 - Some examples of organizational and operational excellence (in image the live feed of the game and in-venue services to the fans)

2.3.2 Active rights media

Experiences are very important for the fans that are in the stadium but they are also very important for the fans that can't make to the game. For these fans, the digital opens new opportunities to give them an experience when watching the game. Nowadays, there is an increased awareness of the possibilities available from managing a portfolio using different approaches to maximize the value of content other than the premium rights associated with the main event. Achieving success with new digital channels hinges on having the right commercial and operational capabilities in place. A commercial analysis of a portfolio is essential when determining how best to exploit the wide range of content options that rights owners now have. Features like archive content, behind the scenes and delayed live coverage are some options to this fans that can't make it to the stadium. Of course, this requires a great organization per part of the club. All of these features require an approach that differentiates the treatment of different packages of rights. Some are sold to third parties and some are distributed directly in order to maximize the whole portfolio. Delivering content directly to fans hinges on having the operational capabilities to provide reliable streaming that can be accessed on any device and offers a consistently high quality service. (Accenture, 2013)

For all of that, focusing on the fan experience can help rights owners develop strategies to create deeper relationships that will deliver more sustainable revenue streams and higher lifetime value.

Figure 13 - Examples of some clubs with their own stream sources

2.3.3 Fan Relationship Management

Fan relationship management is a tool that has been used by the clubs to enhance their connection with their fans. To be successful, a club must hold their relationship between two main points: marketing and CRM (Customer Relationship Management). Both of these main points should be supported through advanced analytics and through targeted points. With that, major sporting and music brands can leverage the eagerness of fans to engage interactions with their fans, which will meet their interests. (Accenture, 2013)

2.3.3.1 CRM in sports

CRM is a perfect tool when talking on building/retaining a relationship with the customer and sports teams have look into it, and have applied CRM with the aim of creating or fortifying those type of relations. Teams essentially use CRM to: identify and establish which are their profitable customers, understand their online/offline behavior, increase the fan loyalty and affinity, maximize overall revenue generated per customer through all channels and target and increase value for sponsors through data mining. (Picarille, 2003)

Besides the concept of building relationships with customers is very settled on most of sports teams, the conventional CRM used in normal industries cannot be applied to the world of sports. Within sports, loyalty levels of the fans are assumed to be much greater than in conventional industries and this has led to a belief by most clubs that they can take their fans loyalty for granted. These beliefs persist and sports club have often been accused of ignoring the needs of fans and abusing their perverse loyalty and fanaticism. There are some key features that shows some of the limitations of the CRM: the thinking behind the 1 to 1 marketing, where customers are treated as individuals, comes up against the desire of fans to be seen as a group. They prefer to be treated as a "we" rather than "I". Another limitation is service. Beside the evolution of service that has been occurred on sports stadiums, a research on UK regarding the sports spectating, more precisely – football, was done and the results showed that the more casual fans, those who see football attendance as a form of entertainment rather than tribal worship, may indeed place a higher priority on the service-scape, but less evidence abounds that hardened supporters are particularly concerned. This type of fan level represents another limitation to CRM. (Adamson, Jones, & Tapp, 2005)

2.3.3.2 Conceptual model for CRM in the football sector

Putting all limitation of the CRM (Adamson, Jones, & Tapp, 2005) proposed a new conceptual model of CRM applied on the football sector. For the (Adamson, Jones, & Tapp, 2005) the first stage of the strategic platform for sports club CRM is segmentation. Supporters may be split by their different value to the club, their differing loyalty, their differing psychological and physical needs from the club and their geodemographic characteristics. Putting this, the various type of supporters can be identified through two dimensions: supporter benefits and supporter behavioral commitment.

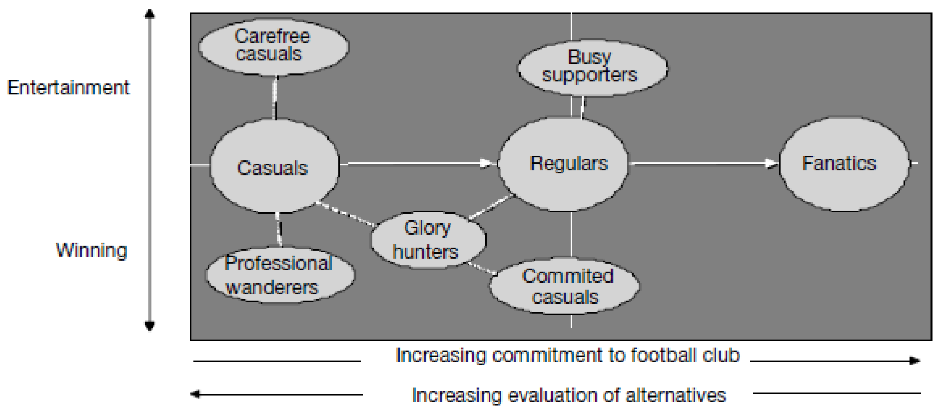

Figure 14 - Segmentation methods based on attitude to type of team performance and commitment to the club

Source: (Adamson, Jones, & Tapp, 2005)

In figure 14, the vertical axis illustrates the importance of the priority that different groups of supporters place on their winning team versus the entertainment of the game itself. For example, a less committed fan would be happy if the team had a 3-3 score line while more committed fans would rather a 1-0 win for their team. On the horizontal axis illustrates the differing commitment of different groups to the club. Casuals' fans or carefree casuals' fans are groups that look into football as a form of entertainment rather than winning. Their level of evaluation of alternatives is very high because this group of fans is just looking to have a good day out but they can easily switch to something else. They can also be classified as "selfish" groups, preferring to have satisfaction on its own rather than thinking on their club. On the other hand, fanatics group have the highest connection with the club. Fanatics only care about the best for their football team, so they prefer a win rather to have a good day of entertainment. Putting this, "fanatics" can also be separated in two groups: the club lovers, that are supporters who have a strong identification with the club itself and the football lovers, supporters that have a deep passion for football in general.

After segmentation, the second step of this conceptual model refers to the club's capacity to react to the identified needs of every segment in order to organize a mixed transaction-relationship delivery. For example, casual fans are less interested in relationships, they will be happy with a simple economic transaction – pay for entertainment. Casuals feel that they don't need to create a relationship with the club and this type of "relation" is simple for many of the club. But, and focusing on committed fans, they will feel a strong sense of ownership, of wishing to actively input into the club or of craving recognition for their loyalty. They will demand on-field success and are likely to drift away if this is not achieved.

The final stage of this conceptual model is the measurement against primary objectives, per part of the club. This type of measures should be made on a "per supporter" basis, this means that the club should measure their basic profit/loss to every single fan, and then evaluate him and see how that fan can contribute to club and vice versa. Putting this, the club can achieve a better profitability and a higher loyalty from their fans. (Adamson, Jones, & Tapp, 2005)

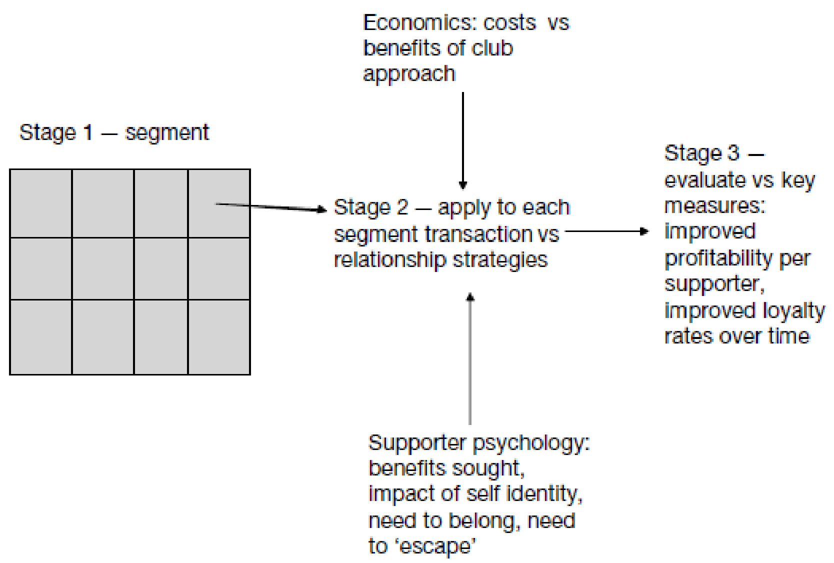

Figure 15 - The conceptual model of CRM to football clubs

Source: (Adamson, Jones, & Tapp, 2005)

2.3.3.3 Fan relationship model for football clubs

A research made by one of the authors, (Adamson, Jones, & Tapp, 2005) of the article has been conducted through English club to see how clubs in England use or understand the CRM on football. It were contacted 92 English league clubs, meetings were secured with 11 of them. During one of the meetings, one club offered to one of the author of the article the opportunity of spending ten weeks working within the club during the implementation of a new ticketing system leading to the development of CRM. The data of the study included explanatory and exploratory informal interviews with club management, observations over a 10 week period, frequent participation in meetings and personal participation as a member of the CRM implementation project team, it was sent out questionnaires to all 92 clubs, which 25 were returned representing 27% of the total sample. After all ten week placement, the author made a series of detailed recommendations to the club on the study. This new implementation model is called the Fan Relationship Management. The author states that FRM is an important tool for football clubs to use as a template for CRM implementation.

FRM characteristic	Implementation considerations
1. Strategic vision and leadership	• Is FRM part of an company strategy? • Is there commitment from the appropriate business leaders? • Is the vision consistent with the brand values aspirations?
2. Fan loyalty strategy	• How will loyalty be developed, nurtured, recognized and rewarded? • How will fans be recognized and rewarded, eg loyalty card?
3. Fan-centric approach 4. Integrated and holistic	• Is organizational wide approach to FRM including a review of all customer touch points? • Are the human resources structures and policies in place to support FRM? • Are cross functional project teams in place with agreed plans? • Have the relevant change management issues been considered?
5. Understanding fan needs 6. Database marketing 7. Life time value	• Have the relevant change management issues been considered • Have fans been consulted regarding the implementation? • Is there a methodology to collect information regarding fans' and potential fans' needs? • Is the customer data accurate and consistent? • Will there be the ability to specifically segment, target and communicate to different groups of fans and measure success? • Is there the ability to measure lifetime of fans?
8. Appropriate technology	• Is the technology appropriate for the overall strategy? • Is the technology part of the overall solution rather than leading it?

Figure 16 - Fan relationship management for football clubs

Source: (Adamson, Jones, & Tapp, 2005)

The FRM proposed for football clubs involve 8 characteristics that the clubs must have in count: strategic vision, fan loyalty, fan-centric approach, integrated and holistic, understanding fan needs, database marketing, life time value and appropriate technology. For every one of these characteristics there are several implementation consideration questions that the club must have in count. If the club can succeed on applying this FRM model, it makes possible a simple and better implementation of CRM in football clubs. In the end, the authors conclude that the nature of football and its fans means that different emphases are required in order to develop a framework for successful CRM. Fans like to be involved with the club and they have many more differing needs from football industry could benefit from an appreciation that fans need to be treated like customers but recognized being fans. A simple recognition of this is very important, and database marketing can be used to facilitate a bestowing of appropriate official status on long time, loyal supporters. (Adamson, Jones, & Tapp, 2005)

2.3.3.4 CRM in football – Manchester City

As seen on previous chapters, CRM has become a core strategic element of sports clubs that recognize the importance of managing and understanding their supporters. Manchester City is a club from Manchester, England, that has become very known in all World not only by its great team but also by their relationship with their supporters. Manchester City implemented a rigorous CRM strategy of understanding and managing fans, in cooperation with Goodform, a CRM consultancy agency. Manchester city CRM strategy bases on 4 main characteristics: establish a relationship and adding value, identification of the fans, differentiation towards competition and high customization levels. In terms of establishing a relationship with their fans, Manchester City has various types of sources that can create a relation with their fans. (Skalli, 2012)

They have 4 key points on their kind of relationship that need to be present with their fans: empathy (achieved essentially due to surveys conducted to their fans), responsiveness (achieved essentially due their quick and effective feedback to all fans), access (Manchester City website is very user-friendly and it was made due a cooperation between club and fans) and tangibility (Manchester's square of entertainment, organized by Manchester City, is one of the event that put the fans on directly, and tangible, contact with the club).

In terms of identification of their fans, Manchester City uses RFID tags, located on their member cards which makes able to them to compile large amounts of real data and large savings (savings with ticketless sales, postage costs and the reduction of the number of employees – replaced by machines.)

To differentiate themselves towards competition, Manchester City uses the data collected through their website and RFID cards, to help the club to locate where the unrealized potential value is, and to differentiate between fans to cross-sell merchandise and other services. To gain some competitive advantage, Manchester City is constantly launching surveys to their members, along with an active presence on social media and constant meetings of the points of blue (an internal committee of the club which are present some directors of the club and some fans, when many ideas are debated on).

The customization in Manchester City is a point very important of their CRM strategy. As it was talked before, there are several levels of fans, and Manchester City is aware of that. Hospitality services of the club have a huge variety of packages, which makes able to the fan to choose the one who fits him better (it can choose between a more cozy and less loudly environment or a space where the fan can chant and feel the energy of the stadium, for example). Along with that, Manchester City has 4 types of membership cards: Blue, gold, platinum and Superbia. These cards are like a scale of fan level being blue the lowest one. The level Superbia is classified as a regular and loyal supporter that brings the highest value to the club, so it should be compensated for that.

Thanks to this CRM model, Manchester City had an average attendance of 47.000 fans in (on the 2011/2012 season, correspondent to 78% of occupancy rate on their stadium), in the first two weeks their website was visited by fans from every country in world (except North Korea) and approximately 85.000 purchased the clever card (card only for Manchester City fans) in the first year.

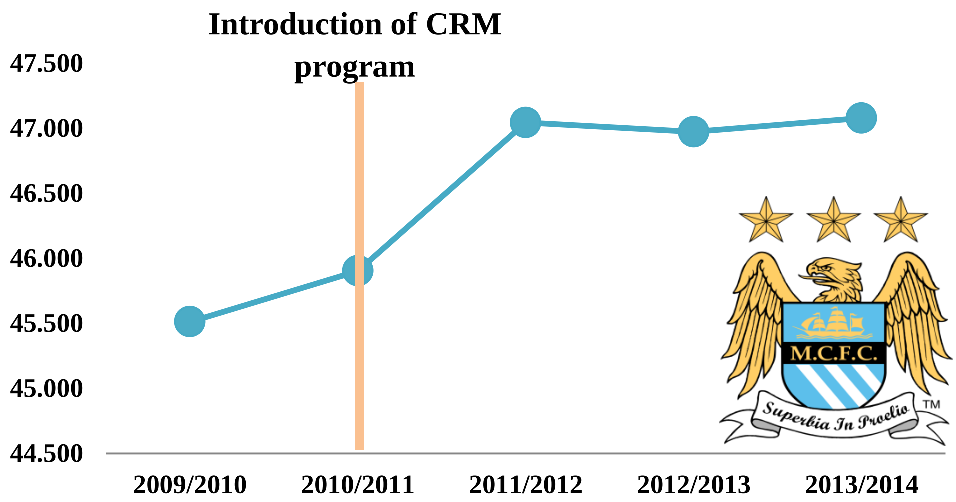

Figure 17 - Manchester City average attendance from 2009 to 2014 **Source**: worldfootball.net

2.4. Success cases in Football

2.4.1 Real Madrid

Real Madrid is a Spanish club from Madrid, capital of Spain. Real Madrid is very known by its strong team and high reputed players. Real Madrid was the club that had most revenues during 2012 (Deloitte, 2015). Revenues from Real Madrid ascend to 549,5 Million Euros being this the 10^{th} consecutive year that are leading the Money League Report 2015 from Deloitte. Their business strategy bases on capturing the world's best football talent. They have being successful with their strategy having players like Cristiano Ronaldo, Gareth Bale or James Rodriguez. Their revenue success was achieved thanks to three key factors: huge success out of the Spanish market, good deals with all of their partners and their presence outside Spain with some appearances and friendly matches. The presence of Real Madrid is a very important factor to have that amount of revenues. The value of the revenues can be divided in three categories: commercial, broadcasting and match day revenues. In commercial revenues are included the merchandise and sponsorship revenues, in broadcasting are included all revenues from domestic (inside their own country) and international competitions and inside match day revenues are included gate recipients that can be season tickets or memberships. Putting this, Real Madrid's commercial revenues are 42% reaching 231.5 million €, broadcasting revenues are 37% reaching 204.2 million € and match day revenues are 21% reaching 113.8 million € (Deloitte, 2015). Most of Real Madrid's revenues come from merchandise and sponsorship. Real Madrid is, actually, the most valuable club in the world of sports and the 3^{rd} with more fans all over the world (Reuters, 2014) (Mannion, 2011). This is crucial to explain the number coming from commercial revenues. Having a huge number of fans all over the world, Real Madrid can explore different markets and with that, build a strong brand power in different countries than Spain. Their relationship with sponsors is also very important. Thanks to a great presence outside Spain, Real Madrid dealt with Fly Emirates a new sponsorship that contributed a lot to the commercial revenue value being more advantageous that their past deal with Bwin. Their broadcast revenues are also good, thanks to a deal made with MediaPro, the company that detains Real Madrid's TV rights on the domestic league and with Uefa, that assure that their distributors broadcasts Real Madrid's games in the international competitions. Although revenues from Real Madrid are the best in all football world, they can be higher. A potential redevelopment of the Bernabeu Stadium (Real Madrid's stadium) could create opportunities to grow and with that create more services to the fans to provide them a better experience. In the past 5 years (2009-2014), Real Madrid had won 1 Spanish League, 2 Spanish cups, 1 Spanish Supercup and 1 Champions League, an European competition. These awesome performs has put Madrid's club on the top of the UEFA club ranking of 2013/2014 (UEFA, 2014). Among these 5 years Madrid's average assistance assumed some variations in values being the best one in 2009/2010 with 74.853 fans.

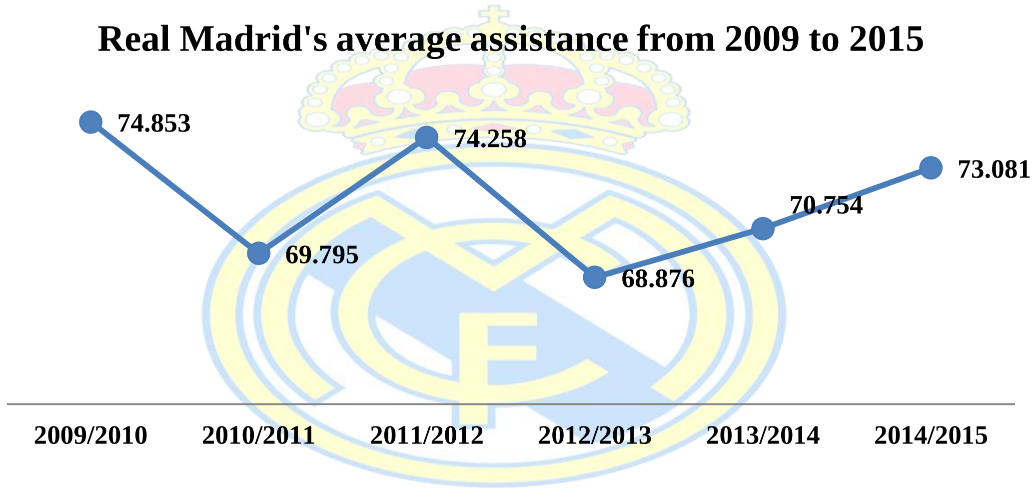

Figure 18 - Real Madrid's average assistances in Spanish League games from 2009-2015

Source: worldfootball.net

2.4.2 Bayern Munich

Bayern Munich, from Germany, is a great case of success in football. The great connection that they had with the fans is what more distinguishes them. Bayern Munich is 3rd club that generates more revenues, ascending to 487.5 million € (Deloitte, 2015). One of the best clubs in Germany and the world, Bayern Munich is very known by its 5 star team and their connection with their supporters. Bayern is one case of success when we speak on sold out the stadium. On the 2013/2014 season, Bayern Munich had an occupancy rate of 100% during all season, no one single spot was available (Worldfootball.net, 2014). This represents the union between the fans and the club. Besides that, the match day revenues aren't the biggest part on Bayern's revenues. Match day revenues only represents 18% of their revenues reaching 88 million €. Putting this, the other 80% are distributed in commercial revenues of 60% that reaches the 291.8 million € and broadcasting revenues that reaches the 107.7 million € (Deloitte, 2015). Besides the connection with their fans, some key factors of Bayern Munich are their relationship with their partners and their broadcasting rights. The great relationship that maintain with their partners is something that Bayern is famous about. Partners like

Coca-Cola, Lufthansa or Adidas contributes a lot to their revenues, for example, Adidas contributes with 25 million € per season and Deutsche Telekom contributes with 30 million € per season. Along with the stadium naming rights (6 million € per season), only these 3 partners represents 14% of all revenues from Bayern Munich. In terms of broadcasting, Bayern Munich saw its revenue grow thanks to a new agreement made by Bundesliga which allow broadcast the domestic competition through all world. That deal allowed a rise of 51% on Bayern's broadcasting revenues comparative to last years. Bayern Munich major target are inside Germany but besides that, Bayern Munich is the 9th club that has more fans around the world with 24 million fans. (Mannion, 2011) This can represent an opportunity for the club because they can explore new markets. Bayern is also, the 4th football club more valuable in the world evaluated in 1.85 billion $ (Reuters, 2014). Having a huge success in Germany and Europe, Bayern has all the potentialities to grow on the football business thanks to their supporters, their partners and their management decisions. Bayern Munich's revenues had a spontaneous grow due to a rise of the commercial sells of the club, that includes the merchandise and the sponsorship, the strengths of the German top club. Although Allianz Arena is always full (Bayern Munich stadium), their revenue success is due to is sells in merchandise and the good relation with their partners as said before. Looking at the graphic below, only the commercial revenues has been growing. This represents the biggest part of Bayern's revenues which represent 60% of all total.

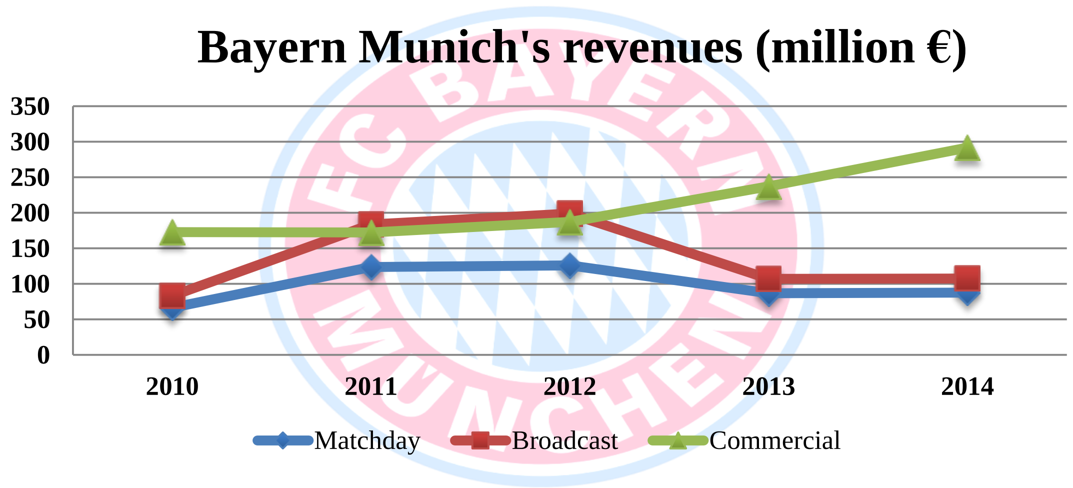

Figure 19 - Bayern Munich Revenues from 2010 to 2014

Source: Deloitte Football Money League

2.4.3 Manchester United

Manchester United is an historic club from England that, until 2014, had an absolute record of 20 England championships. On the Football Money League report 2015, Manchester United is classified as the 2th club in the world that generates more revenues. Revenues of Manchester ascend to 518 million € (Deloitte, 2015). To explain this success, Manchester has some key factors that were crucial to their revenues. First of them is the success on the pitch. The great exhibitions of the team and their good results in domestic and international leagues contributed a lot to see their stadium with an occupancy rate of 99% through all season (Worldfootball.net, 2014). As similar as Bayern Munich, Manchester United as also a very good relationship with their partners. Their former shirt sponsor AON has replaced by Chevrolet in a partnership that involved an amount of 559 million € through 7 years. But, the relation with AON maintains as Manchester United made them the name partner of their young facilities in Carrington and their training kit will remain with the AON sponsorship. Another key factor to Manchester's success is the entrance in new markets like Hong Kong. With that Manchester guaranteed more revenues from different markets like the Asian market or the North American market. The total revenues of Manchester are divided 44% for their commercial revenues, this value ascend to 226.4 million €; 25% for their match day revenues, this value ascend to 129.3 million € and their broadcasting revenues are 31% of total revenue, this value ascend to 162.3million €. (Deloitte, 2015). Manchester United is the 3rd club more valuable in the world, with a value estimated on 2.81 billion $ and is the club that more fans as around the world with 354 million fans (Mannion, 2011) (Reuters, 2014). Manchester strategy began at the 90's was the club decided to change their industrial society to an informational society building a new business plan that will allow an evolution made through 3 objectives: introduction of new technologies, entrance of new markets and rise of the number of the fans. (UKessays.com, 2013) This new strategy adopted by Manchester allow to the club to create a diversification inside the club, not becoming so dependent of football. With this Manchester created services of catering, food, conferences on Old Trafford (Manchester United's Stadium) and even a chain food in Asia. These types of initiatives raise the revenues of Manchester and their presence in world. A new concept of virtual fan was generated – a fan that supports the club but virtually, at distance. Most of United fans are from out of England so Manchester has to have a strong presence in many countries to fortify their love with them. Some authors (UKessays.com, 2013) said that all of these actions had been successful thanks to their efficient organizational structure. Manchester's structure is divided by 9 independent units that act by himself but all of them are aligned with the marketing and commercial area. These 9 units are controlled by Manchester United PLC, which is controlled by Manchester United Football Club LTD (See graphic above).

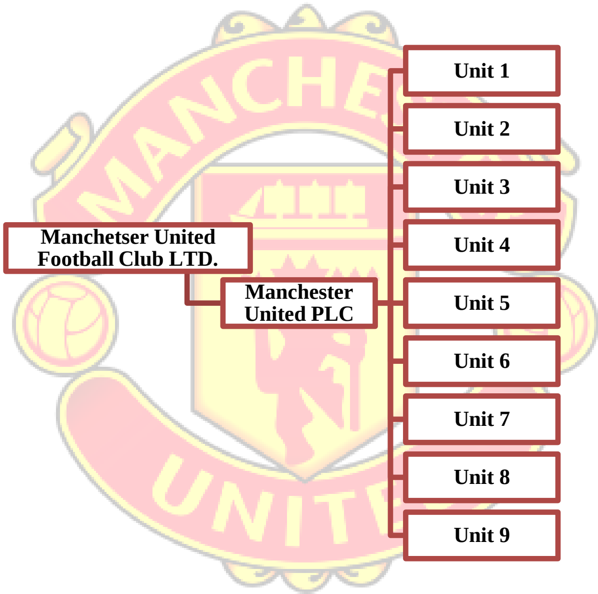

Figure 20 - Manchester United organizational structure

Source: own elaboration

Besides that, there are other theories that say that the Manchester's revenue success is thanks to an entrance in the exchange stock in 1991/1992 having revenues coming from foreign countries. (UKessays.com, 2013) The truth is that Manchester United is one of the strongest clubs in England full of history, titles and fans.

2.4.4 Borussia Dortmund

Borussia Dortmund is a German club from Dortmund, which is considered a success case in football. Founded on 1909, Borussia Dortmund had a great history on German football achieving 5 Bundesliga titles, 3 German cups and 3 German championships (now called Bundesliga) (Borussia Dortmund). Borussia had also won 1 Champions League in 1997 and 1 UEFA Cup (now called Europa League) in 1993. Borussia Dortmund on the last 15 years has achieved 3 Bundesliga titles, runners-up on the

Champions League and 1 German cup. Borussia's great success only came on 2010 when they reached the Bundesliga title and remerge itself on German and European football (UEFA, 2014). But, before this success, Borussia Dortmund has faced, on 2005, a near bankruptcy situation which threatened the club to shuts its doors. In that phase, Bayern Munich, the biggest rival of Dortmund has helped the Dortmund's club, supporting some of the operational costs and helping them to survive. Two years later, Borussia Dortmund has reached a partnership that would help the club. Chemical product company Evonik has made a sponsorship contract with Borussia which would help them start again. The deal involved a 16 Million € per year to Borussia (3rd biggest sponsor on Bundesliga) and created a better connection with fans with some activities such as: advertising campaigns to all different games, transportation to the games and some football games between the supporters (Martins, 2012). Along with Evonik, the management model of Borussia has changed. Their main focus was to build a strong squad with a low budget, starting from the new. Following that, Borussia has focused more on their youth academy and promoting young players that could be "first-team material" in a few years. A good example of that is Mario Götze. Mario Götze is German player, playing currently on Bayern Munich, which was developed on Borussia Dortmund academy. Since tender age, Mario Götze has developed through the younger teams of Borussia and then, he reached first team being one of the stars of the squad. With that, on 2013, Mario Götze has transferred to Bayern Munich by a record value of 37 million € which generated a huge profit to Borussia Dortmund (BBC Sport, 2013). Along with Götze, Shinji Kagawa and Robert Lewandowski are also good examples of the Borussia policy on that time. Shinji Kagawa is a Japanese player playing currently on Borussia Dortmund. Kagawa have arrived on 2010 to Borussia Dortmund on a transfer fee of 400.000€. Two years later, and thanks to great performances by the Japanese player, Kagawa was transferred to Manchester United for a transfer fee of 25 million € (Vicent, 2014). Along with Kagawa, Robert Lewandowski is a polish player playing now on Bayern Munich. Lewandowski isn't a good example of Borussia's profit, but it contributed a lot to their success. Lewandowski arrived on 2010 and leave to Bayern on 2014, on a free agent deal (no profit for Borussia Dortmund). Through these 4 years, Robert Lewandowski has scored 44 goals on domestic competitions and 18 on UEFA competitions (Borussia Dortmund's all-time record) (UEFA, 2014). Lewandowski has arrived from Lech Posen, a Polish club, for a 4.75 million € fee. With their great performances, Lewandowski market value has rose to 50 million € only on 4 years (Transfermarkt, 2015). Besides of Borussia don't profit with Lewandowski transfer, they gained a world class player which was the face of Borussia Dortmund on this recent years. Besides this management model, the fans are the core value of Borussia Dortmund. Borussia fans are known worldwide for being true lovers of their club, true warriors. Thanks to that, Borussia has the highest average attendance of all clubs, reaching 80.493 on the 2014/2015 season. (Worldfootball.net, 2014) With a population of 581.000 people, approximately, Dortmund city is a lover of Borussia Dortmund, and with that, 14% of all population goes to Borussia's games. The Yellow wall, Borussia's supporters stand on their stadium, is much known on football world. The enthusiasm from the supporters and their love for the club, along with the yellow and black shirts from the club made the yellow wall the more unique supporters stand in all World. Besides supporters great love with their club, Borussia's directors also contribute to the great atmosphere that their club is known for. Borussia is known for having very acceptable prices for their supporters. For example, an individual ticket has many prices which goes from 9,30 to 50€ and season tickets which goes from 5,59 to 40,30 € per game. (Resende, 2013) With that, Borussia Dortmund has a 50.000 season tickets sold and more than 30.000 people on waiting list for season tickets (Fox Sports, 2013). In terms of revenues, and according to the 2013/2014 season, Borussia has achieved a 261.5 million€ revenue, being the 11th football club with more revenues. In comparison to 2011/2012 season, Borussia had a growth of 33% and all of that due their great performances on these seasons. Broadcast revenues achieve 81.5 million€, representing 31% of total revenues on 2013/2014. In terms of commercial revenues, these are the revenues that most contribute to Borussia's total. Commercial revenues represent 47% of 2013/2014 Borussia's revenues, having a value of 123.9 million €. This value has achieved thanks to a new deal with Puma and the acquisition of new partners thanks to the great performances of the club. Finally, their match day revenues achieved 56.1 million € on 2013/2014. Besides Borussia's stadium is always full, their match day revenues aren't the biggest part of their total revenues because they implement low price to their fans. Match day revenues represent 22% of total revenues. On the recent years, Borussia's challenge has been generate revenues trying to close the gap on Bayern and give themselves the means to retain, or replace effectively, their very best players to aid their competitiveness for trophies domestically. To achieve that, Borussia must try to achieve some goals such as: increasing match day revenues per attendee, build strong commercial partnerships and good performances on UEFA competitions. (Deloitte, 2015)

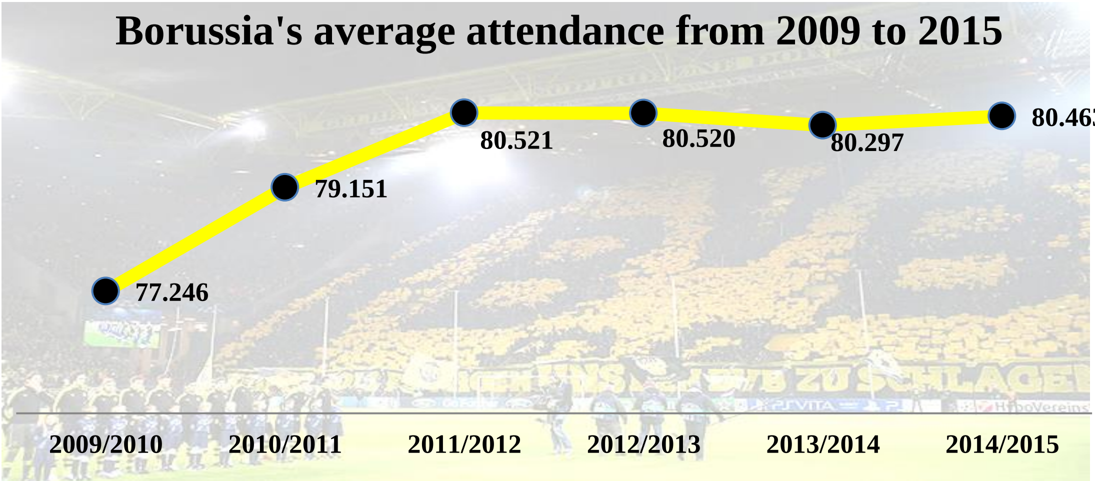

Figure 21 - Borussia Dortmund average attendance from 2009 to 2015

Source: worldfootball.net

2.4.5 Manchester City

Manchester City Football Club, is an English club from Manchester, who claims that are the biggest rivals from Manchester United. Founded on 1880, Manchester City has a lot of history on the English football achieving 23 titles including 4 English championships, 5 FA Cups and 3 League Cups. On the recent years, and with some changes on the organizations structure, Manchester City regained their huge position on European football having world class players like Sergio Agüero, Yaya Touré or David Silva. Inserted inside the City Football Group, Manchester City has now plans to build a worldwide brand recognized all over the world, trying to take their biggest rivals, Manchester United on the world market. In terms of revenues, Manchester City is the 6th football club with more revenues. City's revenues achieve the 414.4 million €, an increase of 28% regarding the 2012/2013 season. This increase is the biggest from all clubs presented on Deloitte's Money League report from 2015. This increase can be explained by the success on the pitch on the 2013/2014 season. City claimed their 4th Barclays Premier League title and won their 3rd League Cup. Putting this, the commercial revenues from City, are the ones who represents a bigger percentage of all revenues achieving the 48%, 198.3 million €. Their broadcast revenues from 2013/2014 season had an increase 51% from the 2012/2013 season, due to an increase on the broadcasting income of all teams in Barclays Premier League, achieving the 159.3 million €, 38% of all revenues. In terms of match day revenues, although the value has risen in comparison to previous seasons, the value is still very low. Match day revenues from City achieves the 56.8 million €, representing 14% of all revenues from the club. One of the solutions that City will implement is the expansion of the Etihad Stadium, to 61.000 people, to reach more fans and increase their match day revenue. (Deloitte, 2015).

As said before, Manchester City Football Club is part of an organization called City Football Group which has the intention to build a strong international network through the world. To achieve that, City Football Group has been taking action in the world to start their international process. In Australia, the group has acquired in 2009 the Australian football team, Melbourne Heart. This process involved 9.2 million €, and now the club is part of the group. The club now plays with the sky blue color from Manchester City which allows some exposure to the group, being this image of their main "brand" – Manchester City Football Club. After that, in 2013, it was created a joint venture with New York Yankees, an American baseball team, with the intention to create a football club in New York. With that, New York City Football Club was born. The team now plays on the Major League Soccer (the United States first league), and has some high valued players of the World such as Andrea Pirlo, Frank Lampard or David Villa. With this joint venture, the group has settled their presence on the American market. One of the main structures of the group is the City Football Marketing which rules all marketing from the group which, in the summer of 2015, have achieved a 5 year global deal with Nissan, having their 3 clubs associated with the Japanese brand. This constitutes another opportunity to the group to settle on the Asian market, recognizing their 3 teams, but putting more emphasis on their core team, Manchester City Football Club. (Critchlow, 2014)

Figure 22 - The 3 clubs from City Football Group

2.4.6 Barclays Premier League

Premier League is the entity that rules the Barclays Premier League (English First Division Championship) and is responsible by its rules, broadcast and commercial rights. (Barclays Premier League, 2014) Founded on 1992, Premier League is a private company owned by 20 clubs that make up the league. In 2014, Barclays Premier League was ranked as the 2nd best league in the world (IFFHS data from 2014) with a total of 13.919.810 spectators in 2013/2014 season (equivalent to 91% of occupancy rate through all season). All 20 clubs of Premier League clubs operates independently and is a sub holder of the Premier League. Every club has voting rights in any major league changes such as commercial or policy reasons. For that, the clubs need to have a 2/3 intention votes to make changes. The premier league is composed by a Chairman, a chief executive and a board of directors. The last ones are responsible for the day-to-day operations of the league. The current chairman, since June 2014 is Sir Dave Richards, replacing Anthony Fry after is resigning due to an illness problem. Premier League's model is different from the top league in Europe. Starting with salaries and transfers, there is no salary cap on the Premier League this means that every club can pay how much they want to a single player (In 2014, Wayne Rooney, Manchester's United player, was the highest paid player on Premier League reaching the 188 million € per year) (ResenhaGol, 2014). It is noticed that 67 to 93% of Premier League's clubs revenues are spent on salaries. In terms of transfers there aren't rules that disallow a transfer with of a certain amount but Premier League has the rule that a player has to be negotiated by its total. This means that, Premier League is against the current trend of Football, when agents negotiate a parcel of the economic rights of the player, making clubs only detain 75% of the players and the agents detains the other 25%, for example. With that the clubs spends less money on their transfers and the agents make more money with their players. Putting this, if a player is transferred to a club that belongs to the Premier League, the club must acquire all 100% of the player economic rights. This is the only rule regarding transfers and salaries on Premier League. Another feature that Premier League imposed was the Financial Fair-Play. This financial Fair-play was established to help mitigate the level of debt that the Premier League seemed to fallen into with most of their club having huge losses instead of profit (Harris.W, 2013). This was a measure to keep clubs from spending beyond their means. Started on 2013/2014 season, every club belonging to the Premier League may not exceed a 209 million € loss. If there is a club that exceeds that value, it will be punished with points removed from final classification or with a relegation to a lower division. Premier League generated revenues of 5.9 billion € in 2013/2014 (The Telegraph, 2014). From this value 23% come from match day revenues (single or season tickets), 27% from commercial revenues (merchandise and sponsors) and 50% came from broadcast (TV rights). Premier League is the most watched league in all World with a total of 4.7 billion spectators per season. On the 2013/2014 season a total of 1.9 billion € was paid for the TV rights of the Premier League and is predict that in 2015/2016 season the revenue ascend to the 7 billion €. That makes Premier League, the competition that has more revenues on broadcasting rights. But, in opposition with other leagues, these broadcasting rights are divided equally by the 20 teams that compose Premier League, thanks to Premier League Founder Member Agreement made in 1992. This agreement states that 50% of Premier League's broadcast revenue is split equally between all 20 teams. Therefore, the champion of 2013/2014 Manchester City as received the same broadcasting revenue as the last position club, Cardiff City, a total of 30 million €. There are also some merit payments that differ between the clubs. For example, Liverpool is the club that received more from Premier League due to their matches were broadcasted more times than the other clubs. The total revenues of Liverpool for the 2013/2014, coming from the Premier League, was 124.4 million € against the 80.7 million € made by Fulham, the club that had less revenues. Some authors affirm that this strategy of equally share the broadcasting rights is the best way to rise the competitive level of the league, making the lower-classification club with more economic power that can make them compete with the highest clubs.

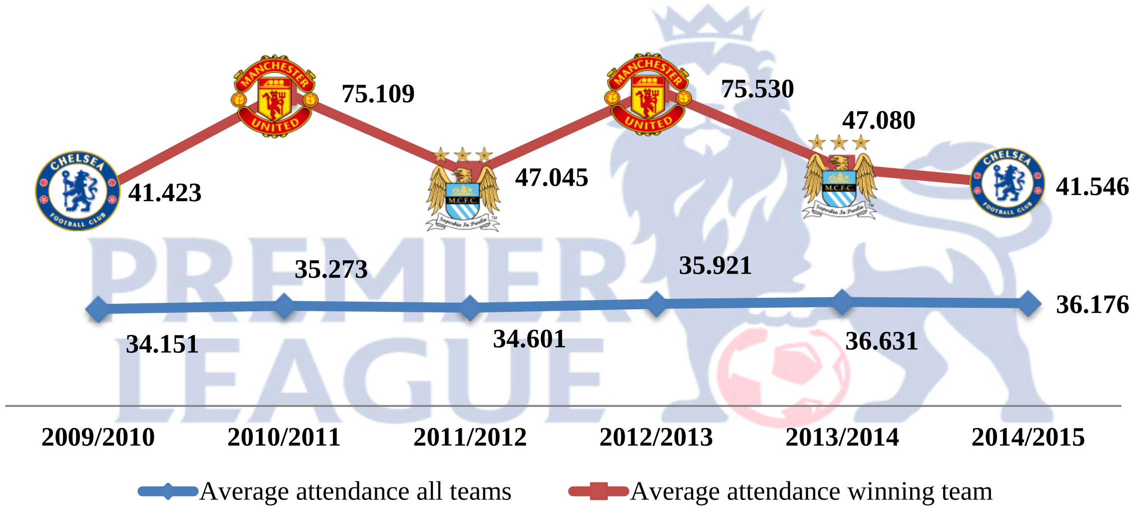

Figure 23 - Average Attendances VS Average Attendances Top team in Premier League in the Past 6 years

Source: Wordlfootball.net

2.4.7 Bundesliga

Bundesliga is Germany's First Division championship that in the 2013/2014 season count with 18 clubs that compose the championship. (Bundesliga, 2014) DFL Deutsche Fußball Liga GmbH is the organization that rules professional football on Germany. Inside them, are included Bundesliga and 2.Bundesliga (Germany's Second Division). The goal of DFL is to assure the organization and the marketing for these two competitions in Germany but their core functions is the licensing of the 36 professional teams that compose both championships. Having a very restrictive licensing system, DFL examines each club's fitness to participate in the league according to a range of criteria covering sporting, legal, staffing, administrative, infrastructural, security, media-technical and above all financial competence. Besides that, strategic brand management in both national and international and a broadcast of the further growth of marketing revenues are some others DFL's day-to-day operations. Bundesliga was ranked 3rd on the 2014 IFFHS League Ranking and had a total attendance of 13.311.145 spectators (equivalent to 90% occupancy rate through all 2013/2014 season). Founded on 1963 (Footballbreak.co.uk), Bundesliga is characterized by its strong competition, the great atmosphere of the stadium and the core value of the league, their fans. Bundesliga is composed by a League President (at the day of 13 of November of 2014 was Dr.

Reinhard Rauball, President of Borussia Dortmund as well), two vice-presidents (Peter Peters and Harald Strutz) and 6 members of the board that assure the good development of the championship (Bundesliga, 2014). In Bundesliga, there is a different approach from the English football. The policy of the "50+1" rule is used in most of the German clubs. "50+"1 policy rule means that 51% of the club must be controlled by their members, so, if the association or club have interest on controlling the stake commercial interests they can't gain control because of this policy. (The Guardian, 2010) The only two exceptions to the "50+1" policy are Bayer Leverkusen which is detained by Bayer pharmaceuticals company and Wolfsburg which is detained by Volkswagen. Basically, the clubs are viewed as sporting associations and not as companies (like Premier League for example). With this the corporate interest is curtailed by the interests of the supporters. On 2012/2013 season, Bundesliga had a revenue of 2.17 billion €, representing a rise of 4.4% from past season which generated a profit of 264 million €, the best on the football leagues. From their revenues of 2012/2013, 28.53% are generated form media revenues, 26.64% are generated from advertising and 21.60% are generated from match day tickets. The remaining 23.23% are generated from transfers, merchandising and other incomes (Bundesliga, 2014). Bundesliga has a very strong cost control having their wages/revenue ratio at 51% (this means that 51% of their revenues are destined to wages of the players). The success of the Bundesliga can be explained through many strategies that were implemented by the league such as: (BBC, 2013)

- Lower ticket prices (in comparison with the other 4 major leagues)
- Limit number of season tickets
- Free rail passes for away games
- More effort on sponsors relationships
- Lower costs due to a high volume of profit

These types of strategies are implemented by Bundesliga and by the clubs. The lower ticket prices and the free rail passes for away games are initiatives that encourage the German supporter to go to the stadium to watch the games at an acceptable price. They also benefit from the fact the all teams must have a 10% ground capacity for away supporters that want to watch their team. The initiative of limiting the number of season tickets encourages the supporters to watch their team because a part of the stadium is "reserved" for individual tickets. After their fans, the sponsors are the most important stakeholder on Bundesliga. Their relations with their sponsors are very crucial for the clubs and for the league. It is crucial to maintain these relations because it helps in revenues and awareness for the league and for the clubs. Their financial model is also very important because of the financial fair-play and because of some DFA rules. DFA rules regulate that the finances of the clubs control the levels of debt that each club should have and imposes restrictions on the amount of money clubs can spend of player wage's. A failure to comply with these regulations can result in a withdrawn of the club's license and not being able to participate in the league. In terms of TV broadcasting rights, DFA signed a deal in 2013 until 2016 that receives 628 million € from the domestic TV rights and 72 million € from the European competitions where German clubs are included. Their broadcasting revenue splitting system is very unique (BundesligaFanatic, 2013): their division takes into account 4 seasons, this means that (and making 2013/2014 the current season) 2013/2014, 2012/2013, 2011/2012 and 2010/2011 are taking into account for the calculation of the TV rights. Putting this, 40% of total broadcast revenue (from current season) is related to the 2013/2014 classification, 30% (of the current season) is related to the classification of season 2012/2013, 20% (of current season) is related to the classification of 2011/2012 and 10% (of current season) is related to the classification of 2010/2011. After this, a point system is used to determine the splitting. The 1st, 2nd and 3rd spots of 2010/2011 season, receives 36, 35 and 34 points respectively. This sequence maintains until the 18th club, which receives 19 points. The 1st, 2nd and 3rd spots of 2011/2012 receive 72, 70 and 68 respectively. This sequence maintains until the 18th club, which receives 38 points. This multiplication is made until the current season. After this, all points are summed and a classification will appear. Based on this classification, the 1st place it's the one who will receive more money and the 18th place the last. But, all of places made have a separation of 0.76 million € between themselves. This means that the 1st place must have more 0.76 million € than the 2nd place, the 2nd place must have more 0.76 million € than the 3rd place and so on. At the end, the first place will have the double revenues of the last place. After this there's also a small pool of merit payments that depends of the number of games that were televised by the different clubs. This way is a more appropriate and fair system to do the split of the TV rights, that bases the revenues according to the performances of the clubs.

Figure 24 - Average Attendances VS Average Attendances Top team in Bundesliga in the Past 5 years

Source: worldfootball.net

2.4.8 – Liga BBVA

Liga BBVA is the Spanish first league. Named on the year 2008 (Zerozero, 2008), Liga BBVA has some of the best teams in the world, including Real Madrid and Barcelona. With these two teams, Liga BBVA gained a huge notoriety thanks to their world class players and their performances on Europe. Those two teams are responsible for most of the notoriety that Liga BBVA has, including the broadcasting revenues that ascend to the 386 million €, a number that is very different from all others clubs from Liga BBVA that, combined, have 322,2 million € of broadcasting revenues. The Spanish broadcasting system, is different from the English or German's. In Spain, it is based on making individual deals with the clubs, not sharing through a system or in equal parts. (Soccerlens, 2012). Regarding that point, over the past years Liga BBVA has struggled some problems regarding the TV broadcasting revenues, and their system. The huge discrepancy from the broadcasting revenues has revolted the clubs and some players in Spain. The Spanish government and LFP (Professional football league from Spain) made a new law for this distribution, but RFEF (Spanish Football Federation), is not happy with some of the terms, so doesn't approve the law. This disagreement is prejudicial to the Spanish football that has faced some strikes by the players regarding this situation and the suspension from all games by the RFEF, suspension that now is over. (West, 2015). Regarding this question it was approved a rule by the Spanish government regarding the equal distribution of the broadcasting rights of the Spanish clubs, starting on the season 2016/2017 (Sapo Desporto, 2015).

Although there was a problem with the broadcasting revenues, Liga BBVA is very successful for other reasons. One of the key of success from Liga BBVA is the style of playing. In England, the teams have different styles to play, ones are more offensive, others are more defensive. In Spain, the possession is the main way to play. From youth, the kids are thought to play in possession, being an attractable way to play football and is very enjoyable to the fans, the famous expression known by *tiki-taka* is the reflection of this point. Another positive key factor from Liga BBVA is their clubs. The clubs are everything in the league, but the Spanish clubs gained more notoriety bringing many players and many mentalities that are important to their football. Spanish teams don't earn revenues like the English teams, for example. So they have to focus on their performances to reach a good sustainability. With that, the Spanish teams focus a lot on their league and also, on the Europe competitions. It is crucial to focus on those competitions, because is another source of income to them and their notoriety gains a huge boost. For example, Sevilla won the Europa League two times, consecutively, and now, they are on the champions' league, making history of winning the Europa League to times in a row. This mentality combined with top players from all over the world makes Liga BBVA a huge success. The influence from south American countries (most of them because of the language), brings a new quality to the teams in Spain along with top quality from the players. (Bernstein, 2015). Combining all of these factors, Spanish league is very successful on their daily basis, but there are also some problems.

Figure 25 - Success from Spanish teams on Europe

Table 1 - Comparison between Premier League, Bundesliga, Liga BBVA and Primeira Liga on 2013/2014 season

2013/2014 season	Revenues (Billion €)	Total Attendance	Average Attendance	TV revenues (million €)				Price range of tickets*
				1st place	Last Place	1st place / Last place	Total	
	3.9	13.649.868	35.921	76.03	49.70	1.53	1.215,55	35 - 70 €
	2.3	13.042.263	42.622	25.84	12.92	2	348.77	13 - 60 €
	1.9	10.173.322	26.843	140	12	11.66	950	11 – 675€
	0.3**	2.457.195	10.238	12.4**	1.8**	6.89**	60.1**	5 – 40€

* Only match day tickets are included (season tickets are excluded)

** Data from 2011/2012 season

Sources: worldfootball.net, Deloitte, Barclays Premier League, LPFP, Bundesliga, BBC Sports

2.5 Football in Portugal

2.5.1 Federação Portuguesa de Futebol

Federação Portuguesa de Futebol (FPF) is the organ leader of the Portuguese football. Founded on 31st March of 1914 with the name of União Portuguesa de Futebol, started their activity with only three associations: Lisboa, Portalegre and Porto. Changed his name to Federação Portuguesa de Futebol on May of 1926 and nowadays counts with 2226 football clubs from all 22 associations of Portugal football (Zerozero, 2014). Actual president of FPF is Fernando Gomes da Silva, who started his presidency on the year of 2011. (Federação Portuguesa de Futebol, 2014)

Organs of FPF

FPF is divided on 7 social organs which are: general meeting, president of FPF, management, audit committee, justice committee, disciplinary board and the arbitration board. (Federação Portuguesa de Futebol, 2014)

The general meeting of FPF acts in all subjects that are submitted to its appreciation, that aren't subject from the others organs of FPF. Management of FPF is constituted by the FPF president and 3 vice-presidents: one for the administrative area, one for financial and other for the sport area. There are also 5 directors that compose the management along with one that is nominated by the Liga Portuguesa de Futebol Profisssional (LPFP). Audit committee of FPF acts when their president calls a meeting and their decisions are based on fact and right. Justice committee of FPF appreciates and punishes all infractions made by people that are submitted to the justice of FPF. Disciplinary board of FPF takes care of the refereeing of all FPF competitions. Arbitration board of FPF takes care of the financial subjects of the federation.

2.5.2 Primeira Liga over the last 5 years

Over the past 5 years, Primeira Liga watched some very good games, players and teams that were successful not only on Portugal but also in European Competitions, such as Champions League and Europa League. On the last 5 years, SL Benfica and FC Porto has been the most strong squads in the league making them to win 2 and 3 titles over these years, respectively (Zerozero, 2014). Their dominance translates on making very good teams with very good players that eventually went for sell for bigger European clubs, such as Dí Maria, James Rodríguez or Hulk. These types of players and good performances by the Portuguese teams make them the 8^{th} more valuable in the world. In terms of assistance, Primeira League watched large variations in total of spectators, achieving is maximum at 2011/2012 season and the lowest happened at the very next season, 2012/2013 (see appendice II). On these years Primeira Liga has composed by 16 teams but on the 2014/2015 season, Primeira Liga will enlarge their number of teams passing from 16 to 18 clubs. This can represent a rise on the total number of attendees. In Primeira Liga, top 3 clubs are responsible for the most part of the attendance. On the 2013/2014 season FC Porto, SL Benfica and Sporting CP were responsible for 65% of all Primeira League attendances.

3. Methodology

The project's title is "Liga Portuguesa de Futebol Profissional Marketing Plan - Initiatives to the raise the affluence on games organized by LPFP". The project is focused on Liga Portuguesa de Futebol Profissional, and their competitions – Primeira Liga, Segunda Liga and Taça da Liga.

To the elaboration of this project, a marketing plan approach was analyzed. This type of analysis will enhance a better elaboration of the recommendations to the marketing plan. Through that, it can be described the 3 main objectives of the marketing plan (Entrepeneur), which are their benefits and which are the 5 main steps that the marketing plan should have to be successful (Lindon, Lendrevie, Lévy, Dionísio, & Rodrigues, 2010). This project will follow all 5 steps of the marketing plan described by Lindon, et al. (2010) with an adaptation to sports and entertainment industry, finishing with some recommendations to the actual marketing plan from LPFP.

After the analysis of the marketing plan, an analysis of sports marketing is very important. Sports marketing help to understand how the sports industry is structured and which their major elements are. As mentioned before, consumers, products and suppliers are what compose the sports industry (D.Shank, 2005). Sports' marketing helps to understand each one of these elements and how to take the most benefit from them. This analysis is also very important to understand the 5 specifications of sports marketing and how corporations can take advantage of the event of watching a football game (Dionísio, 2009). In addition to that, sports marketing analysis is important to understand the marketing-mix of sports, which are the main strategies applied by the clubs nowadays and some examples of that.

For the good appreciation of the project, and to correspond exactly to the fans needs and satisfaction, an analysis between the relationships of clubs with their fans was made to better understand the fans point of view. Through that analysis it will be understand the 3 stages to build or maintain a solid relationship with fans (Accenture, 2013) and the introduction of a new model derived from CRM called FRM – Fan Relationship Management. The approach of FRM was made after a short analysis of CRM applied to sports and after a construction of a conceptual model for CRM in football sector made after a study made by Adamson et al. (2005). The same author proposed a new fan relationship model for football clubs that was analyzed and that contributed to a better relationship between clubs and fans. The conclusion of this analysis was made after the analysis of the success of Manchester City though their CRM strategy, on an article made by Skalli (2012).

Putting all these models of analysis, it was mentioned some success cases in football nowadays. It were analyzed 5 European clubs that are cases of success not only by their performance but for other key features that were explained, and it were analyzed 3 League models – English, German and Spanish Leagues. With that, it could be retained some strategies of success by some clubs (that could be applied to some clubs in Portugal), along with the main features that create success on English, German and Spanish leagues, that can be compared with the management model of Portuguese league.

Finally, and to better understand how football is ruled in Portugal, some information from football in Portugal were collected. In this data, it was explained which are the main corporations that rule football in Portugal, along with an analysis of Primeira Liga over the last 5 years (from 2009 to 2014).

To make all literature review, it were conducted some research through articles, books and journals found on online and offline sources. After this, will be collected some data to a better interpretation of the project. This data will be divided in primary data and secondary. Primary data is data collected by an investigator for a specific purpose, and secondary data is data collected by someone else for some other purpose, but it used by the investigator (communitymedicine4asses, 2013). In terms of primary data it will be made a questionnaire to understand which are the problems of the fans with the football games and understand their problems and needs. This questionnaire will be made near to football stadiums on a regular match day. The questions will be made by the author of this project, in person, to the people. The inquired don't have access to the questionnaire sheet, so they don't have any influencers on their answers. The quantitive method will be applied in this questionnaire to do a better interpretation of the data that will be in a numerical form (Minichiello, 1990). The answers will be analysed by SPSS to reach a better analysis of the quantitive results.

In terms of secondary data, it will be conducted some desk research to get data about the market, about LPFP, consumers, distributors and their competitors. An analysis to LPFP marketing-mix will also be developed to understand which the 4P’s are related to the company and it will be developed some analysis to better understand the market and the company. A PEST analysis will be conducted to understand the market where LPFP is inserted on. A SWOT analysis will be conducted to understand all the strengths, weaknesses, opportunities and threats from LPFP’s activity, and finally a crossed SWOT analysis will be conducted to reach some of key strategic points that will help to develop the recommendations to LPFP’s marketing-mix. After all the data were collected, and all of analyses were done, it will be made a plan of action that will be recommendations to LPFP’s marketing mix, with the objective to raise the affluences on the stadiums.

4. Data Analysis

The data analysis of the project will focus on primary data, data that will be extracted and analyzed from the questionnaire that was made towards the project. All of the variables will be analyzed and explained on the primary data. The secondary data will englobe all of the research of the market and the company. Inside the secondary analysis, an external analysis will be conducted where the can be identified the data from the market where LPFP is inserted on, and an internal analysis to LPFP will also be made regarding their recent performances, number of fans and others. To complete the analysis a SWOT and Crossed SWOT analysis will be conducted aiming to find the key points to this project.

4.1 Primary data

4.1.1 Questionnaire

In this chapter it is presented the analysis of the quantitive results of the questionnaire. This questionnaire was aimed to know and understand which are the main reasons to the low values of affluence on the Portuguese stadiums. This questionnaire was divided in 7 chapters: demographic data, information regarding football games, people that don't watch football, fans that go to the stadium, fans that don't go to the stadium, clubs policies and LPFP. The questionnaire was made on the Lisbon area, next to Portuguese stadiums only on match days. It was collected 153 answers (See appendice III).

Sample characterization

On the demographic data, 4 questions were made to understand the characterization of the respondents. These 4 questions were made to understand the gender, age, professional level and monthly income of them.

Q1: What is your gender

In terms of gender of the respondents, one question was made to know the gender of the respondent. From the 153 answers that were collected, 77,78% of the inquired were male and 22,22% were female as showed in chart 1.

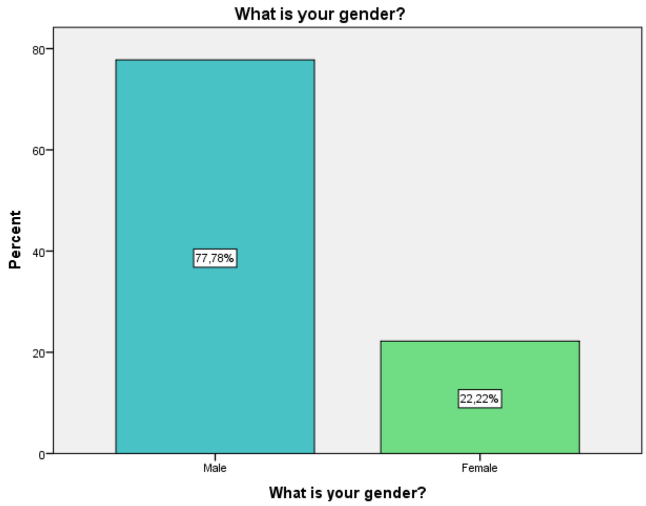

Chart 1 - Q1: What is your gender

Q2: What is your age?

The age of the inquired were divided in 4 groups: under 16 years, from 16 to 25 years, 26 to 40 years and more than 40 years. Following that, and looking at chart 2, the majority of the respondents have their ages between the 16 and 25 years old, which constitutes 59,48% of the respondents. The second majority group is composed by the people that have more than 40 years, representing 22,22% of the respondents. People that have their age between the 26 and 40 years old represents 17,65% of all respondents of the questionnaire. Finally, the smaller group is composed by people who are under the 16 years old, which represents 0,65% of all respondents.

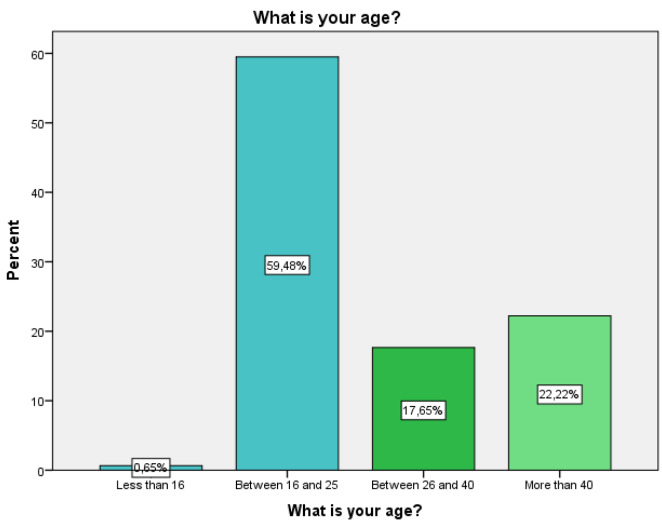

Chart 2 - Q2: What is your age?

Q3: What is your professional level?

In terms of professional level, it was made one question to know which were the statuses of the people. Looking at the chart 3, and to their values, the majority of the respondents are people that are employed. This represents 49,67% of all respondents. Students are the second larger group of people, representing 35,95% of all respondents. Unemployed and retired people are the groups who have less respondents, representing 9,80% and 4,58% respectively.

Chart 3 - Q3: What is your professional level?

Q4: Which are your monthly incomes?

In terms of monthly incomes, it was made one question to know which are the monthly incomes of the inquired. In this question was given the possibility to decline to answer, because it's a very personal question. The incomes were divided in 4 categories: 0 to 99€, 100 to 499€, 1.000 to 2.000€ and more than 2.000€. Evaluating the inquired that answered this question, 22,22% of the respondents have a monthly income between 0 and 99€ and 21,57% have between 500 and 999€. Respondents that have incomes between 100 and 499€ and incomes between 1.000 and 2.000€ represents the lower groups representing 13,73% and 8,50% respectively. None of the inquired have an income more than 2.000€ and 33,99% of the enquired preferred not to answer this question.

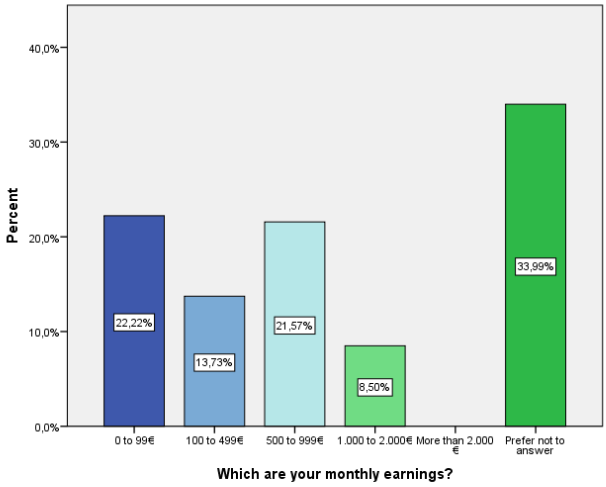

Chart 4 - Q4: Which are your monthly incomes?

Information regarding football games

In this topic were made questions to know the information of the inquired regarding the football games. These questions were aimed to know if the enquired were football fans, if they watch football games, if they watch on the stadium or other sources, and information's regarding season tickets.

Q5: Do you consider yourself a football fan?

Regarding the topic of being a football fan, and looking at the chart 5, 91,50% of the respondents consider themselves as a football fans and 8,50 not.

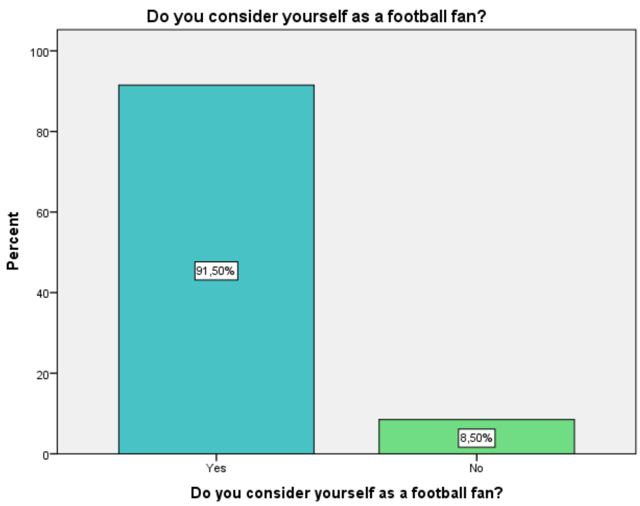

Chart 5 - Q5: Do you consider yourself a football fan?

Q6: Do you watch football games?

Some football fans don't have time to watch the games, regardless of the source they are using. Putting this, it was made a question to know if the inquired watch football games. The data was similar to the question above, with 91,50% of the inquired watching football games and 8,50% don't watch at all.

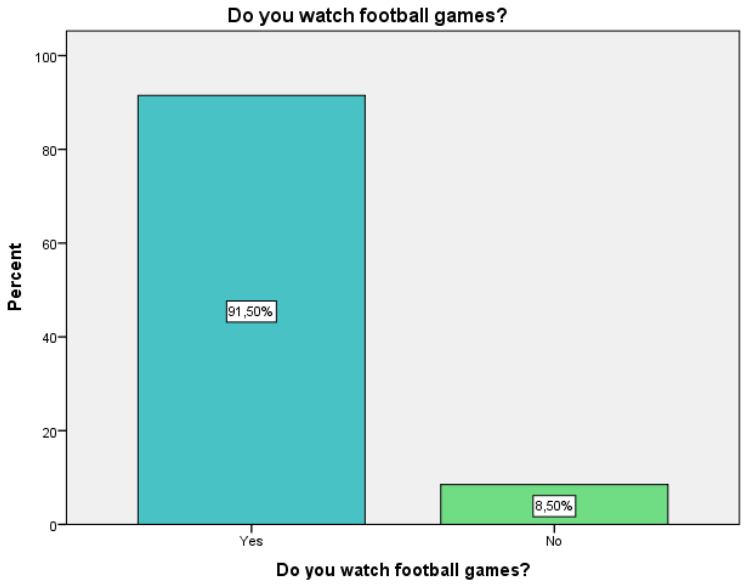

Chart 6 - Q6: Do you watch football games?

In this next topic, it is analyzed in which source the fans watch their football games, so the question was divided in 2 categories: watch the game at the stadium or watching by other sources (TV, internet, radio and others). Putting that, the answers were divided in 4 different sets: none, 1 to 5 games, 6 to 15 games or more than 15 games, per season. It is important to mention that, the respondents that answered that don't watch football games, were ineligible to answer this question. Those were sent to chapter "People that don't watch football".

Q7: How many games do you watch on the stadium?

Regarding the games watched on the stadium, 36,43% of inquired say that, per season, they watch 1 to 5 games on the stadium. The fans that watch 6 to 15 games, and more than 15 games per season, have the same percentage number, representing which one 27,14% of all respondents. 9,29% of the people say that don't watch any game at the stadium.

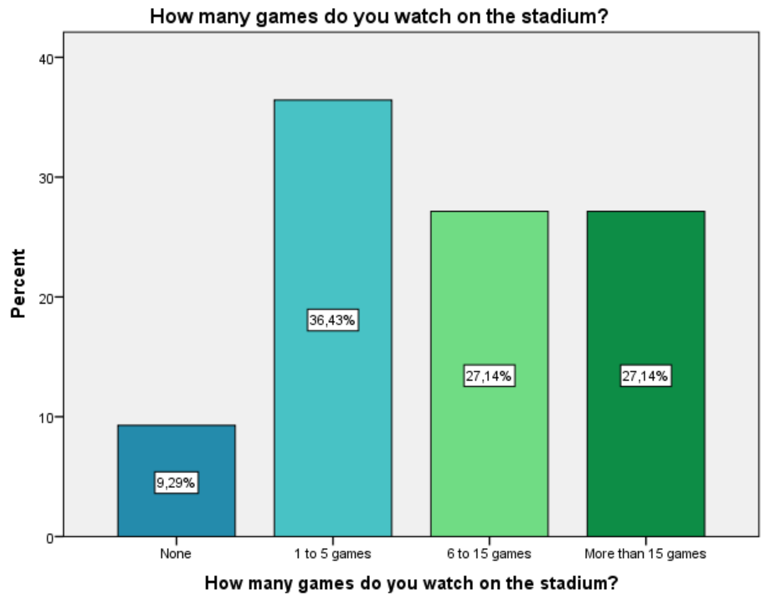

Chart 7 - Q7: How many games do you watch on the stadium?

Q8: How many games do you watch on other sources?

Regarding the games that are watched in other sources, 60% on the enquired watch more than 15 games per season. The fans that watch the game through other sources 1 to 5 games and 6 to 15 games, have the same percentage number representing 18,57% of all respondents. 2,86% don't watch the games through other sources.

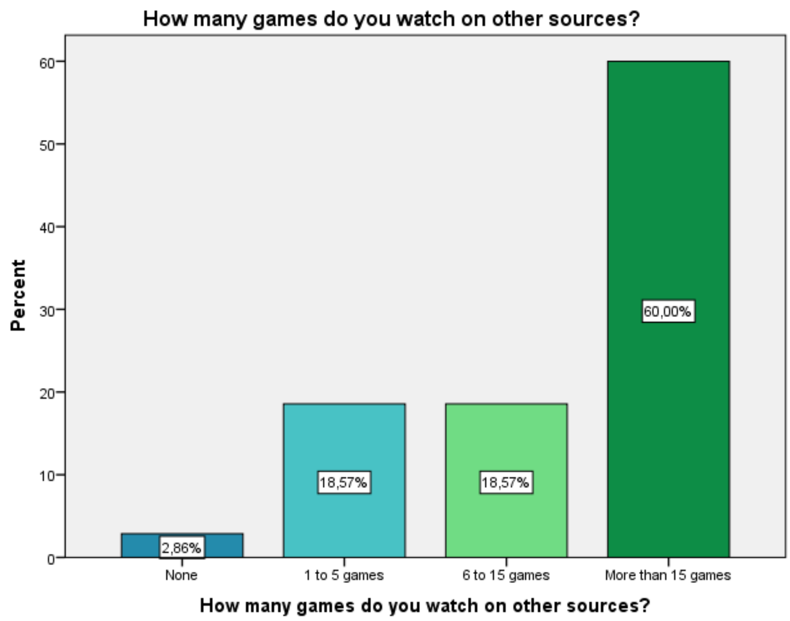

Chart 8 - Q8: How many games do you watch on other sources?

Q9: Do you have, or had, season ticket for your club's games?

Regarding the season ticket, it was conducted one question to know if the inquired has or have season ticket for the games of their club. The answers were divided equally, being 50% for each answer, as showed in the chart 9.

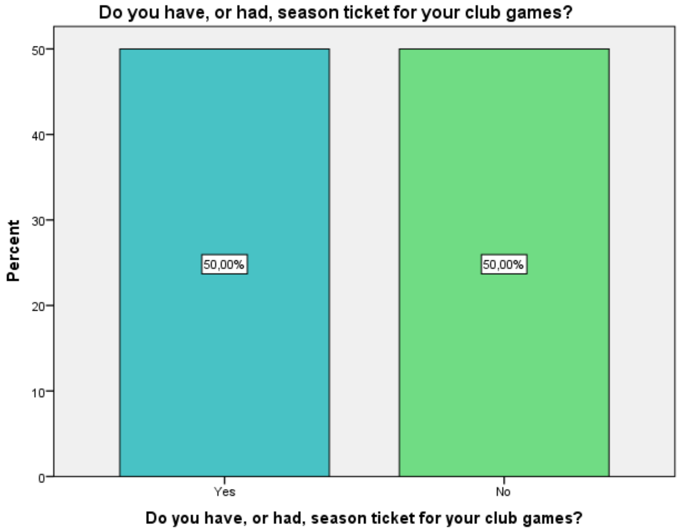

Chart 9 - Q9: Do you have, or had, season ticket for your club's games?

People that don't watch football games

In this topic was analyzed the reasons to the inquired to not watch football games and which are the level of disposition so watch a football game. Putting this, 2 questions were developed to the inquired that have answered "No" in the question "Do you watch football games". Only 13 have answered "No" in the question "Do you watch football games", so 13 is the sample for this part.

Q10. Which are the reasons to not watch a football game?

The first question was aimed to see which are the main reasons claimed by the respondents to not watch a football game. The inquired could choose more than one option. Has showed in the chart, 58,82% of the inquired to this question (13 people), claims that don't like football. The other responses are lack of time, lack of financial capabilities and don't like sports. This answers represents 17,65%, 17,65% and 5,88% of the inquired, respectively.

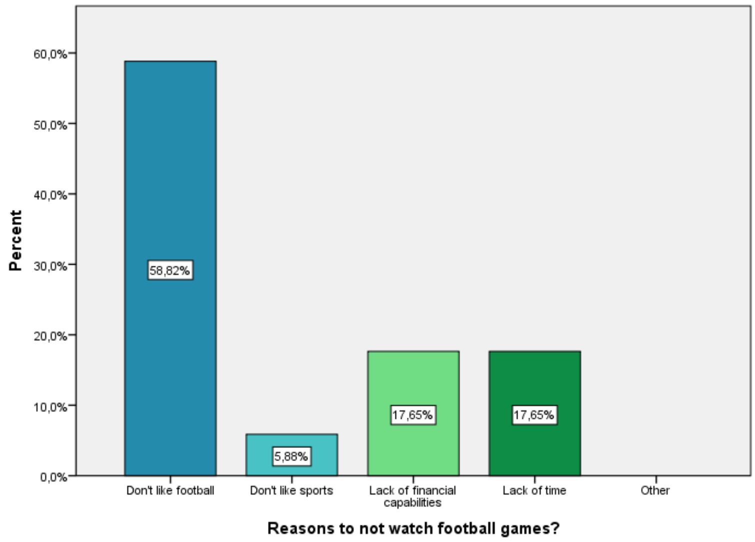

Chart 10 - Q10. Which are the reasons to not watch a football game?

Q11: On a scale from 0 to 5, which is your pre-disposition level to watch a football game?

The second question of this topic was aimed to see which were the pre-disposition levels of the inquired to go watch a football game. This question had a scale from 0 to 5, where 0 was "Not interested at all" and 5 "Very interested". The level 4 has the majority of the answers with 38,46% of the enquired. Levels 1 and 2 represents 23,08% , each one and level 3 represents 15,38% of all inquired. None of the respondents have answered levels 0 or 5.

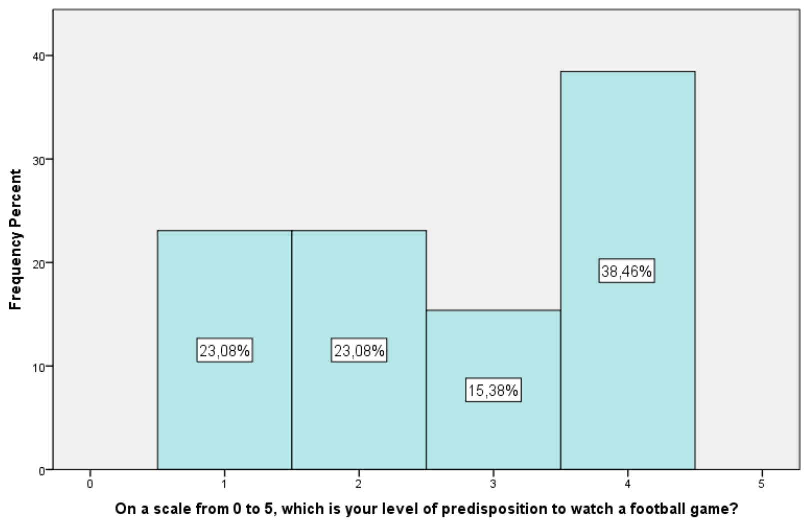

Chart 11 - Q11: On a scale from 0 to 5, which is your pre-disposition level to watch a football game?

Fans that go to the stadium

In this topic, the inquired were questioned about their experience when they are watching a game in the stadium. The question focuses on their main reasons to watch a game, the services that they look for in a stadium, biggest inconvenient in and out of the stadium, and some information like the transportation to the stadium and how much they spent when they go watch a football game, excluding the price of the ticket. This topic was only for people who answered that watch at least one game at the stadium, so the number of answers was 126.

Q12: Which are the main reasons to go watch a football game in the stadium?

Chart 12 shows the main reasons that make the inquired to go watch a game at the stadium. The love for football and support the club are the main reasons to watch a game at the stadium being 29,91% and 25,98% respectively. Being with family and friends and living the experience of watching a live game are other reasons which represent 21,45% and 22,05% of the inquired, respectively. Other reasons like, learning about the game and discover players to fantasy leagues, represents 0,6% of all the inquired.

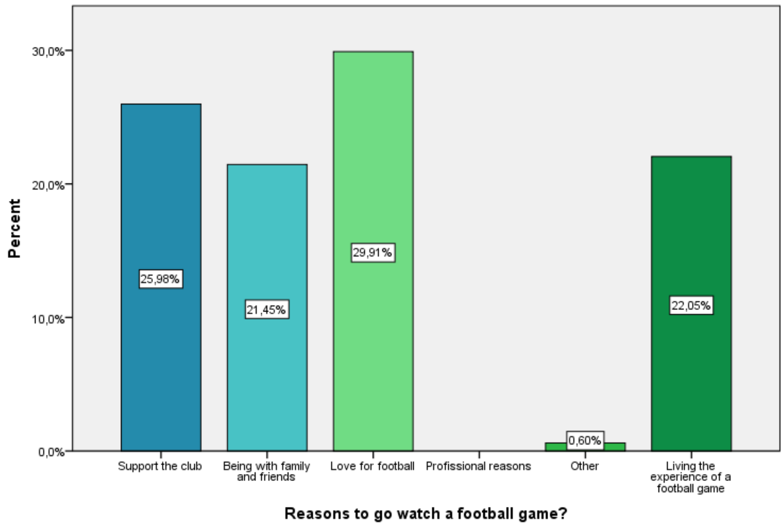

Chart 12 - Q12: Which are the main reasons to go watch a football game in the stadium?

Q13: Which are the main services that you look for, where you're going to watch a game at the stadium?

When asked which are the services that the inquired look for, when they are watching a game at the stadium, comfort and security are the main reasons, representing 30,48% and 28,62% respectively. Good accessibility is also a relevant reason representing 22,30%. Other factors such has following the game through cellphone, internet inside the stadium and huge variety of services inside the stadium, are also reasons mentioned by inquired representing 3,35%, 6,69% and 7,43% respectively.

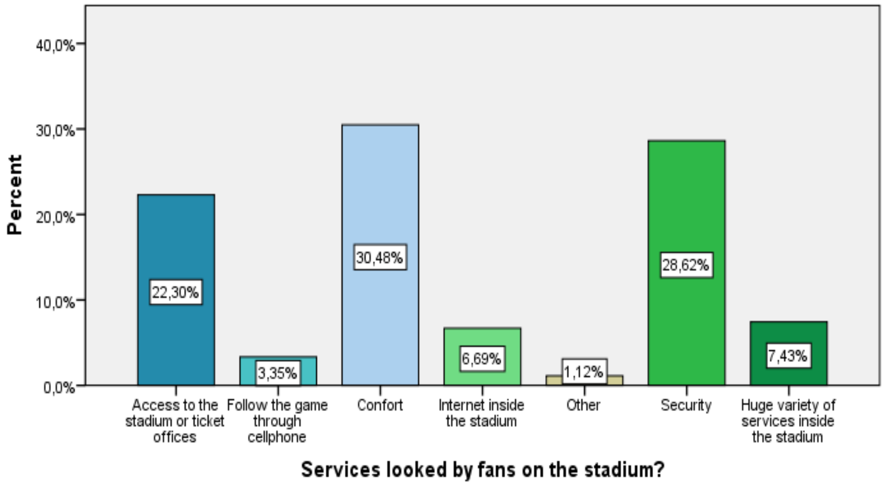

Chart 13 - Q13: Which are the main services that you look for, where you're going to watch a game at the stadium?

Q14: How do you go the stadium?

Regarding the way how fans go to the stadium, one question of this topic was aimed to know how the fans go to the stadium. Chart 14 shows that 48,89% of the inquired goes to the stadium by their own transportation, and 48,15% go by public transportation. Only 2,96% of the inquired goes to the stadium on foot.

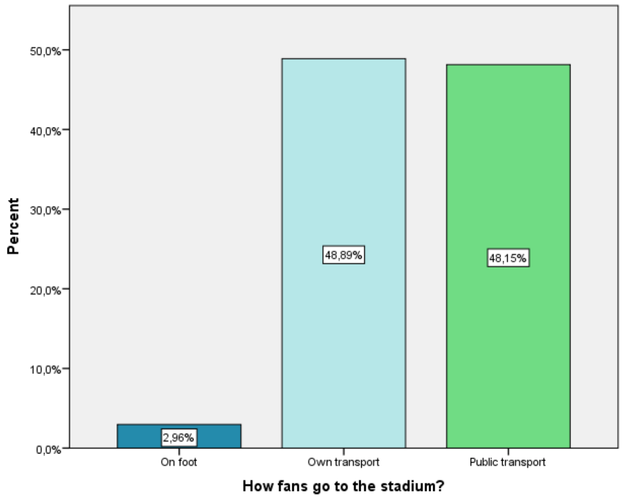

Chart 14 - Q14: How do you go the stadium?

Q15: Which are your biggest inconvenient when travelling to the stadium?

One of the aims of this topic was to know which are the biggest inconvenient when they are travelling to the stadium. The biggest reasons mentioned by the inquired, was the price of travels and the waiting time to enter the stadium or ticket office, which represents 24,29% and 23,16%, respectively. Other reasons such as time spent on travels or accompaniment on travels are also relevant representing 19,77% and 9,60%, respectively. 18,08% of the enquired don't assign any inconvenient in this point.

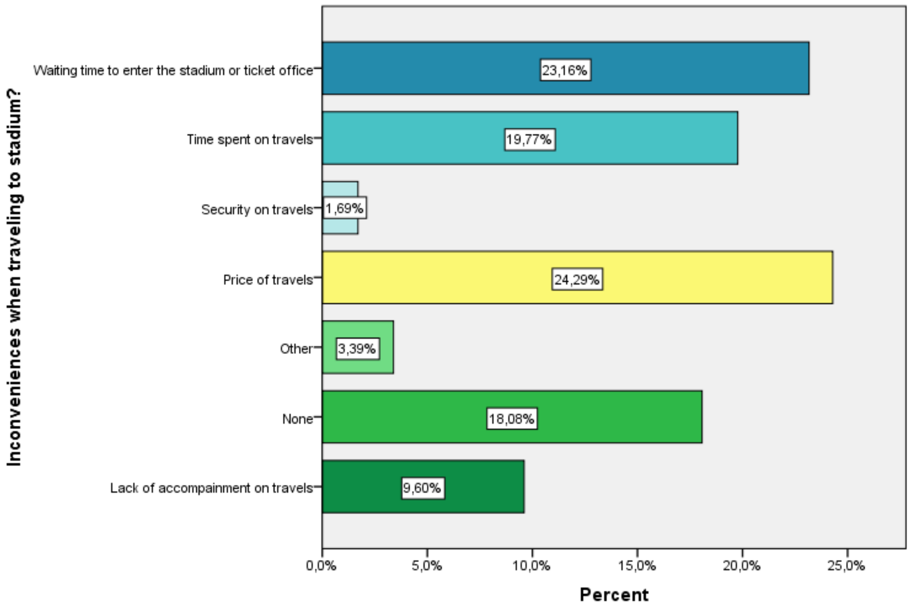

Chart 15 - Q15: Which are your biggest inconvenient when travelling to the stadium?

Q16: Which are your biggest inconvenient inside the stadium?

Another aim of this topic was to know which are the biggest inconvenient inside the stadiums. As chart 16 shows, the biggest inconvenient inside the stadium is the price of the services being the most answered factor with 50,57% of all respondents. Lack offering and low quality of basic services are also relevant factors corresponding to 14,37% and 10,34% of the inquired. 8,62% of the inquired said that don't find any kind of inconvenient inside the stadium. Basic services are services like food, drinks, or even the WC.

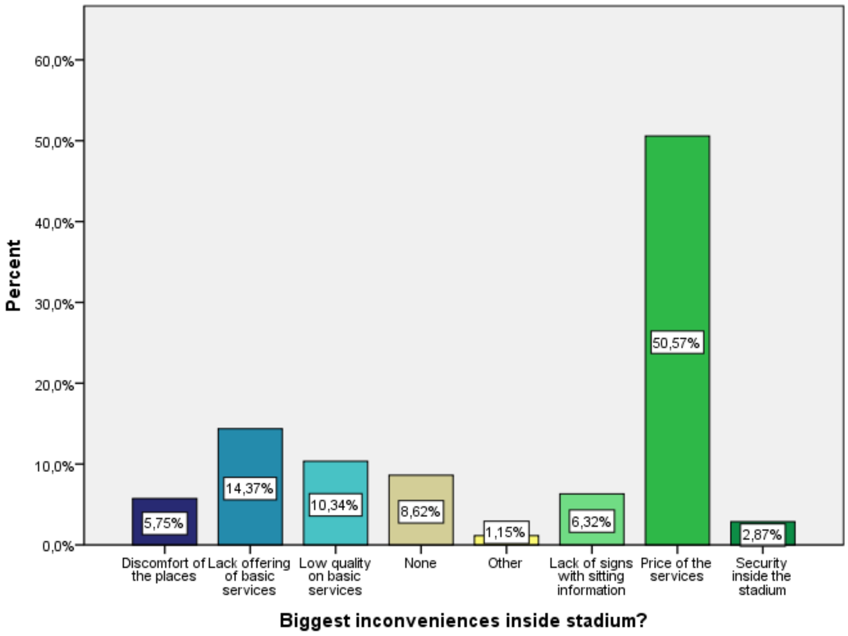

Chart 16 - Q16: Which are your biggest inconvenient inside the stadium?

Q17: How much do you spent on a travel to the stadium?

The money spent on a match day is also a very important factor on this topic. One question was made to understand how much a fan spends when traveling on a match day (excluding the value of the ticket). The answers were divided in 5 groups: none, 1 to 5€, 5,10 to 10€, 10,10 to 20€ and more than 20€. Chart 17 shows that 32,54% of the inquired spent 5,10 to 10€ on a regular match day. The range of 1 to 5€ is the second most answered corresponding to 23,02% of all respondents.

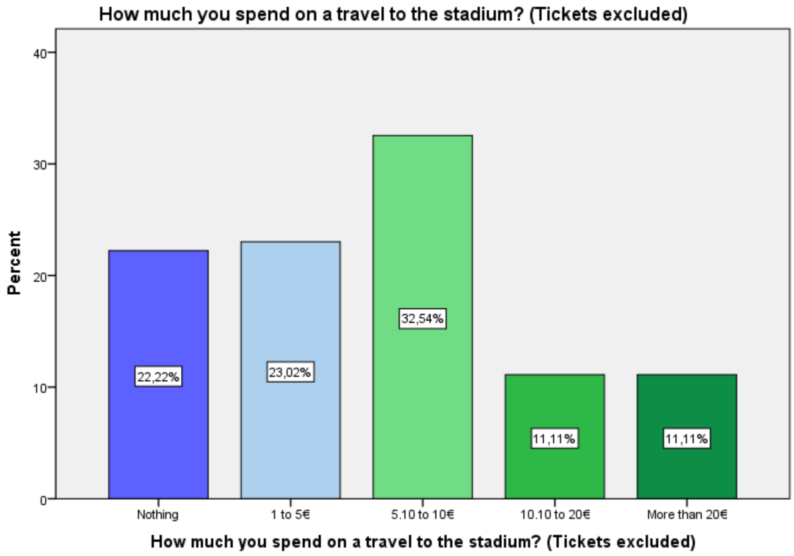

Chart 17 - Q17: How much do you spent on a travel to the stadium?

Fans that don't go to the stadium

This topic is aimed to understand why the fans don't go with regularity to the stadium. This question was only available to the inquired that answered "None" or "1 to 5 games" in the question "How many games do you watch on the stadium?", so the total number of answers was 64.

Q18: Which are the reasons, to not go to the stadium so often?

Analyzing chart 18, the biggest reason to make fans don't go to the stadium is the price of the tickets. This factor represents 40,83% of all answers to this question. Lack of time and lack of accompaniment are also relevant factors representing 21,67% and 12,50% of all answers to this question.

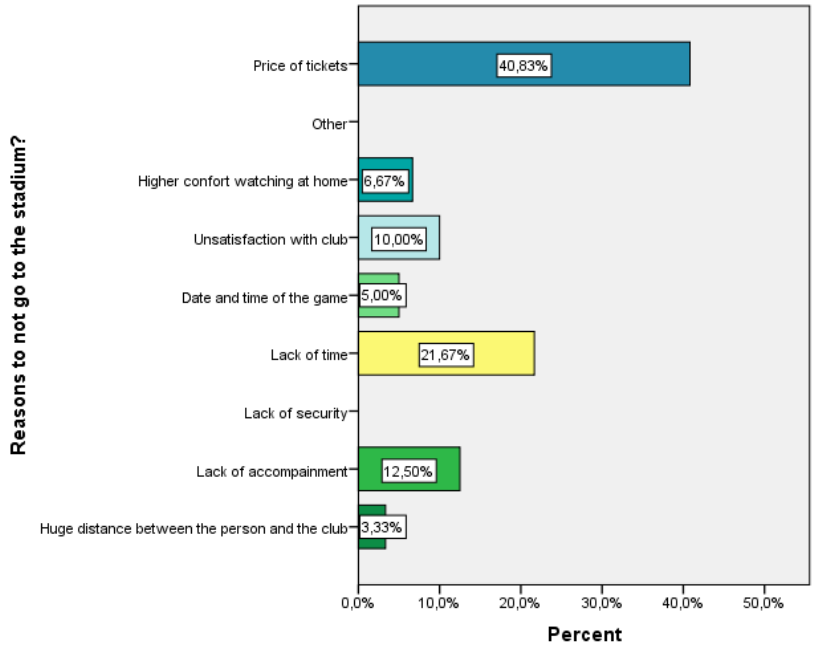

Chart 18 - Q18: Which are the reasons, to not go to the stadium so often?

Clubs Policies

This topic looks to understand how the clubs can influence the fans, and their minds, when going to the stadium to watch a game. Two questions were made with the aim to know, how the inquired feel about their clubs and their actions regarding the affluences on the stadiums.

Q19: Which are the main responsible for the affluences on the stadiums?

The first question asks to the inquired which are the principal responsible for the affluences on the stadiums. 47,60% of the inquired appoints the clubs has the main responsible by the affluences on stadiums. Fans are the second responsible and LPFP are the third representing 27,95% and 16,59% of the answers.

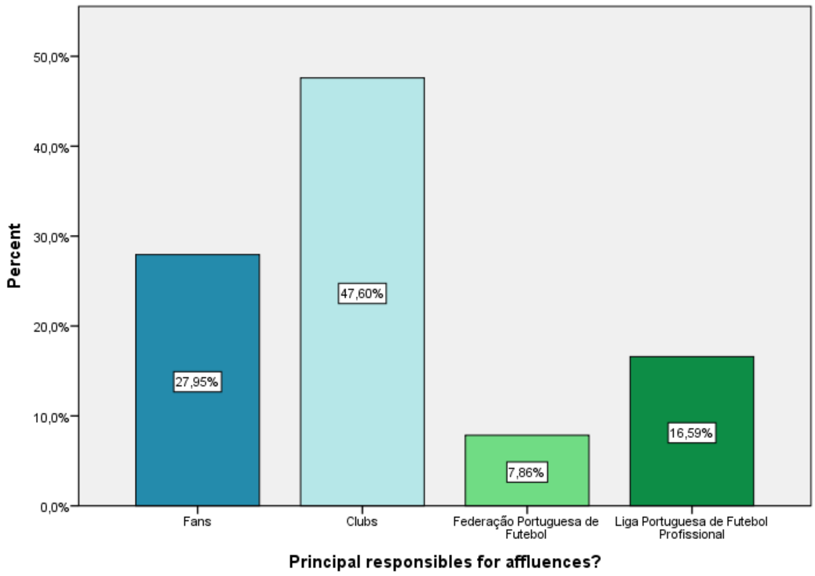

Chart 19 - Q19: Which are the main responsible for the affluences on the stadiums?

Q20: What do you think that your club should do to increase the affluences on the stadiums?

The last question of this topic, was aimed to understand what they think that the clubs should do to bring more fans to the stadiums. Looking at chart 20, the inquired refer that lower prices as the main reason to make the fans don't go so often to the stadium. This option was answered by 40,47% of the inquired. More promotion campaigns and more communication with fans are also some relevant points mentioned by the respondents. Those factors are the 2nd and 3rd most answered, representing, 17,06% and 16,39% of all respondents.

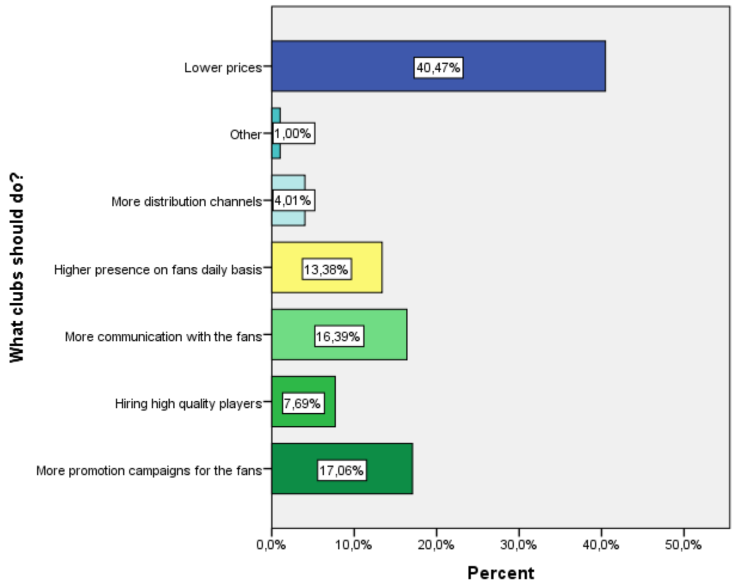

Chart 20 - Q20: What do you think that your club should do to increase the affluences on the stadiums?

LPFP

On this topic, it was questioned to the inquired their opinion of the LPFP and what LPFP should do to bring more fans to the stadiums. On this topic, every fan of football was available to answer.

Q21: Do you know LPFP?

The first question was regarding the knowing of LPFP. A simple question asking if the inquired know who his LPFP was made. As can be seen in chart 21, a majority of 81,16% of the answers knows what is LPFP and 18,84% doesn't know what LPFP is.

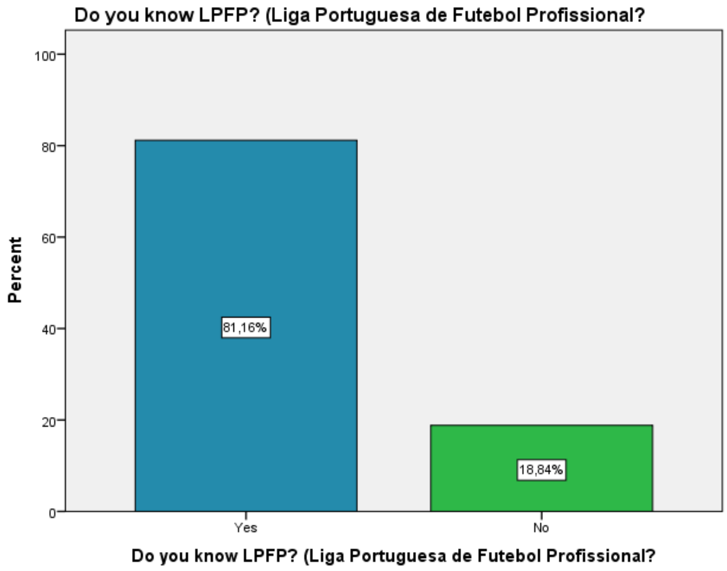

Chart 21 - Q21: Do you know LPFP?

Q22: Which is your satisfaction level regarding LPFP over the past 5 years?

A scale question regarding the satisfaction level of the respondents regarding LPFP on the last 5 years was made. This question was only available to inquired that have answered that know LPFP. Looking at chart 22, 40,18% of the respondents rates LPFP with level 3 in terms of satisfaction over the last 5 years. Levels 2 and 1, are the following most answered, reaching the conclusion that the enquired are not satisfied with LPFP over the last 5 years.

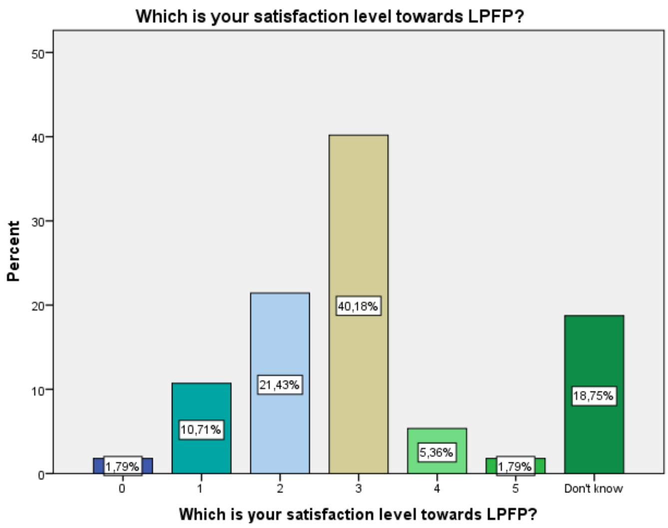

Chart 22 - Q22: Which is your satisfaction level regarding LPFP over the past 5 years?

Q23: In which level, LPFP interfere with the affluences on the stadiums?

After the level of satisfaction of LPFP, it was asked to the inquired in which level LPFP interfere with the affluences on the stadiums. This question could be answered in a scale from 0 to 5, being 0 "Not interfere at all" and 5 "Interferes a lot". A majority of 47,32% of the answers assumes level 3 to the question. Levels 2 and 4 are the following most answered, which means that LPFP interferes a bit, with the affluences on the stadiums.

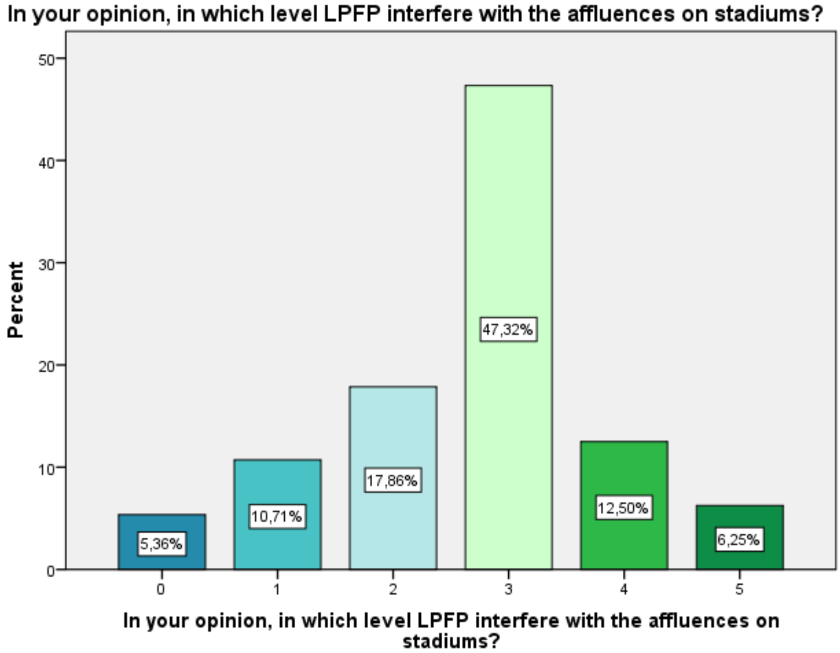

Chart 23 - Q23: In which level, LPFP interfere with the affluences on the stadiums?

Q24: What LPFP should do to raise the affluences on the stadiums?

In this topic was questioned to the inquired what LPFP should do, to bring more people to the stadiums. Looking to chart 24, the date and time of the games and more promotion campaigns from LPFP to the fans, are the main actions that can be done to raise the affluences of the stadiums. Both reasons assume the values of 28,71% and 25,84% respectively. Create a higher connection to the fans and make more communication of their competitions are also relevant factors representing 21,53% and 18,66% of all answers.

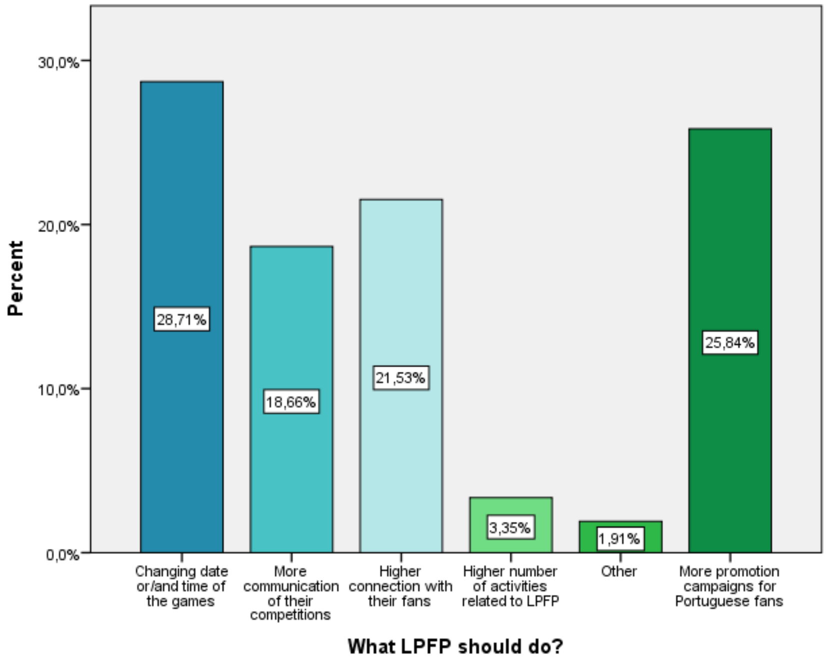

Chart 24 - Q24: What LPFP should do to raise the affluences on the stadiums?

Final Analysis

Making a final analysis of the questionnaires, most of the inquired are from male gender and have ages between the 16 and 25 years old. Most of them are employed having a monthly income comprehended between 500 and 999€. In terms of football subjects most of them are football fans and usually watch football games. On these football games, and regarding the source of entertainment, most of them only watch 1 to 5 games on the stadiums and more than 15 games using other sources like TV, Radio, Internet and others. Half of the enquired have bought at least one time, season ticket for the games of their club. In terms of main reasons to go to the stadium and according to the analysis of the responses, support the team and the love for the club are the main factors for the fans to go watch a game. In the stadium, most of the inquired look for comfort and security when watching a game. When travelling to the stadium, the inquired are going by own transportation and others are going by public transportation, not representing a majority. In terms of inconvenient when traveling to the stadium, the prices of travels and lack of good accessibilities are the main factors for the inquired dissatisfaction. In terms of inconvenient inside the stadium, the price of service is the main reason appointed by the inquired. Price is very relevant factor when watching a game at the stadium, being the major reason to people to don't go to the stadiums so often. The inquired also say that the clubs are the principal responsible for the affluences on the stadiums, and making lower prices, would be one of the solutions to make fans go to the stadium more often. In terms of LPFP, most of the inquired said that know who LPFP is but their opinion of the organization is rated on a reasonable level. They also refer that the LPFP has a medium impact for the affluences on the stadiums and changing the schedules and produce more promotional campaigns will be the best action to raise the number of fans on the Portuguese stadiums.

Main conclusions from the analysis:

- Inquired are football fans and watch football games
- Watch 1 to 5 times at the stadium, and more than 15 times by other sources
- Support the team and love for the club are the main reasons to go to the stadium
- Fans look for comfort and security at the stadium
- Travel by own and public transportation
- When traveling, fans are not satisfied with the price and the lack of accessibilities
- Price is the main reason to people don't go to the stadiums
- Clubs are the principal responsible for the affluences
- Satisfaction of LPFP is in the medium level

4.2 Secondary Data

4.2.1 External Analysis

4.2.1.1 Market Analysis

Football is viewed as an entertainment show, which their objective is to provide the best show possible to their consumers, enhancing their experience and make them satisfied. Putting this, it is important to notice that football is not inserted on the normal entertainment market defined by the latest reports of GFK and PWC. So it is crucial to do a first analysis to know in which market is football inserted. Although is not considered not being part of the market, football games are viewed as shows and this vision will be applied on this project. In this sense football will be considered as entertainment where the product/content is the game itself, the consumers are the attendance of the game and the distribution of the content is made through many sources like media, which offer the content of the event to various places. So, the market should englobe two crucial segments of a live show: the producers of content and the distributors of content. These two factors are crucial to better understand the market where football should be inserted. In one hand, there are the producers of content. They are responsible for the existence of the game, the creation of the show itself. On the other hand, there is the distribution of content. They are responsible of providing the show to all of their consumers, through various types of sources. Before the interpretation of this entertainment market segment, it is important to understand these two concepts. Content producers are all entities/organizations that produce the show itself. Their main objective is to provide the best show to the audience enhancing their experience of a live show and assure that they are satisfied and enjoying the show that they are seeing. Content distributors are all entities/organization that distributes the show organized by the content producers. Their main objective is to broadcast the show through all consumers, whatever their place or time. The main objective of the content distributors is to assure that all consumers have access to enjoy the show, although they cannot enjoy it live. Putting this, it is fair to say that content producers and content distributors can coexist on the same market, but, in many examples, content distributors are taking the customers of content producers. For example, a football customer that has all the possibilities to watch the game at the stadium, prefer to watch the game at home through their television because in his opinion, watching the game at home is more comfortable that watching at the stadium.

Table 2 - Definition of content producers and content distributors

	What they do?	Objective	How they reach customers?
Content Producers	Produce the show	Providing the best experience to the customers of the live event	Through the live show
Content Distributors	Distributes the show to all customers	Providing the show to all of the customers via broadcast	Through media sources such as: TV, Internet and others

After the identification of these two segments it is important to describe them and look to their players. Looking at the first concept, producers of content, are included all players that are able to produce content similar to football, players that can produce entertainment shows. Inside this segment are shows like cinema, theater and others. Sports events are another example of producers of content. Football isn't the only sport in the country, so all sports are inserted on this segment. All Portuguese sports events are seen as entertainment shows that offer a similar product of football. So, and basically on the producers of content, all players are described as cultural and sports events, and they are all belonging to the entertainment market, because they are all entertainment shows. On the other hand, there is the segment of the distributors of content. In that segment were analyzed the sources that distributes the shows through all places. Most of these sources are the media, which constitutes huge player on the content distribution segment. Examples of media are television and internet, among many others. Content distributors, as distributors of entertaining events, are also inserted on the entertainment market completing all the market segmentation for this project. The figure 26, resumes all segmentation applied to this situation.

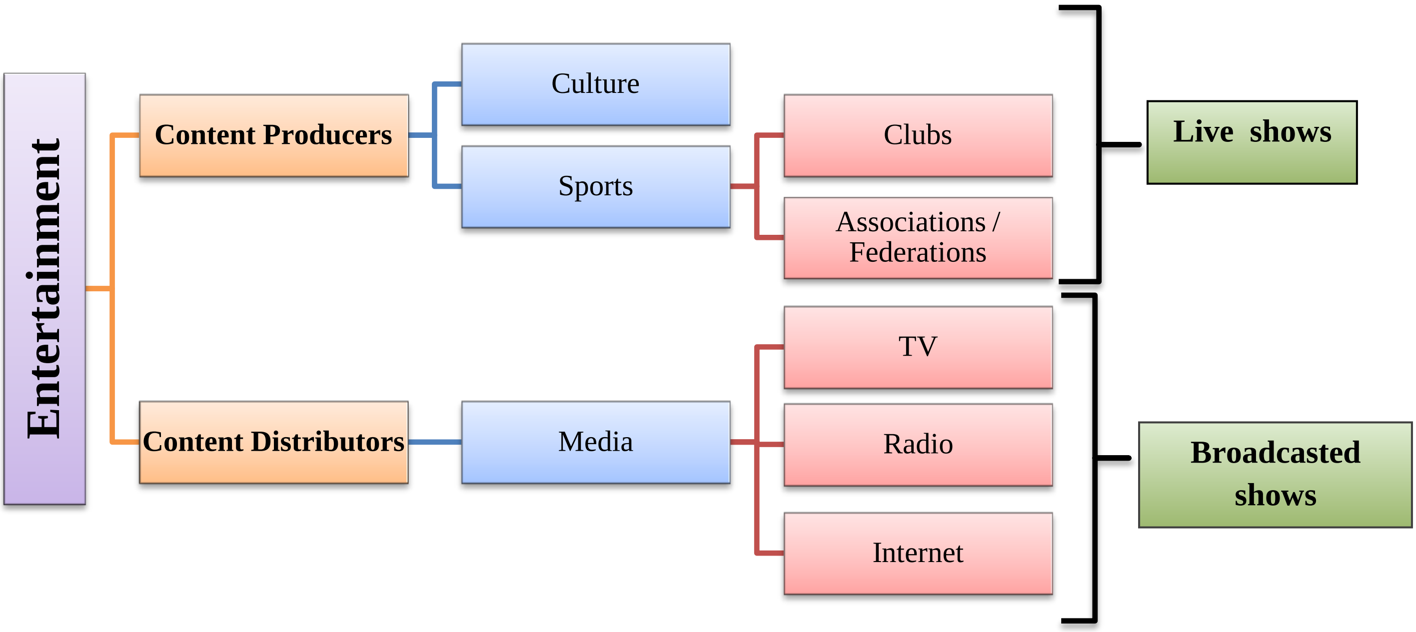

Figure 26 - Entertainment market for the project

4.2.1.2 P.E.S.T analysis

- **Political environment**

In Portugal, there are some influences from the government regarding the entertainment industry. All different content producers have a type of contact with the government. Most of entertainment shows are ruled (directly or indirectly) by the government. For example, besides LPFP is considered a private company, a part from LPFP belongs to FPF. FPF is the association of Portuguese football then is also belonging to the government. Most of sports or non-sports associations have a connection with the Portuguese government. Those associations rule on an autonomous way, but being connected to the government, those are taking the risk that if occur some political change, those associations can suffer some consequences regarding those kind of activities. In entertainment, there is a huge power from political/legal environment, not only on the content producers, but with the events venue itself. Non-sport live shows, are in many occasions, made on places that are belonging to government associations (DGPC – Direção Geral do Património e Cultura, for example). Besides that, government also applies some taxes to new cultural projects or entertainment shows which could constitute a problem for those associations and for the entertainment industry.

- **Economic environment**

In terms of economic environment, the entertainment industry has been facing some problems with their customers. Over the past years, Portuguese earnings have reached low values. From 2011 to 2014, Portuguese earnings (on a monthly basis) are on average 811 to 813 € per employee. Being the minimum wage in Portugal of 566€ per month (before taxes) (Eurostat 2014), this means that Portuguese people have, in average a low power of consumption, and this is represented on activities such as entertainment. Only 7% of all earnings are spent on culture and entertainment. So, economy has a huge power on entertainment customers. They have less money to spend on their entertainment that will mean a prejudicial point to the industry.

- **Social environment**

Looking at the social environment of entertainment in Portugal, it can be said entertainment is inserted on Portuguese culture for more than 60 years, but nowadays, with more activities that can be done, entertainment and culture aren't activities that Portuguese do more. Looking at a work called "25 anos de Portugal Europeu", Portugal is the 9th country on the consumption of entertainment, on all Europe. Portuguese people prefer to use their incomes to do some vacation instead of spending them on entertainment. For example, museums, zoo parks and live events are having more visitors but 2/3 of them are foreign tourists. Portuguese people and entertainment don't have a deep connection on the latest years, but there are several entertainment events on Portugal. A change on the customers mind could be one of the solutions for a possible growth of the Portuguese entertainment market.

- **Technological Environment**

Through the years, there are more and different entertainment shows/events. Those types of events have being facing some evolutions regarding the latest advances on technologies. Cinemas are a good example of that. A new IMAX technology implemented on one of the cinemas in Lisboa, makes able to the customers to watch the movie on a larger screen, with more frames per second and with more quality than a conventional movie theater. (Noticia ZUCA – canatech) This can represent a rose on the cinema's sales. Content distributors are also another segment in which technology development has been more important for their core business. Thanks to development of internet and other types of communication, the distribution of the entertainment shows can be made on a more efficient way. With those technological evolutions, the content of the shows can be distributed to all customers. So technology, assumes a huge role inside the entertainment industry, not only on the development of better shows of the content producers but also on the building of new distribution channels for the content distributors. Allied with the technology is the connectivity. Nowadays, any person can be connected with another, in any place at any time. Connecting to football, some stadiums have now the technology to have Wi-Fi sources inside, which allow a better communication between people.

4.2.1.3 Number of sales and customers of the market

Note: It is important to notice that only the segment of content producers market will be analyzed, because LPFP is inserted on this segment.

Culture

Inside culture entertainment events, there are several types of shows. According to pordata.pt, the Portuguese culture events that belong to the market are: cinema; museums, parks and galleries; others live shows. These 3 players are 3 different forms of culture entertainment, being as well content producers.

Cinema

Cinema in Portugal is ruled by I.C.A (Instituto do Cinema e do Audiovisual). ICA was created on 1973 with the objective of supporting all creation, development and promotion of cinema in Portugal. ICA is ruled under 4 strong values: evaluation (though their actions), accuracy (on the application of the investment on the sector), transparency (on the financial supports and information) and efficiency (to enhance better results). On 2013, cinema in Portugal rounds 12.5 million spectators, a decrease in comparison with last years (see appendice IV). This decrease can be explained with the lack of economic power showed by the Portuguese consumer. The cinema consumption has been decreasing a lot in Portugal, not only on attendance and market value, but also on number of movies, that has been decreasing as well. With 12.5 million spectators, Portuguese cinema achieved 65.4 million € on sales (see appendice V) There were, until 2013, 158 cinema places in Portugal and a total of 554 movie theater rooms. Looking at the numbers of sales and spectators, the market of cinema has been decreasing which constitutes an opportunity to other entertainment shows.

Museums and galleries; zoo and botanical parks and aquariums; art galleries

Museums and galleries are another way of entertainment inside the content producers. Inside this segment can be found several types of events such as museums, zoo parks, aquariums, botanical parks and art galleries. Inside the museums segment, those are ruled by DGPC (Direção-Geral do Património Cultural). DGPC are responsible for all cultural patrimony management in Portugal. DGPC has a huge role on Portuguese culture being responsible for all activities related to the museums in Portugal since their conservation to their promotion. Their main objective is to assure the management, protection, valorization, conservation and replacement of the goods that constitute all Portuguese cultural patrimony. Until 2013, there were 353 museums in all Portugal, and DGPC are responsible for all of them. In terms of zoo parks, aquariums and botanical parks, in Portugal, until 2013, there were 34 of all them. DGPC don't rule these types of segments, but the government can be involved with some parks, regarding their development and exploration. But, most of them have their own autonomy, ruling themselves as a private company. In terms of art galleries, there are 1.050 cultural stands in Portugal (until 2013) and were made 7.149 expositions over 2013. Opposing to the movie theaters, art galleries are having an increase on attendance though last years. When combining museums with zoo and botanical parks, aquariums and art galleries, the number of attendance reaches the 14.6 million (see appendice VI)

Other live shows

Regarding other live shows, it is important to mention that all other types of entertainment events are inserted on this category. Events such as: music, dance, opera and theaters, for example. Looking at the values of spectators, after a huge decrease from 2010 to 2011, it is visible that exists some regularity beginning from 2012 on the spectators value, reaching, on 2013, the 8.9 million spectators and achieving 60 million € on revenues. (see appendices VII and VIII)

Sports

In terms of sports in Portugal, football is assuming the reigning position. It was also said that football is the only sport that can be capable of having and producing professional players and competitions in Portugal but there are other sports like basketball and futsal that are considered professional sports. There isn't data that can show which are the sports with more attendance on the country, so, for this customers analysis, it will only be focused on the top 5 sports with more participants in Portugal (in 2012), and then, it will analyzed the top leagues of that sports. In general, sports that had a lot of participants are those sports that have more notoriety in the country and are the sports with more sales because the participants are one type of sports consumers (See literature review – Sports Marketing). In the case of Portugal, the 5 sports with more participants are: football, basketball, handball, volleyball and futsal (which is inserted on the football category). All these sports combined have a total of 276.960 athletes.

Basketball

Basketball in Portugal is ruled by FPB (Federação Portuguesa de Basquetebol). Founded on 1927, FPB has the objective of promoting and lead the practice of basketball in Portugal through their statutes and their own organization. The main competition of Portuguese basketball is Campeonato da LPB. This competition is composed by 12 teams that play against each other, and at the end the 1st place is considered the champion. FPB is responsible for all competitions that are at a national level, this means that only rules the competitions of national competitions, not district competitions. With that, FPB is responsible for 32 different competitions (males and females categories). On the 2013/2014 season, SL Benfica was the champion of Campeonato da LPB, raising to 25 the number of titles on Portuguese basketball. Having a perspective of the affluence of a basketball game, it was analyzed a game from 2012, the final match between FC Porto and SL Benfica which the winner was considered the champion of the 2011/2012 season. SL Benfica won the game, in FC Porto arena, to 2.137 spectators. The affluences of basketball don't have more than

2.000 to 3.000 spectators because the biggest the Portuguese arenas don't have more capacity than those numbers. SL Benfica arena for example, has a capacity of 2.400 people and FC Porto arena have a capacity of 2.200.

Handball

Handball in Portugal is ruled by FAP (Federação de Andebol de Portugal). Founded on 1939, FAP is actually responsible for handball competitions in Portugal. Their objective is to promote the sports and assure the good management and evolution of handball in Portugal. In 2014, FAP was responsible for 24 competitions in Portugal (males and females categories). FAP only is responsible for the national competitions. All regional competitions are ruled by the district associations from all country. The most important competition of Portuguese handball is the Campeonato Fidelidade de Andebol. This competition is composed by 12 teams and divided by 4 phases (through play-off system). On the 2013/2014, the winner of the competition was FC Porto, achieving with that their 19th title. When analyzing the number of spectators of LPA, on 2007, it was estimated near 100.000 spectators to watch the two main competitions of LPA (Liga Profissional and Taça da Liga). Looking at more recent numbers, FC Porto game against SL Benfica, the final of 2013/2014 season, had an assistance of 2.200 spectators on the Dragão Caixa arena (FC Porto arena).

Volleyball

Volleyball in Portugal is ruled by FPV (Federação Portuguesa de Voleibol). Founded on 1947, FPV is responsible for all volleyball practice in Portugal. Their objective is to assure the good management of the sport, contributing with social and cultural values to all society. FPV is responsible for 2 main types of sports: volleyball and beach volleyball. In terms of volleyball, FPV is responsible for 16 different competitions, all inserted at national levels. The most important competition in volleyball is Campeonato Nacional. This competition is composed by 12 teams and divided by 3 phases (last 2 phases are play-off rounds). On the 2013/2014 season, the champion of Campeonato Nacional was SL Benfica, achieving with that, their 5th title on volleyball. In terms of spectators, the final of 2012/2013 season, SL Benfica played against SC Espinho, and won the game with an assistance of 2.000 people on Pavilhão Fidelidade (SL Benfica arena). Beach volleyball isn't a sport very common in Portugal having only 4 types of competitions: Campeonato de Duplas, Campeonato Clubes (only at youth scale), Camepoanto Gira-Praia (only at youth scale) and sporadic tournaments. Beach volleyball is a sport that is having an evolution in Portugal but it hasn't the same level has "regular" volleyball.

Futsal

Futsal is a type of football, but played in arenas and with fewer players. Futsal in Portugal is also ruled by FPF (along with "regular" football). In Portugal, FPF is responsible for 11 different futsal competitions in Portugal (male and females categories). The most important competition of Portuguese futsal is Liga Sportzone, composed by 14 teams, divided in 2 phases (1st phase is on a league format, 2nd phase is on play-off format). On the 2013/2014 season, the winner was Sporting CP, achieving with that their 12th title on that sport. Looking at spectators, on the 2012/2013 season, one game of the finals between Sporting CP and SL Benfica, had an assistance of 3.500 spectators on the Pavilhão Multiusos de Odivelas (Sporting CP arena at the time).

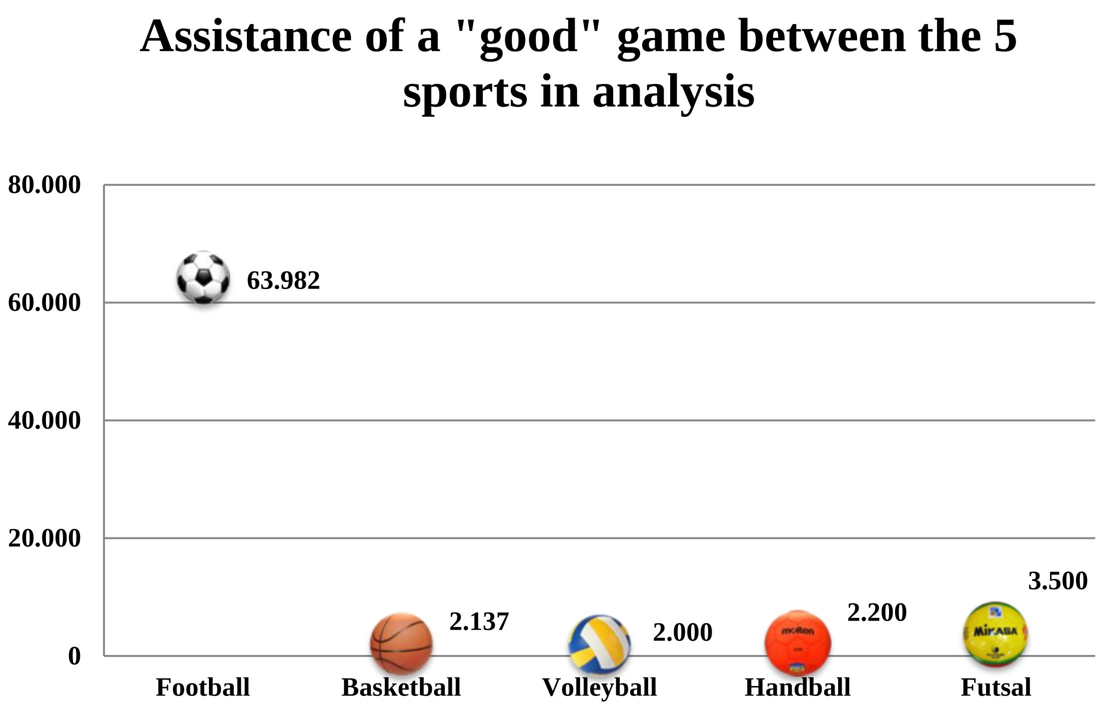

Figure 27 – Comparison of a good game between the sports in analysis

Note: *A "good" game is considered all decisive games, like final games, that who wins the game is the champion on that season. On football case, it was mentioned the game of 2013/2014 season SL Benfica vs SC Olhanense, which if SL Benfica won the match, they were champions on that season.*

4.2.1.4 Product Life cycle

Product life cycle is an important tool for marketers to understand in which market phase their product is inserted on. The main criteria of this cycle are the sales of the product in quantity and value. With this analysis, the company knows which are their position on the market making able to marketing directors the definition and execution of consistent policies based on their position. On this cycle there are 4 different phases: introduction, growth, maturity and decline. Introduction phase is characterized by a low volume of sales with a moderate growth tendency. Growth phase is characterized by a higher volume of sales along with a higher volume of the quantities through the time. Maturity phase is characterized by the stabilization of sales along with a decrease on growth pace. On this phase can occur, in some occasions, some losses. Finally, decline phase is characterized by a decrease on product sales occurred by the appearance of new substitute products. Appendice IX shows the product life cycle with all their 4 phases.

Looking as football as product, the show is now on the maturity level. Football is one of the entertainment shows that have more sales (in quantity). In comparison with other sports, football has a huge advantage regarding all others. The sales volume had showed some regularity with values comprehended between the 2.8 and the 3.1 million spectators (analyzing values from 2009 to 2014). On this phase, and regarding LPFP, some investments on communication must be made being in count the competition and not the rise of the market. The main objective is to be "more leaders", and decrease the market share of all competitors.

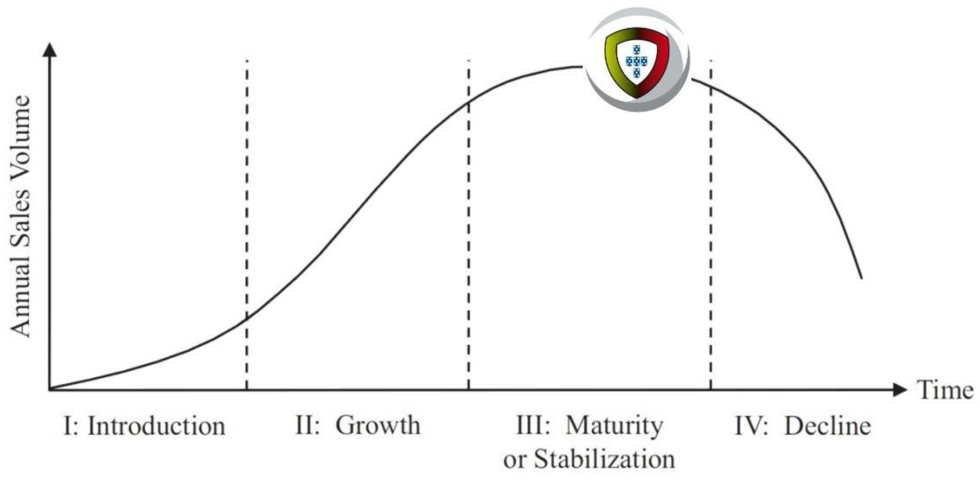

Figure 28 - Product Life Cycle of football

4.2.1.5 Identification of the customers and consumers

Content Producers	Who are the consumers?	Who buys?	Where they buy?	When they buy?
Culture	Fans of culture; Sporadic consumers; Foreigners; Families; Couples Groups of friends	Consumers or related members of the consumers	Ticket office of the event; Internet; Stores that have ticket shows	At the time; When the show is scheduled
Sports	Fans of sports Sporadic consumers Families Groups of friends	Consumers or related members of the consumers	Stadium or venue of the event; Internet; Authorized partners	At the time; When the show is scheduled

Table 3 - Customers and consumers of the entertainment market

4.2.1.6 Distribution

Regarding the distributors on the entertainment market, they are described as the content distributors. As mentioned before, content distributors are all entities that have the mission to distribute the show through all consumers, through different types of channels. There are two important channels when talking on the distribution of the show: online channel and offline channel. Offline channel was to first to emerge with the appearance of radio and television. In 1935 was made the first radio broadcast of a football game in Portugal, between Académica AC and União da Madeira, made by a Coimbra student named António Madeira Machado. In terms of television, the first TV broadcast of a Portuguese football game was made by RTP, in the year 1958, on a friendly game made between Sporting CP and Austria Wien. Since then, radio and television have made huge advances on broadcasting and technology, having more quality on their broadcasts and having a larger number of players in terms of broadcasting. Sports events, especially football, are the events that have more broadcasts on the offline channel. Radio in Portugal only focuses on football, and not all games. Major radio stations, normally only broadcasts games of the 3 top clubs in Portugal (Sporting CP, FC Porto and SL Benfica), but regional radios normally transmit the games of the clubs of their region. In terms of television, the paradigm is different. With the different types of channels available on Portugal, there are several events that are broadcasted through television. In terms of sports, most of the sports practiced by top teams in Portugal are broadcasted on television, but football has also a majority of broadcasts. Basketball, hockey, handball, athletics and many others are sports that usually Portuguese TV broadcasts. Along with that, other types of entertainment are broadcasted, more related with culture. Opera, films and some theater plays are broadcasted in some of TV channels, but in less proportion than the sports.

In terms of online channels, Internet assumes the main role. In the year 1985 was made the first connection to the internet in Portugal, made by students of the Minho University, making from that year, Portugal connection to the World Wide Web. In the year 1995, was made on the USA, the first streaming entertainment shows broadcasted on the internet. The first one was a baseball game between the New York Yankees and the Seattle Mariners. The second was a music concert on the Paramount Theater in Seattle, between the Seattle Symphony with some musical guests such as Slash, Matt Cameron and Barret Martin. Nowadays, there are internet channels or internet television which broadcasts different types of entertainment events to all customers. There are also, TV channels that offer to their customer the opportunity to watch TV through internet. With that, customers have more ways to watch their shows, but it also contributed to the start of the first's pirate channels, which are gaining number since then.

Pricing Policy

Looking at the pricing policy adopted on the content distributors in Portugal, it can be said that there are different price policies adopted from different players. In terms of offline channels, radio doesn't apply a price to their customers when they are transmitting an entertainment show. The customer only must have a radio frequency device and enjoying the show. Looking at television, there's an all different reality. In Portugal, there are several companies that distribute various types of channels to the customers such as: music channels, sports channels, movie channels, news channels and others. Those types of companies offer a large number of channels for the customers and for that, they charge a price that differs with the type of package that the customer wants. Examples of companies who provides that service are NOS, MEO, Cabovisão, Vodafone and others. Those TV providers, besides offering various types of TV channels, they also offer to their customers a video club of movies, where the customer can rent the movies available on their catalogue, paying the price accorded to every movie (the price is accorded by the company). Those companies also offer some channels that the customer must pay in order to be able to watch them, those are called pay-per-view channels. Those PPV channels have their own pricing policies, not influenced by the TV providers. Regarding the online channel there are channels that require a subscription to watch their programs having their own pricing policy. But, TV providers now are offering to their customers the possibility to watch TV through the Internet, without any more costs. Appendice X shows more specified examples how pricing policies are applied between the different companies.

4.2.1.7 Competitors

To a better analysis of the competitors, a perceptual map is showed analyzing two key factors: number of customers/participants and live-show level of experience. On the first segment it was analyzed the number of customers or participants (for the sports sector). In terms of the second segment, it evaluates the level of experience of the customer in terms of true live experience.

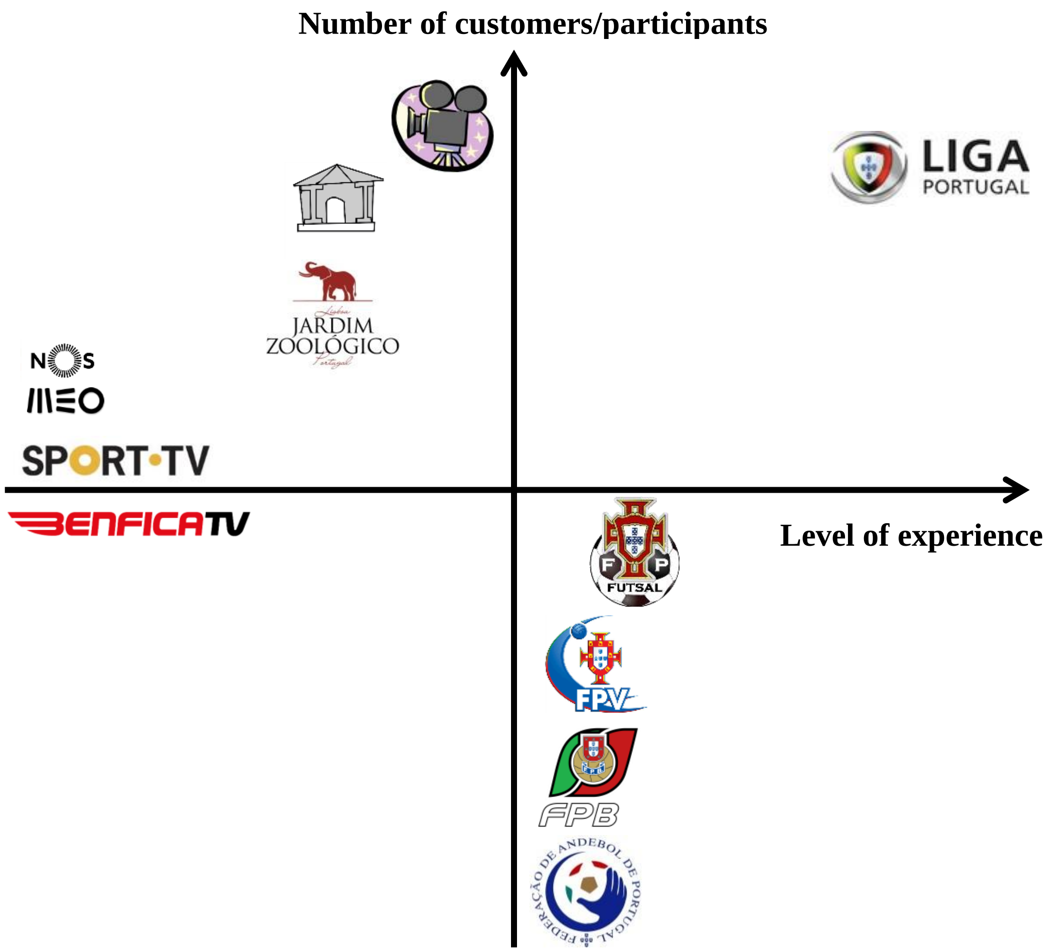

Figure 29 - Perceptual Map

After the analysis of the competitors under two segments, a further analysis in which are the direct and indirect competitors must be done.

In terms of direct competitors, those are considered all content producers that produce sport entertainment shows and Sport TV that besides being a content distributor, they distributes the Portuguese football games which can be a threat for the affluences of the stadiums. So, the direct competitors of LPFP are: FPV, FPB, FPA, FPF, with the futsal segment, and Sport TV.

Looking at the sports sector, the most important competitors are volleyball, basketball, handball and futsal. It is important to refer one more time, that without the spectators number of these sports, the focus was pointed to the participants, that along with the spectators are the consumers of the sports (See literature review – Sports Marketing). It is important to focus that all sports presents the same specifications of football, but the level of experience is also leveled with the fact of the spectators' number. For example, a spectator will enjoy more a game where the stadium is full or close to it, than a game that the stadium or venues are almost empty. So the levels of experience of these sports are lower compared with football. In terms of participants, futsal has the lead with near 65.000 participants, followed by volleyball with near 43.061 participants, followed by handball with near 40.373 and basketball with 39.996 participants.

Analyzing Sport TV, this content distributor offers to their customers the possibility to watch the majority of Primeira Liga games at home. Besides Portuguese competitions, Sport TV also has broadcasts from other major European leagues (Spanish and German leagues) and from other sports. So, in terms of indirect competition, Sport TV is one of the most important competitors in the market. Besides not offering a great experience to the customer, Sport TV offers a huge variety of sports broadcasting that can be watched not only on TV but also on the Internet with their computers or tablet. Looking at their number of subscribers, Sport TV had 600.000 subscribers, but that number has been decreasing among the years. Another competitor is Benfica TV. Benfica TV is the official channel of SL Benfica that has the broadcasting rights of Premier League, Ligue 1 (French League) and Serie A (Italian league). Reaching more than 300.000 subscirbers, the channel is considered one the most dangerous competitors to the project. With a more affordable price than Sport TV, Benfica TV is growing over the years, and broadcasts some of the best games in the Europe.

Looking at the indirect competitors, it was considered all of Portuguese content distributors that have relevancy to the LPFP core business and activities that not involve sports but are considered as entertainment. With that, it was considered indirect competition: cinemas, theaters, zoo parks (including botanical parks and aquariums) and TV providers such as NOS and MEO.

Cinemas offer to the audience the experience of viewing a movie with a great image and sound quality, and can have more specifications. For example, some Portuguese movie theaters have 3D movie systems implemented which makes able to the audience to watch the movie in 3D dimensions. Or even the IMAX system which as talked earlier (see PEST analysis). In terms of number of customers, cinemas have more audience than all others activities, with a yearly audience of 12 million spectators. In terms of experience delivered to the spectator the level is considered medium-low. In one hand, cinemas have great quality in terms of sound and image, but in terms of the spectator expectations, those are very low. A cinema spectator knows what is coming to see. They don't know the content of the movie, but they know that the image and the sound will be with great quality. Some elements like the need of competition (to a better performance of the players) or the participation of the spectator with the show are ignored with movie theaters.

Looking at theaters, those offer a live show to the audience with live actors on a theater stage. Portuguese theaters in terms of sound quality are designed to the audience to wear better the play, and to better comprehend the play that they are watching. But, in terms of spectator experience, theaters don't offer huge excitement experiences. The spectator when goes to watch a theater play, don't know the content of the play, but knows what is expecting to happen in there. Like movie theaters, participation of the spectators and their influence on the final result are ignored in events like a theater play. In terms of number of spectators, theaters in Portugal have achieved in 2012, 11 million spectators.

Analyzing zoo and botanical parks and aquariums, those offer to the spectators the intimacy with some elements of nature such as animals, plants, trees and others live beings. In terms of experience to the spectator, offers very low. There aren't much interactivity with the "show" itself with the spectators. So the experience level on these activities is considered low. In terms of spectators, this segment achieved almost 4 million spectators in 2012.

Looking at TV providers such as NOS and MEO, they offer a variety of entertainment channels that could be a threat to LPFP. In terms of experience, those TV providers don't offer any kind of experience to their spectators; only provide them with different shows, or broadcasting some live events. In terms of customers, NOS and MEO have 1.4 and 1.3 million subscribers respectively.

Entity/Company/Activity	Direct Competitor	Indirect Competitor
Movie Theater		X
Theater		X
Zoo parks		X
FPV	X	
FPA	X	
FPB	X	
FPF (Futsal)	X	
NOS & MEO		X
Sport TV	X	
Benfica TV	X	

Table 4 - Identification of direct and indirect competitors

4.2.2 Internal Analysis

4.2.2.1 Liga Portuguesa de Futebol Profissional

Liga Portuguesa de Futebol Profissional (LPFP) is a private association created on 1978 that is governed by its statutes and regulations according to which they were issued and applicable laws. (Liga Portuguesa de Futebol Profissional, 2014). The entity was responsible for all professional clubs in Portugal, and not responsible for the competitions. In 1990, it was recognized by the Portuguese government the autonomy of professional competitions. With that, the competitions now have their own administrative, financial and technical autonomy ruled by an entity exclusively constituted by their participants clubs. In 1993, it was imposed by the Portuguese juridical regime of sports federations, the definitive separation of amateur and professional football. But only in 1995, LPFP was delegated to be responsible by the rules, organization and management of all professional competitions. Along with that, LPFP has from that date, the disciplinary power to manage the referees through a committee of referees.

Mission and values

The mission of LPFP is organizing professional competitions of football clubs in Portugal and provides football performances with high quality. To do this, LPFP is regulated by some values such as ethic (absolute respect for principles and the rules of the league), commitment (work with credibility and accuracy with all their associates, partners and employees), innovation (usage of new technologies that allow the modernization of their services and more truth to professional competitions in Portugal) and commitment with the audience (offer excellent football shows with high quality, safe, and unquestionable from the truthiness of the game). (Liga Portuguesa de Futebol Profissional, 2014)

Areas of intervention

LPFP shall exercise the powers as an autonomous organ of the FPF, under the Law on the Sports System. The LPFP promotes and defends the common interests of its members and the management of issues related to the organization and practice of professional football and its competitions. The LPFP organizes and regulates the professional competitions that compete within the FPF.

Compete to LPFP commercial exploitation of competitions organized by them in accordance with the delegation of sports clubs and societies to which the results will be distributed, subject to the freedom of contract of the same, only in matters that relate to them individually.

4.2.2.2 Professional clubs of LPFP

Nowadays Portuguese football clubs have a different business approach from past times. (Ter, Gammelsæter, & Senaux, 2011) Since their foundation, Portuguese clubs organized themselves as nonprofit sporting entities, which were controlled by their members with general assemblies. Through the times the clubs had the need to change to a more commercial perspective with the goal of reduce the imparity of Portugal clubs towards others. These changes were accompanied by governmental laws. The biggest adjust was their mentality changing of a nonprofit sporting entities to a profitable association (since 1990 that was possible). In 1996, were introduced other rules that helped the clubs to increase their competitiveness towards other clubs: it was formed the Portuguese league, as an autonomous organization that ruled the main competition of Portuguese football, the Portuguese league and it was allowed to the professional clubs to change their type of association to a profitable sporting entity. Putting this, must clubs have become Sporting United Companies (or Sociedades Anónimas Desportivas in Portuguese), a form of sport company for those who wanted to turn their football department into a profitable shareholder of the company, maintaining the other sports part of the club. According to the rules, the club must detain 15 to 40% of the SAD. (Liga Portuguesa de Futebol Profissional, 2014) Nowadays, of all 36 clubs that compose LPFP, 21 of them have SAD and the other 15 clubs have SDUQ, Sociedade Desportiva Unipessoal por Quotas) which allow the clubs to have their team in Portuguese professional competitions with a minimum of 5 partners, that control the professional part of the club, instead of a one only owner (Maisfutebol.iol.pt, 2012). SAD or SDUQ are the only ways that a club has to participate on Portuguese professional competitions.

4.2.2.3 TV Broadcast in Portugal

Portuguese clubs have a different form of negotiating the broadcasting revenues. All of clubs, except for SL Benfica, negotiate with an independent entity called Olivedesportos their broadcasting rights, for 1 or more seasons, for a value that both think are acceptable. This entity is the one who owns Liga Portuguesa and Segunda Liga Portuguesa (1st and 2nd division in Portugal). Putting this, on the 2011/2012 season, Portuguese League as achieved 60 million € on broadcasting revenues, being FC Porto who had the most revenues, 12.4 million € and Olhanense who had lower revenue, 1.6 million €. On the Second League, a total of 2.6 million € was the total revenue coming for broadcast which the club that received more revenues was Belenenses with 0.25 million €, as showed on appendice XI (Jornal Record, 2012). LPFP has an opposite idea of the one that is currently being adopted by professional clubs. LPFP says that their priority is the good sustainability of Portuguese football. Putting this, LPFP wants to open the TV broadcasting market to all of their competitors (instead only Olivedesportos) and centralize the broadcasting rights of the Portuguese Leagues. A recent study of an international independent entity showed LPFP that with that, the clubs can receive more revenues from the broadcasting rights reducing the imparity from the clubs, seeing that broadcasting revenues are the biggest portion of revenues of the most Portuguese clubs. These ideas from LPFP will allow an increase on revenues and the creation of solidarity mechanisms horizontal (between clubs of the same league) and vertical (between Portuguese League and Second League) (Liga Portuguesa de Futebol Profissional, 2014).

4.2.2.4 Brand Portfolio

It can be said that LPFP’s core business started at 1995. At that point, LPFP managed the two professional competitions in Portugal, Primeira Liga and Segunda Liga. FPF ruled the other Portuguese competitions: the 2ª Divisão B, 3ª Divisão, Taça de Portugal and Supertaça. The names of the competitions of LPFP suffered since 1995 some name changing due to sponsorship agreements with their sponsors. On the 2007/2008 season, LPFP implemented a new competition – Taça da Liga. Taça da Liga is a competition only for the clubs that belong to LPFP. On the first edition, Taça da Liga was divided in 5 rounds, 4 knock-out stages followed by 1 group stage. The two first clubs of the group stage, go to the final. The first winner of Taça da Liga was Vitória F.C. Since 2010/2011 season, Taça da Liga has a new format: 1 group stage for all Segunda Liga teams, 1 knock-out stage between the two first clubs of the group stage and the last 8 teams of Primeira Liga (of 2009/2010 season), another group stage between the winners of the knock-out matches and the first 8 teams of Primeira League (of 2009/2010 season), and finally, a 2 round knock-out stage between the winners of the four groups, which the winners go to the final. Along with Primeira and Segunda Liga, Taça da Liga had also their naming changed all over the years through their sponsors. So, LPFP is the entity that manages Primeira Liga, Segunda Liga and Taça da Liga.

Figure 30 - Brand Portfolio of LPFP

4.2.2.5 Number of sales and identification of customers

In terms of number of sales, the variables that would be applied will be the total attendance of all competitions (organized by LPFP) between 2009 and 2014.

Looking at the number of customers of LPFP (all fans that go watch a game through all season) it can be seen that from 2009 to 2014, the 2011/2012 season have the highest attendance with nearly 3.1 million fans watching the games organized by LPFP. 2012/2013 was the worst year. In that season the number of teams on the Segunda Liga rose to 22, with the inclusion of the B teams of SL Benfica, Sporting CP, FC Porto, Vitória SC, SC Braga and CS Marítimo. Even with more games played on Segunda Liga, LPFP registed a number of approximately 2.85 million fans, less 8% comparative with last season.

The most usual customers came from Primeira Liga clubs. SL Benfica has normally the highest number of fans of Portuguese football and along with Sporting CP and FC Porto they have the majority of fans of Portuguese football. The 3 clubs, on the 2013/2014 season, were responsible for 44% of all attendance of the games organized by LPFP. (Liga Portugal, 2015)(See appendice XII)

The types of customers that go to the games organized by LPFP are usually, fans of football or fans of sports. The typical customer of LPFP is a person that likes football and their team, making them customers that only watch the games from their team once or more than one time through all season. Usually people that live in Portugal and, depending on the team, most of the fans are from that city. For example, most of Sporting CP fans are from Lisboa, city where is headed Sporting CP.

There is a huge discrepancy between the 3 competitions of LPFP. Primeira Liga is the competition who has more attendance. Segunda Liga comes in second place and Taça da Liga is the competition who had less attendance. On the 2013/2014 season, Primeira Liga attendance represented 82% of all LPFP attendances. This means that Primeira Liga is the main product of their portfolio. It can be seen the huge discrepancy between Primeira Liga and the other two competitions in terms of attendance and occupancy rates. Segunda Liga and Taça da Liga have a huge rivalry in those segments, but, with the decision of putting more clubs in the league, Segunda Liga have been gaining more share inside all LPFP competitions. Putting all values, LPFP sales in 2013/2014 season are divided on: 82% are from Primeira Liga, 12% are from Segunda Liga and 6% are coming from Taça da Liga. (See appendices XIII and XIV)

4.2.2.6 LPFP Marketing Mix

Product

- 3 professional competitions
    - Primeira Liga
    - Segunda Liga
    - Taça da Liga

Price

LPFP doesn't fix the prices of the tickets, so there isn't a price associated from the LPFP to their product. The prices of the tickets to their competitions are fixed by the clubs. From the LPFP only a recommendation to these prices can be made, but the clubs will have the final decision.

Promotion

LPFP communication is essentially made with above the line techniques and some association to causes. In terms of above the line techniques, publicity to their main product, Primeira Liga, is made through television spots, outdoors, and on the internet. Another way of communication adopted by LPFP is the association to causes. LPFP associates with the "Banco Alimentar" to provide food to all the people, and others causes like the prevention of VIH or breast cancer. These are causes where LPFP looks to associate and to alert all their fans to this problems.

Place

In terms of place, all of LPFP competitions are played in Portugal, in the stadium of their clubs. All games are played in there, where LPFP doesn't have control for the organization from the games. It is all ruled by the clubs. The final from Taça da Liga, is played on a stadium defined by LPFP, being one game totally ruled by LPFP.

4.2.2.7 SWOT analysis

<table>
<tr><th>Strengths</th><th>Weaknesses</th></tr>
<tr><td>LPFP rules the best competitions in Portugal
Provides good shows to the fans
Competitions have the best players in the country</td><td>Low values of attendance on their games
Negative or neutral opinion of LPFP
Prices in football
Schedule of games
Lack of connection from LPFP</td></tr>
<tr><th>Opportunities</th><th>Threats</th></tr>
<tr><td>Football is the main sport in Portugal
Portugal's name promoted thanks to football and football players
Football very deep in Portuguese culture
Fans look for experience</td><td>High competition
Television broadcast games
Economic crisis
Football is considered a "male" sport
Lack of Security
Lack of Sport truth</td></tr>
</table>

Table 5 - SWOT Analysis

After the SWOT analysis, it was conducted a crossed SWOT analysis, where all opportunities were related with all strengths and all weaknesses, and all threats were correlated with all strengths and all weaknesses (See appendice XV). From those correlations, it were extracted some strategic point from them. From all strategic points, the ones of repeat it the higher number of times, are the ones who were considered key strategic points.

Key Strategic points

- Promotion of football as the best entertainment show
- Appeal fans to watch the game at the stadium instead of watching on TV

- Initiatives regarding the price in football to make fans more satisfied
- Activities made by LPFP to enhance a better experience
- Promote football as a show for everyone

4.2.2.8 Segmentation and positioning

Segmentation

As said before, segmentation is crucial for an organization because, how better we know our target, easier and more effective will be the adaptation with them (Lindon, Lendrevie, Lévy, Dionísio, & Rodrigues, 2010). Putting this, it was chosen 3 types of segmentation criteria:

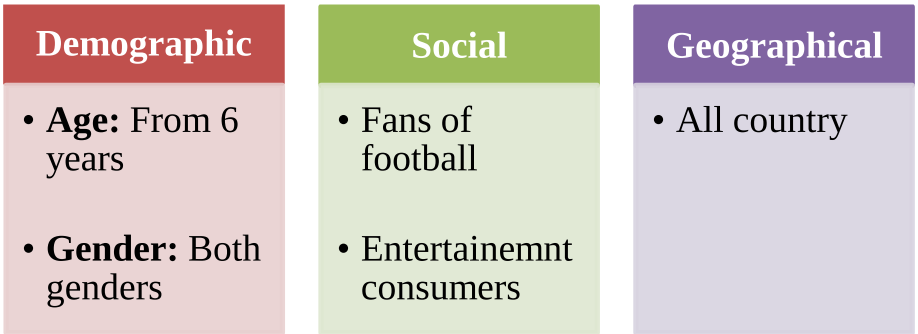

Figure 31 - Segmentation criteria

Positioning

The positioning gives a credible, different and attractive position of a certain offer on the market and on the consumers mind. (Lindon, Lendrevie, Lévy, Dionísio, & Rodrigues, 2010)

Putting this, the positioning will be made through the “Triangle of Positioning”.

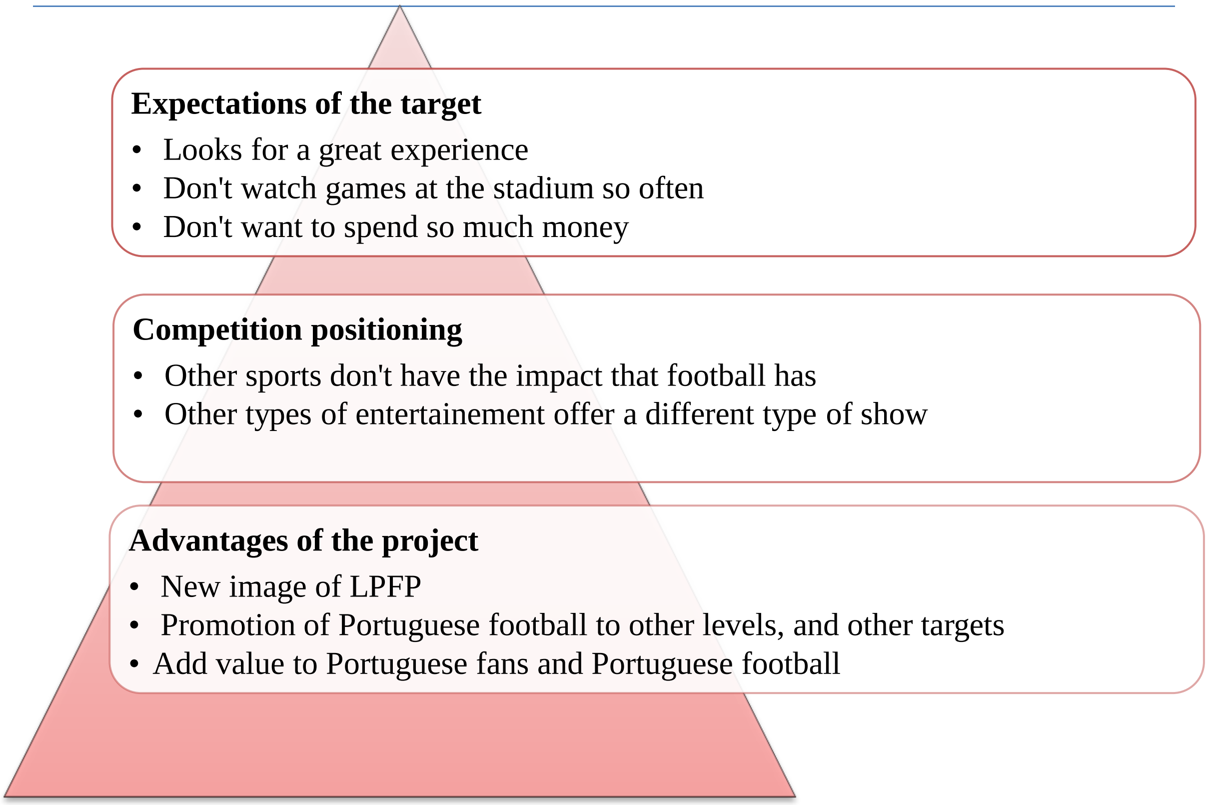

Figure 32 - Triangle of Positioning

5. Plan of actions

Looking to the data analysis, and looking to increase the affluences of the stadiums on LPFP games, it will be made some recommendations to their marketing mix. Putting this, a set of actions/recommendations were made to respond to some of the main problems founded on the analysis. Actions 1, 2 and 3 will focus on price. Price was one of the main reasons to fans don't go to the stadium so often, so it were recommended 3 actions regarding this question. Action 4 will focus on a communication approach trying to spread the message of football to every people, and trying to increase the presence of LPFP on the fans mind. As looked on the data analysis, LPFP don't have a very positive influence among their fans, so it is important to change this vision. Actions 5 and 6, will focus on new initiatives made by LPFP to increase the satisfaction of fans. Action 5 can be seen as a product action, but action 6 can be viewed as an initiative to create a good image among their fans. Finally action 7 will bring a new approach from the LPFP, not regarding the fans, but regarding the clubs and their marketing decisions. So, and putting all that, 3 major points will be focused on the recommendations: Price, communication and product. The actions will also answer to the key strategic points founded on the crossed SWOT, which are crucial features to the success of this project. The segmentation and positioning of LPFP will remain the same, but some there are some different emphasis regarding the actions developed.

5.1 Action 1: Discount for specific segments

Description: This initiative consists on a permanent discount for fans that have less than 25 years.

Objectives

- Increase the number of young fans
- Satisfy young fans with cheaper prices
- Increase the number of children and female fans
- Communicate football to all genders and ages

Detail of the action: This action must be seen as a recommendation made by LPFP to the clubs, due to an increase on the affluence on the stadiums. LPFP can offer some financial support to make this action succeed. The initiative will focus on the fans with less than 25 years. The action will happen on the buying decision when the customer is buying the ticket. Regarding the fans with less than 25 years, when they are at a ticket office, or online (only available in some clubs) have to present their ID on the ticket office of the club and they have a discount that must be accorded between the LPFP and the club. Each person can buy only one ticket. The ticket will have the description of "Prospecting fan" instead of a general "discounted ticket". In this way, LPFP is creation a relation with the buyer calling him a fan, and a prospecting one, because of their age. The ticket will also have references of the LPFP website and social media pages.

Target:

- Fans under 25 years

KPI monitoring:

- Number of "Prospecting fan" tickets sold

5.2 Action 2: "Family Fan Pack"

Description: This initiative is taking to account the families that want to go to football more than once, in a secured and comfort place on the stadium.

Objectives

- Prices more accessible to the fans
- Approach the family segment on stadiums
- Promote the socialization between the members of family
- Increase the number of fans on LPFP competitions

Detail of the action: Regarding some key factors from the data analysis, this action will approach the family segment, and promote a good, comfort and secure experience for the families that want to go to football. This action will recommend the creation of 2 family packs for the football games. The first package involves 2 adult tickets (1 for a male other for 1 female person) and two child tickets (from 6 to 14 years). Those types of tickets will have a special seat on the stadium called "Family seats". When families buy the "Family tickets", they will receive a mini-box, with the 4 tickets inside, plus some merchandise of LPFP. In that case, it will be offered some pack of trading cards to the children and some flyers to the parents saying the message "If this was so good, so why not repeated? Become family fans today!" In that type of tickets, the family can watch the game on a good place avoiding some seats that can be not suitable for the children. This package will have a combined price, so they can't be purchased individually. Both of initiatives must have the cooperation between LPFP and the clubs. This package will be only for one match only.

The "Family Fan Pack" is a pack for 4 people on a family, one male, one female and two kids/teens between the 6 and 16 years old. This pack offer to the families the opportunity to watch 5 to 10 games from their club at home, on a specified stand called "Family Stand". The families when they want to buy this pack must choose which type of package they want. Every package contains at least 5 Primeira Liga Games and 1 Taça da Liga game, but the buyer can change the number of games, according to their needs. They will be also some additional fees regarding the number of the family. If a family has more than 2 children, an additional fee must be paid to add one more. The same procedure is valid to the adults (female fee is lower than male's fee to promote the female segment on the Portuguese stadiums). After the purchase of the pack, all members of the family will be considered "Family fans".

Target:

- Families with 4 members (minimum)

KPI Monitoring

- Number of Family Fan Packs sold
- Number of affluences on the "Family stand"
- Number of "Family Tickets" sold
- Number of people that "First Buy Family" fan ticket and then buy "Family Fan Pack"

5.3 Action 3: "Bring your strength, leave your car at home"

Description: This action involves the travel of the fans to the stadium to watch a game.

Objectives:

- Increase the satisfaction of fans regarding the travel and the price of travels to the stadium
- Bring more people to the away games of their team
- Increase the presence of LPFP on the football game day
- Promote socialization between fans
- Decrease the time to park the transport on a regular match day

Detail of the action: In this campaign, it will be communicate to the fans to leave their car home, and come by public transportation to the stadium. To this, LPFP will negotiate discounts on Lisboa and Porto (on a first stage. If has success, it can after approach a higher range of cities), to encourage the fans to come by public transportation. With that, the fans don't have to worry about traffic or parking the car, they can simply come by public transportation. In terms of price, it will have a discount to the fans, if they show the ticket for the game. (The discount should be discussed by the LPFP, the government of Lisboa and Porto and the public transport companies). The ticket will be called "Fan Transportation Ticket", instead of a generic "Discounted Ticket". Regarding this initiative, it will be also exist some "LPFP Fan Points". These "LPFP fan points" are points on strategic stations, when people can gather information of LPFP games, information about tickets of the nearest game or just can be a meeting point for the fans. A communication campaign will be used, transmitting the message "Bring your strength, leave your car home", essentially on public transportation stations and on the LPFP social media websites to encourage the fans to come on public transports. With this initiative can be solved the problem of traffic or parking spots on the stadium, as well as the price of the travels to the stadium by the fans. The LPFP Fan Points will also increase the presence of LPFP on the fans mind, which can contribute to their satisfaction. This action will make the fans to go more often to watch a football game, spending less on a regular match day. The action also involves a success on the negotiations between LPFP, the government and public transportation companies.

Target:

- Fans that go by own transportation to the stadium
- Fans that want to go watch their team on away games

KPI Monitoring

- Number of "Fan Transportation Ticket" sold
- Number of people on the "LPFP Fan Point"
- Number of fans of the visitor's team on the stadium

5.4 Action 4: "Don't watch football, Live it!!"

Description: This initiative will regard a communication campaign to encourage the fans to not watch the game at TV but watch it at the stadium.

Objectives

- Increase the number of fans on the stadium of LPFP competitions
- Increase the presence of LPFP on the fans daily basis
- Bring the experience to the fans
- Promote football as the best entertainment show

Detail of the action: This is focus on a communication campaign where the main message will be "Don't watch football, Live it!!". The campaign will focus on the online and the offline sources.

In online sources, it will focus on the LPFP social media pages, and LPFP website. The online strategy will focus on 3 phases:

1. Reach the target
2. Conversion
3. Retention

Regarding the 1st stage, some posts on Facebook, and some inspirational videos on YouTube will be used, and on those videos, some appearances of various players of Primeira Liga teams, transmitting the message to the fans. It will be implemented the hashtag #ViveFutebol, to promote this campaign through the social media. The website of LPFP will be also a tool to communicate this campaign and to raise the number of subscriptions of the newsletter of LPFP. The second phase will be a conversion phase. In this phase, and after transmitting the message to the target, it will be made a conversion from the users to buying process. Starting to inform about prices of the tickets, and games of the LPFP competitions that shouldn't be missed are some examples of those conversion stage. The final stage, is retention. In this phase, a strong customer service will be provided to the fans, with information, newsletters and answers to all of the needs of the fans, to make them satisfied and delight, to promote the increase of the number of games watched by the fan.

In terms of offline sources, a guerrilla marketing will be used, such on the streets as also on the public stations, encouraging people to watch the game at the stadium. One example of this communication campaign will be, for example, on a billboard, it will have an image of a football game and the border will have a television format. Then, it will have this message: "Why watch through a glass, when you can watch it live?". This is just one of the examples. Another, will be the new glasses made by Samsung (official partner of Primeira Liga), when you can see the game trough the reality augmented glasses. Those glasses will be on some strategic LPFP fan points near to cinemas, zoos and theaters. In that way, it can call the entertainment fans to go to the stadium and live a real football game. With this initiative it is expected that the fans change their mind and go to see more games at the stadiums, showing to them what is to live a game in the stadium.

Target:

- Entertainment fans
- Fans that watch the game at home
- Fans that prefer to watch at home

KPI Monitoring

- Number of tickets sold since the start of the campaign
- Number of people on the LPFP Fan Points

5.5 Action 5: LPFP All-Star Day

Description: This initiative consists on the creation of a 1-day event, made on a date agreed between the clubs and LPFP, to promote LPFP and their competitions.

Objectives

- Increase the presence of LPFP on the fans mind
- Increase satisfaction of fans towards LPFP
- Promotion of Portuguese football
- Provide a new experience to the fans

Detail of the action: This initiative comes as the similarity of the All-Star weekend that exists on NBA or NHL on USA. So, this event will consist on 3 different activities on the all-star day (that will be agreed between the clubs and LPFP). The first activity will be a free-kick challenge to see which is the king of free-kicks on LPFP competitions. It will have 6 contestants that will be chosen under simple criteria: the number of free-kick goals on the current season. The competition will consist on a similar 3-point contest (in comparison to NBA). It will have 6 different zones to shoot, and 6 different targets. The main objective is to shoot all targets under 12 shots. The winner will be the contestant that has more targets down on the shortest time possible. The second activity of the day will be a skill challenge. This type of activity is very similar to the Slam Dunk contest of NBA. It consist on 3 round skill challenge when under 20 seconds, the player must do tricks with the ball to win the challenge. Then after the 20 seconds, a jury composed by 4 elements will grade (from 0 to 10) the performance of the player. After the 3 rounds, the player that has more points will be determined the king of skill. Finally, the 3rd activity will be the all-star game. This game will consist on a typical football game with the best players of LPFP competitions. The players will be selected by the users of LPFP.pt. The fans must vote on their top starting 11, their top 5 reserves and their top coach. It is important to mention that there's a maximum of 3 players per team, so for example, a fan can only vote for 3 SL Benfica players, and 3 Sporting CP players, and so on. The event it will be held on one stadium, but it will change year-per-year, to reach the maximum of Portuguese fans.

KPI Monitoring

- Number of attendance on the event
- Number of users of LPFP.pt
- Number of votes on LPFP website
- Number of attendance on future games of LPFP competitions

5.6 Action 6: "Stay in the bench!"

Description: This initiative will focus on the kids segment, to increase the presence of LPFP on their life.

Objectives:

- Provide a better experience to the kids segment
- Increase the presence of LPFP on the kids segment
- Enhance the good image of LPFP towards their fans
- Increase visitors on the website and social media pages

Detail of the action: The action was made to increase the presence of LPFP on a kid mind, being able to increase the number of fans on a stadium on a long-term vision. This action must have the acceptance of the club to implement. Focused on the kids segment from 8 to 15 years old, it will be conducted a weekly contest, on the LPFP website, which makes able to the kid, to watch the game from the bench of their club along with the non-selected players and the coach of the team. The participant (that must be more than 18 years old), must enter the LPFP website, register on the LPFP database, and participate on the contest. On the contest, the participant must choose the game he wants to be part of. The winner will be announced on LPFP website and social media sources, and will be contacted by email and mobile phone. This will be an unforgettable experience to the kid, that it will be remembered forever. With this action, the "football spirit" will be inducted on the fan, which in a long-term has a huge possibility to become a passionate fan of football that have experienced, at least one time, the experience of a real game. The action can also be presented to charity foundations, providing kids a new type of experience in times of need. This will also contribute to a good image of LPFP towards their actual fans and towards theirs prospecting fans. This action must have the acceptance of the clubs in question.

Target:

- Kids segment
- Parents
- Fans of football

KPI Monitoring:

- Number of participants
- Number of visitors on webpage
- Number of kids watching the football games of LPFP

5.7 Action 7: Marketing consulting

Description: Initiative focused on the clubs, to provide a better marketing support to them.

Objectives:

- Raise the number of affluences on LPFP games
- Provide more and better marketing solutions to the clubs

- Improve the brand LPFP towards the fans and the clubs

This initiative is different from all others because it focuses on the clubs and not on the customers/fans. As viewed from the questionnaire, the clubs are one of the biggest influences to the low attendance on the Portuguese stadiums. Most of the clubs don't have the marketing and operational management required to succeed towards their fans. Sporting CP, SL Benfica and FC Porto are the teams that show the better marketing and better results on terms of affluences on the Primeira Liga. So, it is recommended to create a marketing consulting for all clubs, by the LPFP. This consulting will be called LPFP Marketing Solutions, and will work as a subdivision of LPFP structure. LPFP Marketing Solutions will reunite some of the best sports marketing professionals from Portugal, and will help the "smaller" clubs to succeed in marketing decisions. All of the clubs that belong to LPFP are able to ask for a marketing consulting. This will constitute a great opportunity for the "smaller" clubs that can apply some of the best marketing techniques to reach better results in terms of attendance on their games. Not only the smaller clubs, all clubs can ask for the marketing expertise from LPFP, that will help the clubs to solve the low attendances from their games To ask for this marketing consulting, the clubs should contact LPFP, and negotiate a contract regarding 3 main topics:

- Objectives from the club
- Budget allocated to the consulting
- Time of implementation

These 3 topics should be agreed between the club and LPFP Marketing Solutions and they are crucial to the marketing consulting directors, because with that, they can understand which are the main objectives from the club, to start to work on achieving those objectives, budget is also very important to know what type of actions or initiatives can be made without overpassing the club's possibilities, and finally, the time of implementation is also very important to plan and implement all of those initiatives. After that, and after the proposal made by LPFP Marketing Solutions, the club can choose to implement the initiatives or not, being a decision to take part by the directors from the clubs.

Target:

- Clubs from LPFP

KPI Monitoring:

- Number of fans on the games of the club before, and after the implementation of the proposal
- Number of proposals made to LPFP – Marketing Solutions
- KPI’s defined by LPFP Marketing Solutions regarding their initiatives

6. Conclusion

The objective of this project is to create a set of recommendations to LPFP to increase the number of fans on the Portuguese stadiums. To reach the best recommendations to LPFP a deep analysis was done to understand which are the main problems regarding the fans and clubs to help to understand the low values of the Portuguese stadiums. This analysis was made regarding several topics like the market where LPFP is inserted on, their competition, the distributors of the content and finally understand the vision from LPFP, their customers, sales, their strengths, weaknesses, opportunities and threats. Putting all this, a set of recommendations was made to the actual marketing plan from LPFP.

To reach the objectives of this project and to present concrete and valid recommendations, it was conducted a literature review regarding several topics that are crucial to the success of the project. In the literature review it as conducted an analysis of the marketing plan to understand the models to this project. After it was conducted analysis of sports marketing and the relation between fans and the clubs, that helped the creation of some of the actions proposed.

To complement the literature review, it were made a collection of data that was very important to the understanding of the project. This data was separate in primary data, and secondary data. On the primary data, it was made a questionnaire regarding the main problems of the fans, when they are going to watch a game, and it was also very helpful to understand which were the needs of a football fan. On the secondary data were involved several sources to analyze data from the market where LPFP is inserted and some of LPFP information's.

From the questionnaires that were made regarding this project that were extracted some key information that helped to create better recommendations to the LPFP's marketing plan. On the questionnaires can be seen that most of the enquired were football fans and they watch football games, on the stadium and through other sources. In terms of number of games watched the answers shows that the fans watch only 1 to 5 games at the stadium and more than 15 through other sources. The recommendations that were made on the plan of actions have the objective ton change this paradigm. In terms of problems the main problem of the fans is the price. Price of tickets or price of the travels, or even, the prices of services inside the stadium are very high on the fans opinion. So, on the recommendations were made some action to solve this problem.

On the secondary data it was analyzed data from the LPFP market. The market was divided into two categories: content producers and content distributors. Content producers are all entities that are able to produce an entertainment show (segment were LPFP is inserted on), and content distributors, are the entities that distribute the show like television, radio or internet for example. After this division it was analyzed the market of the content producers, because this was the market where LPFP is inserted on. On the analysis of the market of the content producers, it was verified that there are strong political influences on the entertainment market, regarding the content producers and some price measures. The price of most of the entertainment activities is very high, and people have less income to spend. Although, entertainment market has many players, the technological evolution is something that only some content producers are matching on. In terms of competition on the marketing, and regarding LPFP, the direct competitors of LPFP are sports federations (basketball, Handball, volleyball) and also Sport TV and Benfica TV. These are the direct competitors because they offer a show similar to the shows offered by LPFP (sports entertaining show), via Presential or via other sources. In terms of LPFP their number of sales is been 2.5 million fans watching the games and their main customers are essentially, fans of football or fans of sports. The typical customer of LPFP is a person that likes football and their team, making them customers that only watch the games from their team once or more than one time through all season.

Also on the secondary data, there as conducted a SWOT and a crossed SWOT analysis, to understand the perspective of LPFP in terms of internal and external factors. After the SWOT analysis it was conducted a crossed SWOT where all opportunities were related with all strengths and all weaknesses, and all threats were correlated with all strengths and all weaknesses. From those correlations, it were extracted some strategic point from them. The key strategic points extracted from the analysis of the crossed SWOT were: the promotion of football as the best entertainment show, the appeal to fans to watch the game at the stadium instead of watching on TV, creation of initiatives regarding the price in football to make fans more satisfied, creation of activities made by LPFP to enhance a better experience and promote football as a show for everyone.

After the secondary data, there is the plan of actions. The plan of actions consisted on the recommendations that will be made to LPFP marketing plan with the objective of increasing the affluences on the Portuguese stadium. Taking on all the data that was collected, and analyzed, the initiatives will answer to the problem of the fans and to the strategic points extracted from the crossed SWOT. The initiatives focused on answering to the key strategic points. Putting that it were recommended a set of actions that answer to some of the problems of the fans (price, comfort, security, and others), and to focus on the key strategic points. This set of recommendations look to answer the low attendances of the Portuguese stadiums, and each one of the action were made regarding different targets (to reach more consumers) and different objectives, to answer to different problems identified on the project. All of the action has some KPI monitoring for a better evaluation of the action if they were implemented.

6.1 Project contribution

The project is intended to present recommendation to the marketing plan of LPFP answering to the main problems showed by the fans regarding watching a football game at the stadium. All of the actions developed on the project have the objective of increase the affluence of the football games, and to promote Portuguese football to all of the fans.

The project was made to complement the existing marketing plan made for LPFP, with a set of initiatives that will answer to the problems of the fans, and of some clubs. The intent is to show to LPFP a new approach to their fans in terms of marketing initiatives focused essentially on price and communication. With the initiatives presented on the plan of action some problems of the fans can be decreased along with new targets can be reached.

So, the project contributes to LPFP success, and to the Portuguese football that can see their stadium full of fans, being the best entertainment show in Portugal.

6.2 Project limitations

There were a lot of limitations to this project starting on the literature review. There were very few scientifically articles regarding football and the fans. So, most of the information had to be collected from sources like books, internet or others. In terms of relationship from the clubs to the fans, there were limitations regarding the number of studies and documents available. There were few documents that explained the Fan Relationship Management segment.

In terms of the questionnaires, and due to lack of time, it was only possible to collect 153 questionnaires. The ages of the inquired doesn't represent the reality of the situation, being the main answers made by people with ages between the 16 and 25.

On the secondary data, another limitation was the definition of the market where LPFP was inserted on. There weren't studies that involved sports as an entertainment show, but it was found later a description that suits on the LPFP core business. In terms of TV revenues from the Portuguese clubs, there was the limitation of the year of the data. There isn't any information regarding the TV broadcasting from the Portuguese clubs. Data from the typical consumer of LPFP was also limited.

On the plan of actions, one of the biggest limitations was the role of LPFP on the football games. LPFP is not responsible for the price of the tickets or the services near the stadium, so it was a big limitation finding actions that can answer to the price factor, that only involve LPFP. Another limitation of the initiatives that were recommended was the budget. A deeper analysis of the values and of the action, and could have been made a budget for every one of the initiatives.

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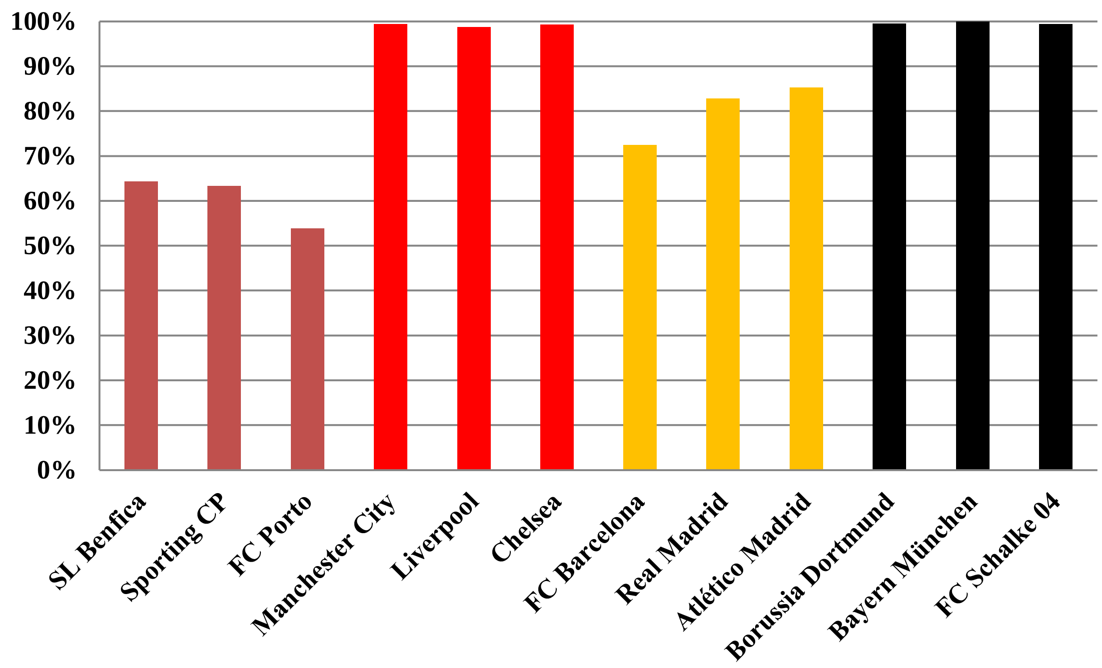
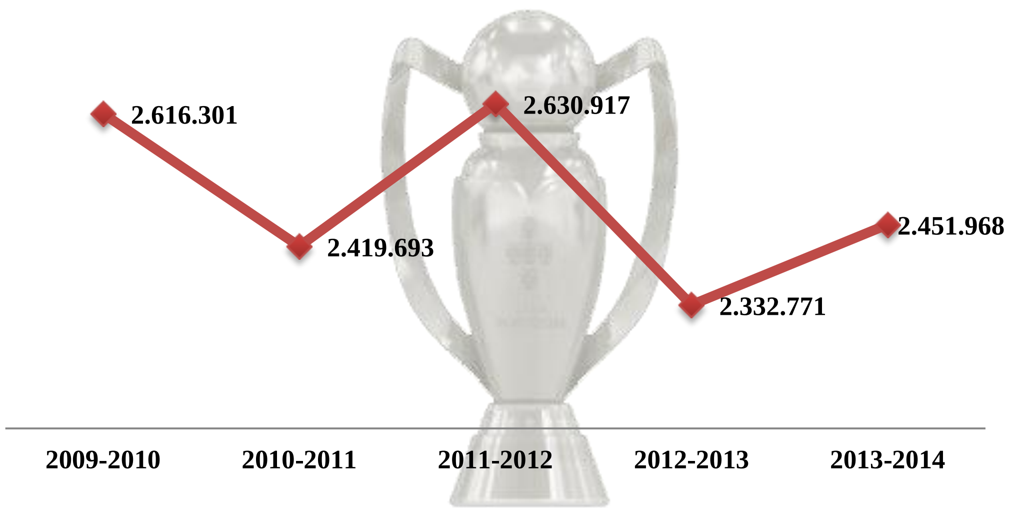
Appendices

I – Comparison of occupancy rates of the 3 top clubs on Portugal, England, Spain and Germany 2013-2014



Source: Own Elaboration

II- Primeira Liga's total attendance from 2009 to 2014



Source: LPFP

III – Quantitive questionnaire

1. **Considera-se adepto/a de futebol?**

   Sim ☐ Não ☐

2. **Costuma ver jogos de futebol?**

   Sim ☐ Não ☐

3. **Por época, a quantos jogos assiste:**

a) **No estádio?**

   || Nenhum jogo ☐ || 1 a 5 jogos ☐ || 6 a 15 jogos ☐ || +15 jogos ☐

b) **Outros meios (Ex: TV, Rádio, Internet, outros)**

   || Nenhum jogo ☐ || 1 a 5 jogos ☐ || 6 a 15 jogos ☐ || +15 jogos ☐

4. **Possui, ou já teve, bilhete de época para os jogos do seu clube?**

   Sim ☐ Não ☐

5. **Que razões o/a levam a ir ao estádio ver um jogo de futebol? (Pode selecionar mais que uma opção)**

   ☐Gosto pelo futebol

   ☐Convívio com familiares ou amigos

   ☐Apoio ao clube

   ☐Motivos profissionais

   ☐Vivência de um jogo de futebol ao vivo

☐Merchandise e produtos desportivos

☐Outro ____

6. Que serviços procura quando vai ver um jogo ao estádio?

☐Segurança

☐Conforto

☐Boa acessibilidade para o estádio

☐Elevada variedade de serviços básicos dentro do estádio (Ex: Bares, WC)

☐Internet dentro do estádio

☐Acompanhamento do jogo através do telemóvel
☐Produtos do clube

☐Outro ____

7. Como se desloca para o estádio?

☐Transporte próprio

☐Transportes públicos

☐A pé

8. Quais os maiores inconvinientes aquando da deslocação para o estádio?

☐Preço das deslocações (Ex: Custo dos bilhetes, custo de gasolina)

☐Tempo dispendido nas deslocações

☐Falta de companhia nas deslocações

☐Segurança nas deslocações

☐Tempo de espera na entrada do estádio ou bilheteira

☐Nenhum inconviniente

☐Outro ____

9. Quais os maiores inconvinientes que encontra dentro do estádio?

☐Falta de oferta de serviços básicos (Ex: Bares e WC)

☐Fraca qualidade de serviços básicos

☐Preço dos serviços oferecidos (Ex: Bares e vending machines)

☐Desconforto dos lugares (Ex: Qualidade dos acentos, proteção para condições meteorológicas adversas)

☐Pouca ou nenhuma sinalética com informação dos lugares

☐Segurança dentro do estádio

☐Nenhum inconviniente

☐Outro ____

10. Quanto gasta, normalmente, numa ida ao estádio? (excluindo valor do bilhete)

☐Não gasto nada

☐1 a 5€

☐5,10 a 10€

☐10,10 a 20€

☐+ 20€

11. Quais as razões para não ir tantas vezes ao estádio?

☐Insatisfação com o clube

☐Preço dos bilhetes

☐Falta de tempo

☐Falta de companhia

☐Distância a que me encontro do meu clube

☐Horário dos jogos

☐Falta de segurança

☐Maior conforto em casa

☐Outro ______________________________

12. Quais as principais razões para não assistir a um jogo de futebol?

☐Desinteresse pelo futebol

☐Falta de tempo

☐Desinteresse por todos os desportos

☐Falta de meios financeiros

☐Outro ______________________________

13. Indique numa escala de 0 a 5, qual o seu nível de pré-disposição em assistir a um jogo de futebol

0 – Nada interessado /a	**1**	**2**	**3**	**4**	**5 – Muito interessado/a**
☐	☐	☐	☐	☐	☐

14. Quem considera o/os principal/ais responsáveis pelas afluências nos estádios?

☐Clubes

☐Adeptos

☐Federação Portuguesa de Futebol

☐Liga Portuguesa de Futebol Profissional

☐Outro ____

15. O que acha que os clubes deveriam fazer para cativar mais adeptos para os estádios?

☐Maior comunicação com os seus adeptos

☐Preços mais acessíveis

☐Maior rede de distribuição de bilhetes (Ex: Aumento do número de pontos de venda de bilhetes)

☐Maior presença dos clubes no quotidiano dos adeptos

☐Contratação de jogadores de alta qualidade

☐Aumento do número de campanhas promocionais dirigidas aos seus adeptos

☐Outro ____

16. Conhece a LPFP? (Liga Portuguesa de Futebol Profissional)

Sim ☐ Não ☐

17. Qual o seu nível de satisfação com a LPFP ao longo dos últimos 5 anos?

0 – Nada satisfeito	**1**	**2**	**3**	**4**	**5 – Muito satisfeito**	**Não sei responder**
☐	☐	☐	☐	☐	☐	☐

18. Na sua opinião, a LPFP interfere em que nível com as afluências nos estádios?

0 – Não interefere nada	1	2	3	4	5 – Interfere bastante
☐	☐	☐	☐	☐	☐

19. O que acha que a LPFP deve fazer para cativar mais adeptos para os estádios?

☐Maior comunicação das suas competições

☐Alteração do horário dos jogos

☐Realização de campanhas promocionais para os adeptos portugueses

☐Maior ligação com os adeptos

☐Maior número de actividades realizadas pela LPFP

☐Outro ____

20. Qual o seu sexo?

Masculino ☐ Feminino ☐

21. Idade?

Menos de 16 anos ☐ 16 – 25 anos ☐ 26 – 40 anos ☐ +40 anos ☐

22. Como se insere a nível profissional?

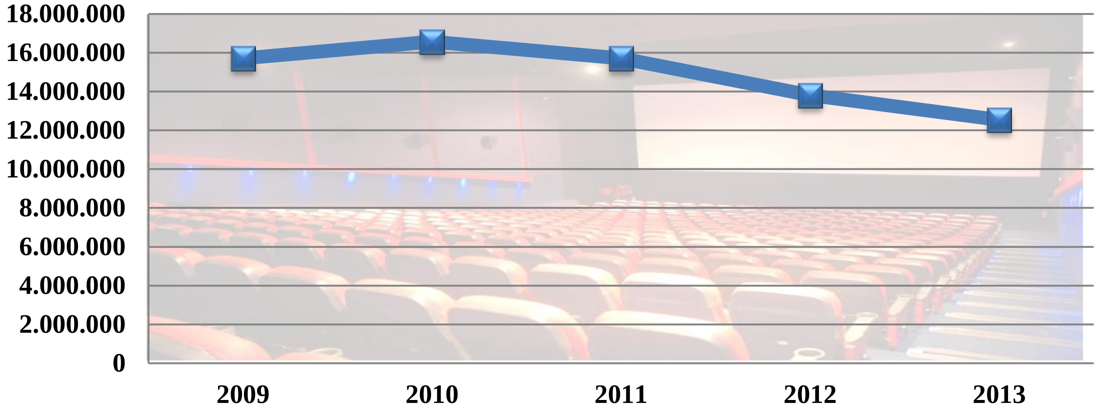
Estudante ☐ Empregado ☐ Desempregado ☐ Reformado ☐

23. Qual o seu rendimento liquído mensal?

0 – 99€ ☐ 100-499€ ☐ 500-999€ ☐ 1.000-2.000€ ☐ +2.000€☐

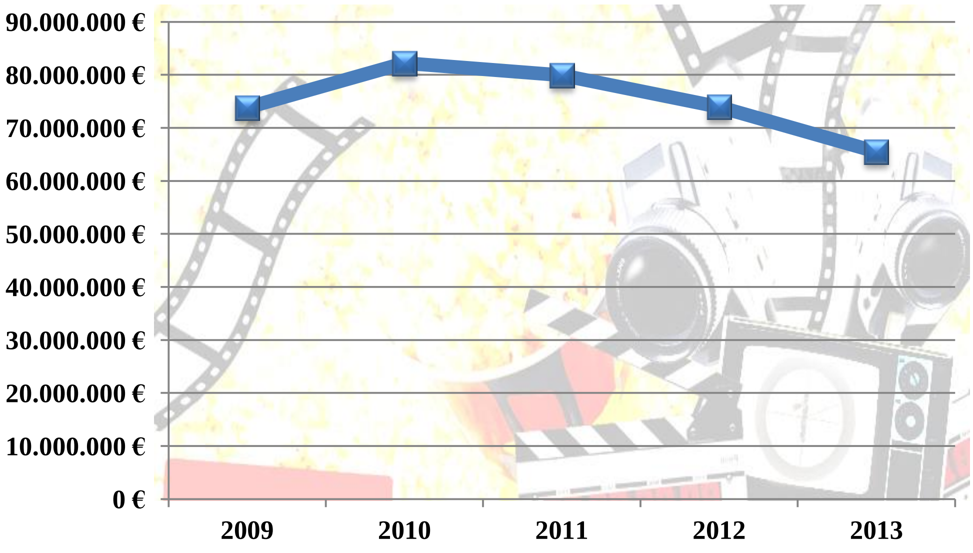
Prefiro não responder ☐

IV – Attendances on Portuguese cinemas from 2009 to 2013



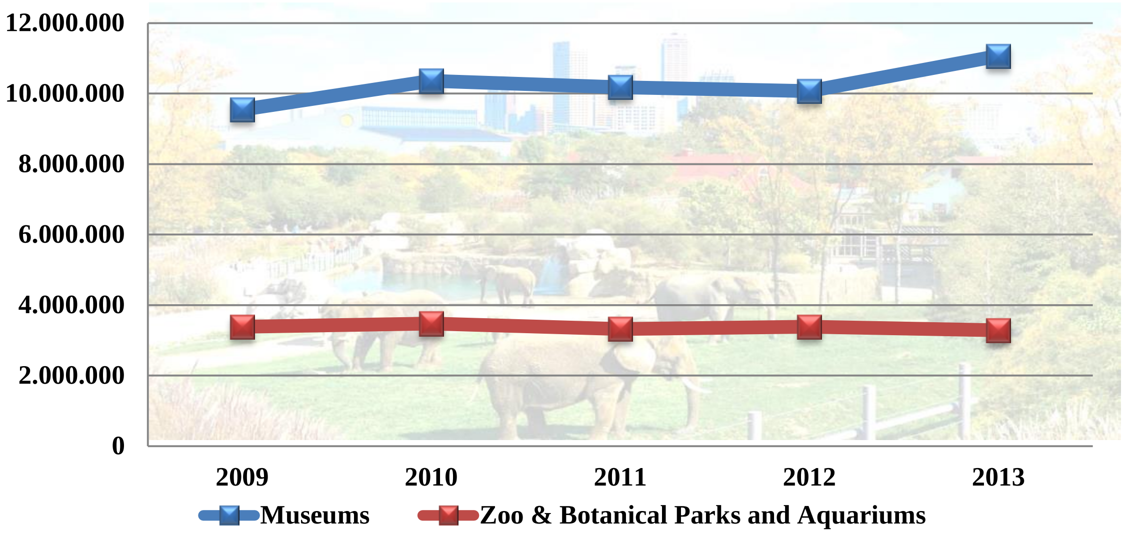
Source: ICA

V – Cinema's revenues from 2009 to 2013



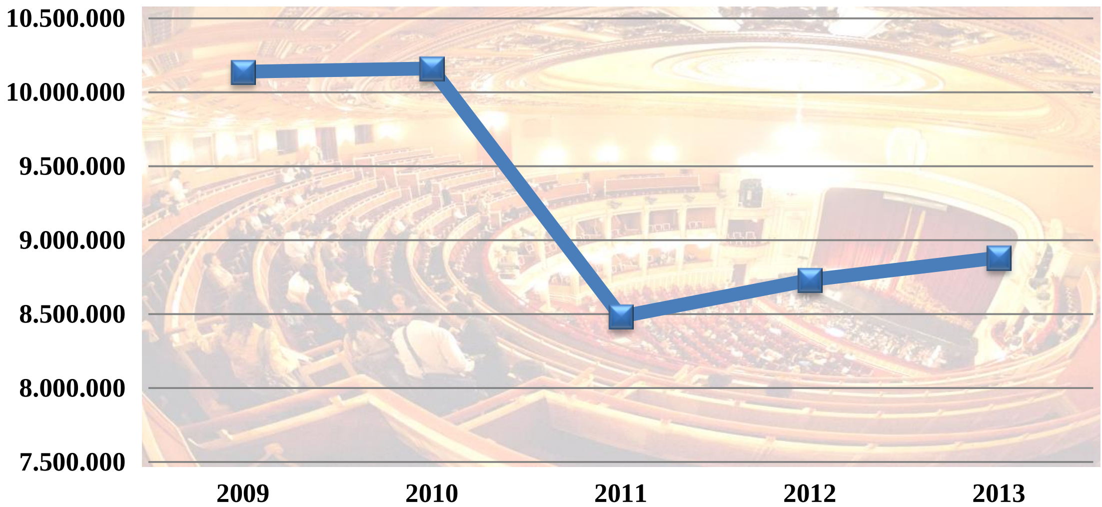
Source: ICA

VI - Number of visitors on Museums and Zoo's from 2009 to 2013



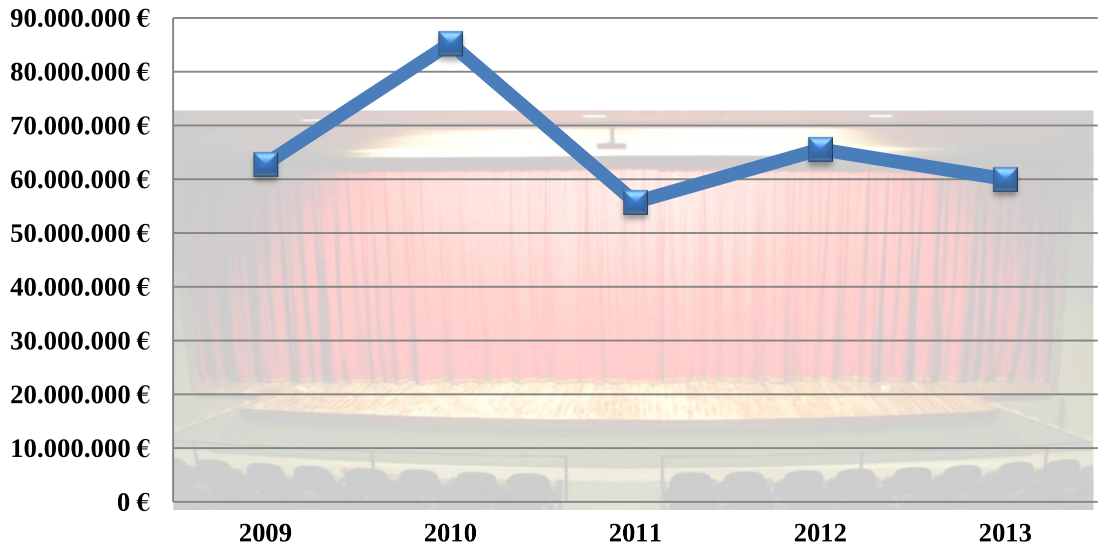
Source - INE

VII – Evolution of attendance on other live shows from 2009 to 2013



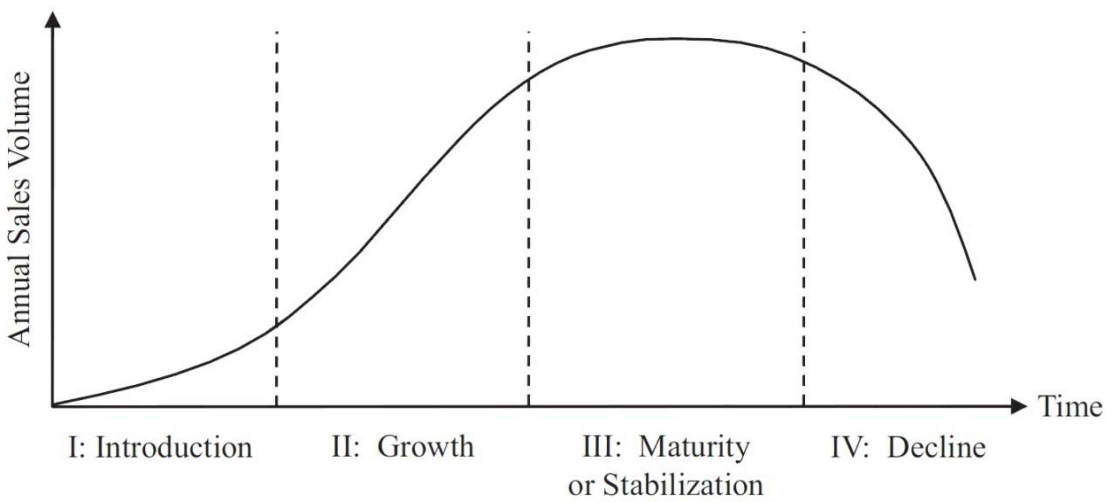
Source - INE

VIII – Revenues from other shows from 2009 to 2013



Source - INE

IX - Product Life Cycle

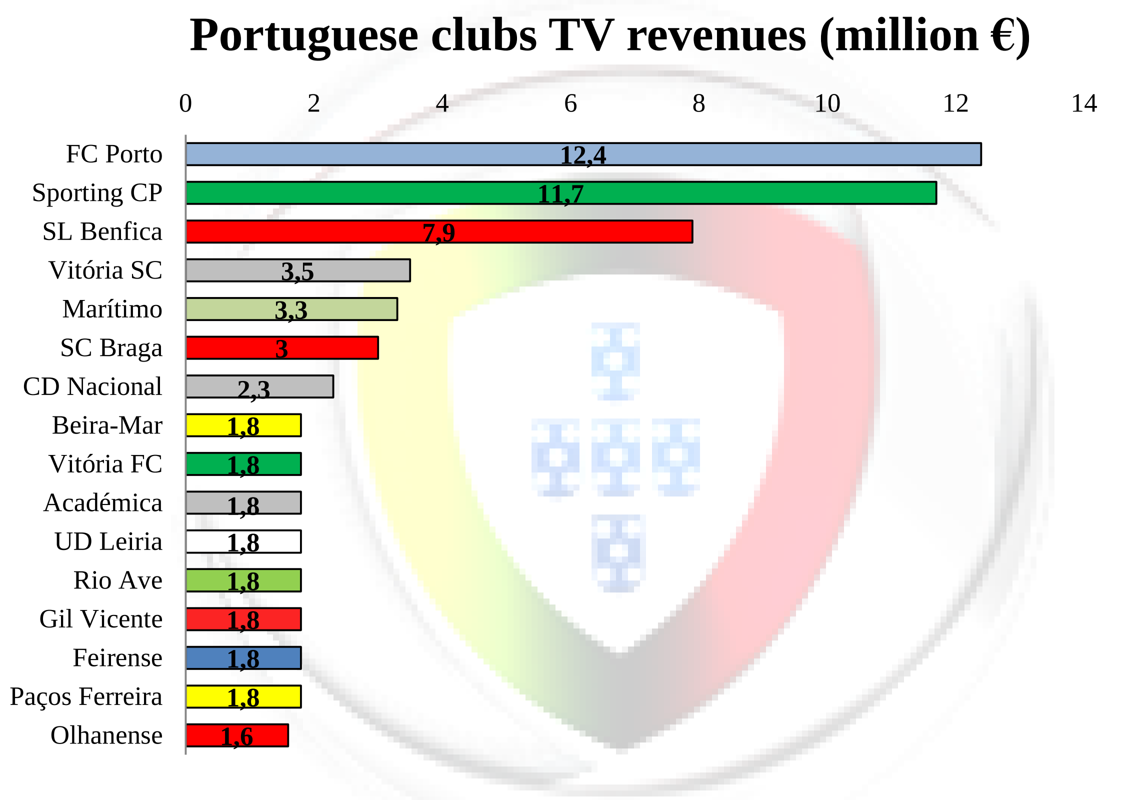


X – Pricing policy applied by the distributors

Company/Channel	Type	Type of entertainment	Number of entertainment channels	Minimum – Maximum price (per month)
NOS*	TV Provider	Various types	33	30,49 – 61,49€
MEO**	TV Provider	Various types	41	30,99 – 59,99€
Sport TV	PPV Channel	Sports	10	26,79 – 29,35€
Benfica TV	PPV Channel	Sports	4	9,90€
TV Cine	PPV Channel	Movie and series	5	10,00€
Brava	PPV Channel	Music	1	5,25€
Zee & Sony	PPV Channel	Movie and series	2	10,49€
PFC	PPV Channel	Sports	1	10,00 – 10,49€

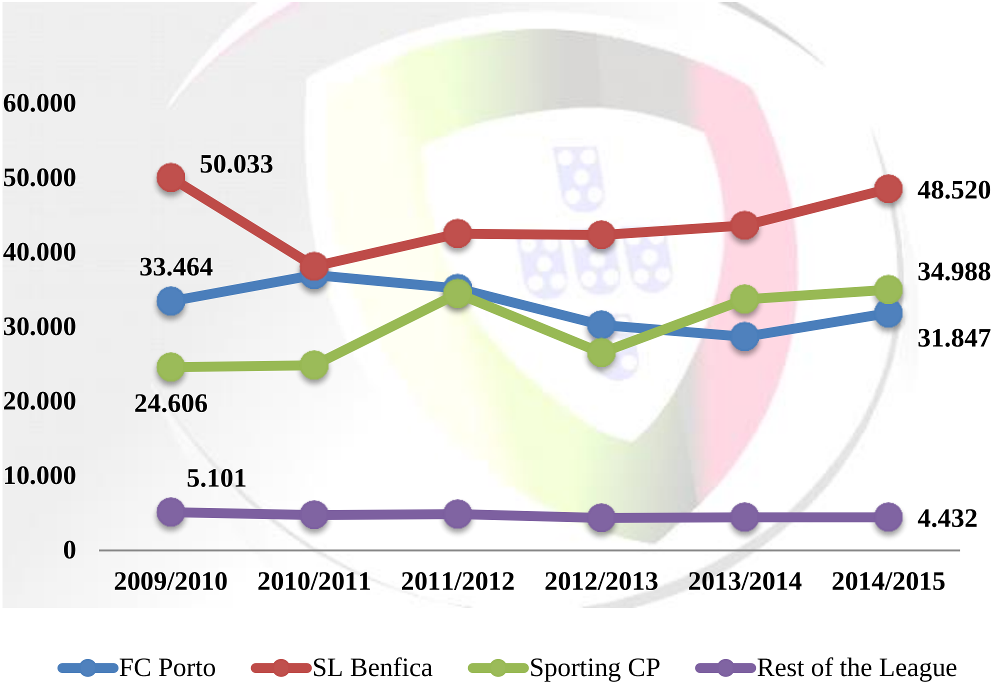
*Based on the package of 126 channels || **Based on the package of 140 channels

XI – Broadcasting revenues from Portuguese teams in 2011/2012



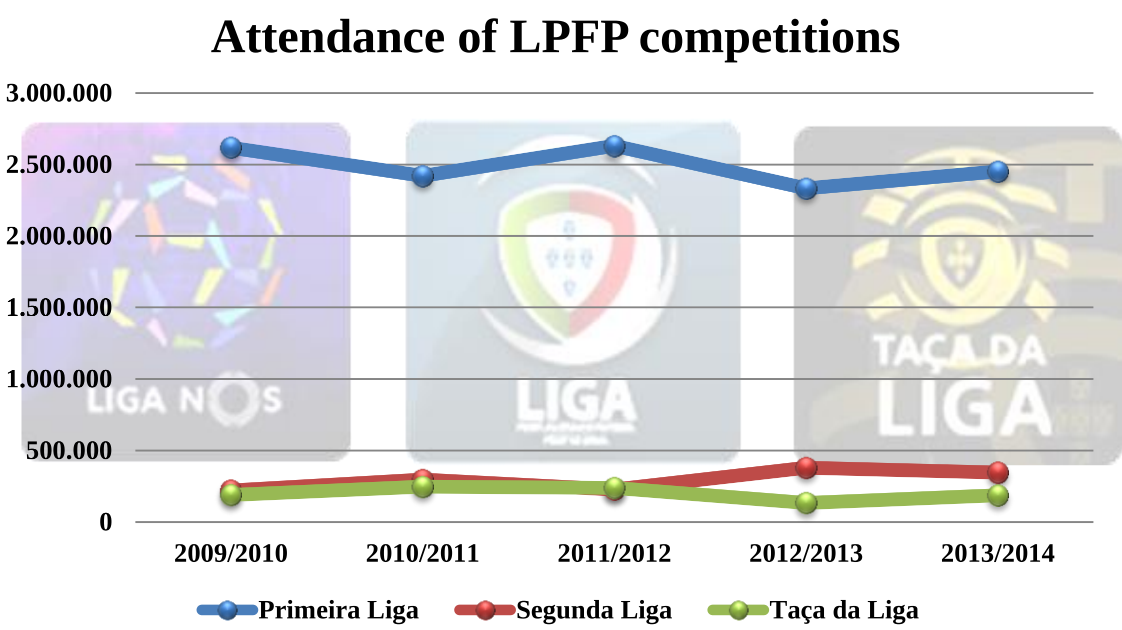
Source: Jornal Record

XII – Average assistances on Primeira Liga from 2009 to 2015



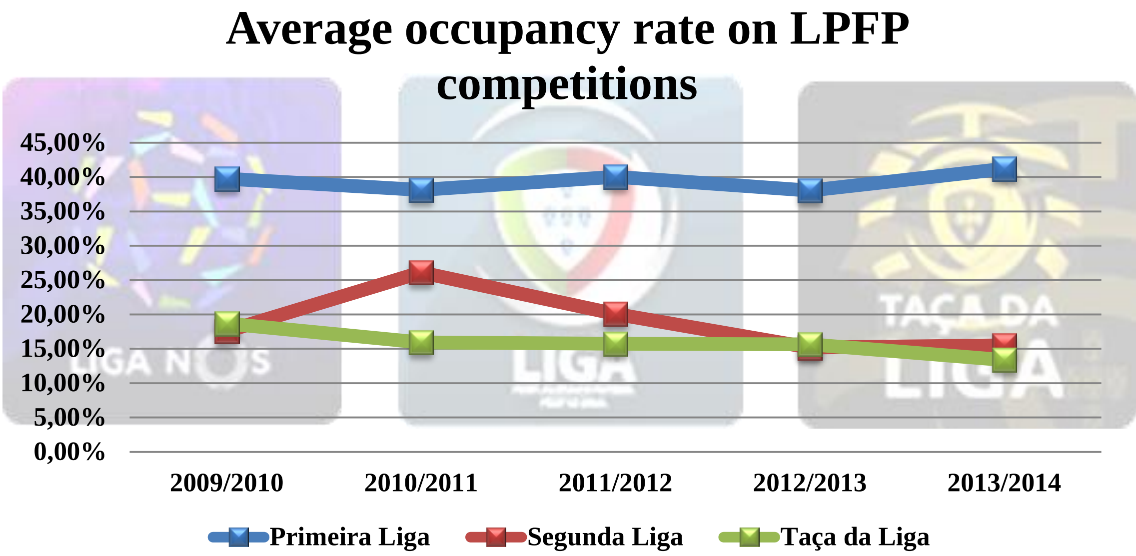
Source: LPFP

XIII - Attendance of LPFP competitions from 2009 to 2014



Source: LPFP

XIV - Average occupancy rate on LPFP competitions from 2009 to 2014



Source: LPFP

XV - Crossed SWOT analysis

Internal Analysis / External Analysis	**Strengths** **1.** LPFP rules the best competitions in Portugal **2.** Provides good shows to the fans **3.** Competitions have the best players in the country	**Weaknesses** **1.** Low values of attendance on their games **2.** Negative or neutral opinion of LPFP **3.** Prices in football **4.** Schedule of games **5.** Lack of connection from LPFP
Opportunities **1.** Football is the main sport in Portugal **2.** Portugal's name promoted thanks to football and football players **3.** Football very deep in Portuguese culture **4.** Fans look for experience	**1/2** – Promote football as the best entertainment show **2/3** – Promote LPFP competitions, specifying their content (their players) **3/2** – Appeal fans to watch the games at the stadium **4/2** – Activities to enhance the experience of fans when they are going to watch a football game	**1/1** – Sensibilization of the fans for the problem in Portuguese football **3/1** – Appeal fans to watch football **3/2** – Promote LPFP as the main entity of Portuguese football **3/4** – Make connection of LPFP and Portuguese football fans **4/2** – Activities made by LPFP to enhance a better experience
Threats **1.** High competition **2.** Television broadcast games **3.** Economic crisis **4.** Football is considered a "male" sport	**1/1** – Promotion of football as the best entertainment show **2/2** – Appeal fans to watch the game at stadium instead of TV **3/2** – Initiatives regarding the price in football to make fans more satisfied **4/1** – Promotion that football has various genders and age	**1/1** – Promote football as the best entertainment show **1/3** – Initiatives regarding the price in football to make fans more satisfied **2/1 -** Appeal fans to watch the game at stadium instead of TV **3/1 -** Initiatives regarding the price in football to make fans more satisfied **4/1 -** Promotion that football has various genders and age