

## 121 - SPORT MANAGEMENT: WHY THE FIGHT FOR POINTS ACCRUED IN BRAZILIAN FOOTBALL CHAMPIONSHIP?

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The implementation of points accrued at the juncture of Brazilian football has brought great changes in its management, regaining visibility, confidence and prestige of the national championship. Fruits of these changes stand out of the Brazilian Championship Series that has all the glamour of an elite club, games broadcast on live TV, high contract, great advertising, expensive players, talented kids and rebels, who take their fans to their feet and frustration in a few seconds. And the Series B highly valued, contemplated by many Brazilian clubs, with games broadcasted live, their own marketing and advertising contracts, seen as an access channel and rise for those wishing to join the elite of football.

Considered a great deal, for his sponsors, manufacturers of consumer goods, advertisers, partners, and football authorities, supported administratively by the "constant evolution" in Brazilian sports management processes, the Brazilian Championship is growing every year. However, sometimes this "evolution" could be perceived, because since its inception in 2003 the running stitches had to overcome obstacles, gain the critical and public opinion, to reinvent itself and adapt organizationally meeting the new demands that arose prior to obtaining success. Thus, the current situation of championship points a formula for success, beating year after year, issues such as public, competitiveness and credibility. But how does this process happen? What was the reason that the CBF (Brazilian Football Confederation) has taken into consideration to change the competition for points accrued?

### THE PROBLEM

The Brazilian Championship football throughout history (1971-2010) has undergone several changes in management and in its form of dispute. However, in 2003, with the inclusion of contention for points accrued, a formula that has won favor with chronic and public opinion, the league opens a new era for Brazilian football (ASSAF 2010). In this context, this study seeks to answer the following questions: Why the Brazilian championship has changed and still remains by points accrued?

As we have the knowledge of the question above, we seek to discover what were the main impacts on the management of the Brazilian Championship, within an approach focused on administrative aspects, organizational and sports competition.

Therefore, to understand the various nuances of why the resulting points accrued and simultaneously reacting to statements by Bastos (2008) that highlights the obvious need for a general increase in publications, studies, research, and academic exchanges between our professionals is that this study had been objectively established, contributing to the production of knowledge in the administration (management) Brazilian Sports.

### METHODOLOGY

For this study we are going to use the precepts originally seen in Pimentel (2001) for implementation of a literature review. Then, we collected data through unstructured interviews, guided type, quoted by Gay (1976) as a tool that allows the interviewer to direct the language and tracking of issues through a screenplay / script, whose purpose is to deepen the areas of interest object of study, enabling the interviewer to conduct the interview in the form that is a simple conversation, until touch the topics of interest to the screenplay / script.

There were chosen some social actors that could contribute to the elucidation and scope of the problem / goal, such as some professionals of CBF, which act in the management of the Brazilian Football by running stitches and participated in some way the entry of this form of dispute in competition. The names chosen for the research are listed below:

Antonio Carlos Napoleão (Napoleão), Memory Collection manager of the CBF; a sports journalist; expert in documentation and collection; an author of seven books of football; professional in the CBF since the 90s.

Luiz Gustavo Vieira de Castro (Luiz Gustavo), Director of Registration and Transfer of CBF; economist; soccer professional active in the area since 1992.

Virgílio Elísio da Costa Neto (Virgílio Elísio), chemical engineer; he served as an executive in the oil industry, a consultant in management of systems quality for ten years; former president of Bahia Federation Cup, being the forerunner of its modernization; Director of CBF Competition since 2001, acting directly on restructuring and management competitions coordinated by the entity.

We finished the procedure with the interviews following the indication of Regulatory Standards and Guidelines of Research involving human beings - Res CNS 196/96, II.4, collecting commitments from all social players through free term and enlightenment of permission.

### BRAZILIAN SOCCER CHAMPIONSHIP BY POINTS ACCRUED (2003-2010)

Throughout its history, the Brazilian league has undergone several changes in the organizational aspects and sports. However, in 2003 began a landmark, the deployment of the form of the title race by points accrued, in other words, by round and game replays with round, with twenty-four teams facing each other (in) equal footing. Assaf (2010) shows that the formula of points accrued were approved by the chronicle and the public, so that's why it was kept, but never was approved unanimously. Concurrently, the Federal Law No. 10.671, the Fan Statute (Estatuto do torcedor) was approved, causing considerable changes in the administrative landscape.

*On May 20, prior to the 10th round, when the presidents of the CBF, Ricardo Teixeira, and the "club of 13", Fabio Koff, representing eight teams and four federations came to announce that the championship would be suspended. They claimed that the leaders would not have to perform all the Fan Statute's rules, sanctioned five days before by the president, Luiz Inácio Lula da Silva. However, 16 clubs were entirely against the attitude, which has opened a rift in managers. (ASSAF, 2010, p 315, our italics)*

As a workaround the issue, the Minister of Sports, Agnelo Queiroz, refused to change the law and forced entities related to the competition keep on with the league (ASSAF, 2010). After 552 games, Cruzeiro became champion of the first edition by points accrued, which took the player of Goiás, Dimba, gunner, with 31 goals, a total of 1592 goals and an average of 10,468 fans per game (ASSAF, 2010).

In the second edition in 2004, the number of teams had been held, with 24 clubs. Since that year, a negative fact marked the championship, the death of defender Serginho (Sao Caetano) after a cardiac arrest 13 minutes into the second half of the game São Paulo x São Caetano. Therefore, Sao Caetano had been indicted and the Superior Court of Sports Justice (STJD) upheld the decision of the 1st Disciplinary Commission of the Superior Court of Sports Justice, punishing the club after losing 24 points, finishing the competition in 18th place, its President, Mr. Nairo Ferreira, suspended for 720 days and the doctor Paulo Forte for four years (ASSAF, 2010).

Finally, Santos Football Club won the title in a competition with 552 games, the same of last edition and with an average of 8,073 fans, less than 2003.

In 2005, the Brazilian Championship reaches its third edition by points accrued, according to the CBF (2005) proved out to be successful. A major change has been seen in this competition, by reducing the number of clubs to 22. Inside the field Corinthians wins the competition, which had 462 total games, 22 of these, were behind closed doors, and an average of 14,034 fans (CBF, 2010).

Out off the field, a remarkable fact come to light: the arrest of the referee Edilson Pereira de Carvalho accused by manipulating the results of matches to encourage punters to websites, receiving about \$ 10 to 15,000 per game, along with businessman Nagib Fayad, the Gimbaõ. This fact resulted in the annulment of the results of 11 games, which were played back on other dates in the same year, the exclusion of a soccer referee by the STJD, and the process in this case was followed in the criminal sphere (ASSAF, 2010).

The 2006 edition corresponds exactly to the model that has been maintained, with 20 participating clubs fighting for the title in the points accrued system. This year, according to Assaf (2010), there was no trouble out off the field that could interfere in the competition. After 380 games, among them ,07 with locked gates, an average of 12,401 fans, 1030 goals and the victory for São Paulo's team (CBF, 2010).

The following year, there were several important facts, in and out of the four lines. In the field, the Sao Paulo's team takes the fifth Brazilian title in its history, followed by Santos, the runner-up; the striker Romario scores his 1,000th goal in Sao Januário / RJ; the bad performance of America de Natal/RN, newcomer in the football elite, with only 17 out of 114 possible points earned; the relegation of the Corinthians set in the last round; and low production of the Botafogo's team, who led the competition until the 16th round, ending the competition only in 9th place. Among the hats, the arbitration had had numerous complaints from clubs for the performance, causing the resignation of the president of the National Commission of Arbitration, Mr. Edson Resende de Oliveira, giving rise to the current president, Mr. Sergio Correa da Silva, who announced the renewal frames and creating a study group to consolidate the professional category. However, complaints were not restricted only to arbitration, but also extended to punishments imposed by the STJD, especially on the situation of aggression, generating the request for revision of Article 253 of Brazilian Code of Sports Justice to the Ministry of Sports (ASSAF, 2010; CBF, 2010).

As Assaf (2010) and CBF (2010), the series of the Brazilian Championship of 2007 ended with 380 games played, 03 of those behind closed doors, averaging 17,461 fans per game, 1047 goals and the player Josiel from Parana Club, elected gunner with 20 goals.

The "Brasileirão 2008" began fulfilling the renewal in arbitration, because in the first round, the referees Gutenberg Paula Fonseca, Ricardo Marques Ribeiro and Wallace Nascimento Valente, were fired for errors considered trivial and for ignoring the violence on the field (ASSAF, 2010).

With its 380 games, only one behind closed doors, 1,035 goals, average with 16,992 fans per game and with their three top scorers, Keirrisson (Curitiba), Washington (Fluminense) and Kleber Pereira (Santos), both with 21 goals, the competition went smoothly with only six clubs taking the lead, Flamengo, Nautical, Cruzeiro, Gremio, Palmeiras and Sao Paulo who was champion this year, winning its sixth Brazilian Championship (ASSAF, 2010, CBF, 2010).

Similar to 2008, the championship of 2009 repeats the 380 games, none of locked gates, 1094 goals and an average of 17,807 fans. The player Diego Tardelli (Atlético-MG) was gunner with 19 goals and Flamengo became champion through the performance of a rookie coach, the former player Andrade, and the goal from defender Ronaldo Angelim in the last round, winning his sixth victory. However, in 2010 the CBF did not recognize the Brazilian title of Flamengo in 1987, leaving São Paulo as the only team that won six times this competition (CBF, 2010).

The Brazilian championship in 2010 is underway with 30 rounds played, and the 13th and 18th round was completed in mid-October because the games for Corinthians (returning to Serie A) and the International were rescheduled due by the Corinthian's centenary and the contest of International team in the Copa Libertadores.

#### WHY THE FIGHT FOR POINTS ACCRUED?

Before the insertion of points accrued, the Brazilian championship was usually played by stage or by the system of playoffs. So, Napoleon (CBF) shows that previous editions had many problems such as: lack of clear criteria for the degradation, not opening (dispute) Series B in a few years, as little interested clubs campaigns good or bad because they were in Serie A the following year; swollen championships coming to have 96 clubs; the lack of justice because the championship was decided in the "knockout" damaging those who have better campaigns.

Santos (2002) describes that the national competitions throughout the seasons were always the subject of much discussion, a series of scandals and organizational problems, which are commented by Luiz Gustavo (CBF):

*[...] Some time ago, before Ricardo (president of CBF), it was really chaotic, each year with a new system. Moreover, in some years the table was get off, depending on the system. Will be published the first ten rounds. Ah! And the other? The other then we do. I mean, if you say something like that today everyone will be horrified. But it was so. Things were totally illogical. [...]* (LUIZ GUSTAVO, CBF, our italics)

To Virgílio Elísio (CBF) the lack of justice for sports clubs with the best campaigns throughout the competition, was the main negative point in previous versions. The occurrence was quoted in the edition of the Brasileirão 2002, when the Santos Football Club won the championship, being the last to rating in the key round, eliminating teams like Sao Paulo and Corinthians. However, this event does not reduce the nobleness of Santos team, for winning the title brilliantly on the field taking advantage of the proposed regulation.

In 2002, according to Mosca (2006), CBF, announced in advance the new shape of the national championship contest for the seasons from 2003 to 2005 - the points accrued system - including in the context, the number of contenders each year, the forms Access and relegation between the Series A, B and C.

*[...] It was an old complaint, a beautiful moment, Dr. Ricardo Teixeira, president of CBF, understood that it was time to accept that. And it was precisely in 2003, from the 2003 championship, starts the points accrued championship, CBF has taken a very firm decision. [...]* (VIRGÍLIO Elysian CBF)

All the interviewees agree that this time, the pressure of media, the complaints from clubs for the lack of justice and the European trend with sports leagues traditionally guided by running stitches, were the main reasons that take the competition management for the current model. However, not only were these claims, and according to Luiz Gustavo (CBF) also had business interests of the TV for the running stitches. Virgílio Elísio adds that the initiative from CBF didn't have unanimity to be deployed, as it was mentioned earlier (ASSAF, 2010).

Many goals were achieved when the running stitches arrived in the national football scene. Luiz Gustavo (CBF) said that the definition of income for the games in full the principal immediately resolved any doubt about it. Virgílio Elísio (CBF) also states that the points accrued attended a need for an adequate competition managing to set standards, norms and definite organizational forms.

In order to break the barriers of acceptance and deployment, Napoleon (CBF) revealed that the intervention of the government, entity which Pizzolato (2004) defines as the major player responsible for big organizational changes in the Brazilian sports, served as a support for the CBF to perform changes and adjustments necessary for running stitches. In this context, we highlight the government attitude to keep the Brazilian championship in 2003 and not change the statute Fan, recently approved, as was said by Assaf (2010). Napoleon (CBF) also emphasizes the support of the media as a whole, which he initially thought he would lose the audience. In this case, the points accrued had higher commercial earnings, as the sale of the closed channels and the TV commercials.

Luiz Gustavo (CBF) said that some clubs were opposed to the points accrued during its development and CBF used the strategy of starting the competition with large national classics such as São Paulo x Flamengo for example. Virgílio Elísio (CBF) highlights the attitude of the president of CBF in maintaining the system, and this attitude is confirmed by Mosca (2006) who emphasizing that before points accrued, no formula of dispute was repeated and now it started to occur, featuring a clear indicator of the evolution of football management.

The points accrued brought a number of benefits highlighted by the interviewees:

According to Napoleon (CBF) the publication of a sport calendar with the full season of the following year, which in his opinion is not 100%, missing some small details to be adjusted. In this way, Virgílio Elísio (CBF) outlines a possible lengthening of the championship avoiding the game set in succession, switched in the mid-week and on weekends, preserving athletes, clubs and fans at the time of purchase monthly tickets. Among the benefits, Virgílio Elísio (CBF) highlights predictability, transparency and planning for the fans, going beyond the sport circle, touching the financial area as the clubs undertake budget estimates, projections of cash flows, and the exposure time of the club's brand with the media to strengthen themselves with sponsors. The proof of this exhibition is the new contract broadcasting the finals of Serie C championship, which is not by points accrued yet, mainly because of lack of resources. Luiz Gustavo (CBF) believes that the points accrued encouraged the clubs to invest in their stadiums, to get more audience and income.

The Statute Fan added to improve in the competition management. According to Virgílio Elísio (CBF) transparency is the main result in sports management, with clear rules, putting an end to the alerts, invitations and sponsorships, that had been seen in other editions. The pursuit for more security, better conditions to the fans, and stronger and stronger, the whole set (fan, club, organization, market, etc.). Luiz Gustavo (CBF) claims that the zeal for the athlete, the fan and collecting the football clubs are the major contributions of the statute.

In your organization, CBF was prepared to comply with the requirements of the Statute Fan. According to Napoleon (CBF), it was necessary to hire experts, make a modernization and implementation of new information technology equipment, and make a squad of arbitration through raffles. However, some errors can still be found, for example, the fact of being placed club referees who are interested directly by the outcome of a particular game, (not that the judge will act in bad faith, but this can be changed by avoiding exposure and comments). In operational lines, Luiz Gustavo (CBF) argues that the CBF provides summaries of all the games on your site, as determined by the Statute of the Fan and the maximum term of up to 14 hours of the day after the game, short-term taking into account the continental dimensions of the country. There are no delays in games by the referees. There is also the Daily Newsletter (IDB) where any citizen can check online the status of current active players in the country. Finally a complete improvement of operational processes.

## CONCLUSIONS

After all the development work, we concluded that the main reasons recorded were the pressures of the media from that time, claims for justice by sporting clubs and a new trend coming from Europe. Following this hall of reasons, the performance and persistence of CBF supported by the federal government, the role of the media, with business interests included, motivated a lot the introduction in the way of competition in Brazilian League. Thus, the government automatically forwarded credibility and had a constant monitoring of activities and the media tried to work the image of the competition winning more supporters.

The Statute of Fan and the points accrued provided improvements in stadiums, greater transparency in the competition, being reflected back to the fans, even if it's not well known, contributing to the success of the championship.

The highly competitive nature motivates clubs to achieve goals in the competition and depending on this, we define the future of the club for the next season. The calendar of competitions, published the year before, helps associations and clubs to plan, and improvements in organizational processes and operations of CBF complete the synergy of the whole system.

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**SPORT MANAGEMENT: WHY THE FIGHT FOR POINTS ACCRUED IN BRAZILIAN FOOTBALL CHAMPIONSHIP?****ABSTRACT**

Seeking to show the reason and the fixedness of the Brazilian Championship by points accrued started in 2003 through a literature review and no-structure interviews guided type, quoted by Gay (1976), we chose according to their relevance within the field of soccer management, three social actors that allowed us to cross the information, identify the reasons for this choice of dispute. We conclude that the main reasons recorded were the pressure of the media at that time, claims for justice by sporting clubs and a new trend coming from European.

**KEYWORDS:** Soccer, Sports Management, Brazilian Championship.**SPORT MANAGEMENT: POURQUOI LA LUTTE COURSE AUX POINTS AU CHAMPIONNAT DE FOOTBALL BRÉSILIEN?****RÉSUMÉ**

Cherchant à montrer pourquoi le choix et la résidence du Championnat Brésilien points par année civile a commencé en 2003 à travers une revue de littérature et d'entretiens structurés de type guidée, cité par Gay (1976), classés selon leur pertinence dans le domaine de la gestion de football, trois acteurs sociaux qui nous a permis de croiser les informations, identifier les raisons de ce choix de litige. Nous concluons que les raisons principales enregistrées ont été imprimés par les contraintes de temps, les plaintes des clubs sportifs pour la justice et la suite d'une tendance européenne.

**MOTS-CLÉS:** football, management du sport, le championnat brésilien.**GESTIÓN DEL DEPORTE: POR QUÉ LA LUCHA POR LOS PUNTOS CORRIDOS EN EL CAMPEONATO DE FÚTBOL BRASILEÑO?****RESUMEN**

Tratando de demostrar por qué la elección y residencia del campeonato brasileño por los puntos corridos que se inició en 2003 a través de una revisión bibliográfica y entrevistas no estructuradas tipo guiadas, citado por Gay (1976), ordenamos por su relevancia dentro del ámbito de la gestión fútbol, tres actores sociales que nos permitió cruzar la información, identificar las razones de la elección de esta disputa. Se concluye que los principales motivos grabados fueron las presiones de la prensa, las quejas de los clubes deportivos por justicia y un seguimiento de la tendencia europea.

**PALABRAS CLAVE:** Fútbol, Gestión Deportiva, Campeonato Brasileño.**GESTÃO ESPORTIVA: POR QUE A DISPUTA POR PONTOS CORRIDOS NO CAMPEONATO BRASILEIRO DE FUTEBOL?****RESUMO**

Buscando evidenciar o porquê da escolha e permanência do Campeonato Brasileiro por pontos corridos iniciados em 2003, através de uma revisão de literatura e de entrevistas não estruturadas tipo guiadas, citada por Gay (1976), elencamos de acordo com sua relevância dentro do campo da gestão do futebol, três atores sociais que nos permitiram no cruzar das informações, identificar os motivos por essa opção de disputa. Concluímos que os principais motivos constatados foram as pressões exercidas pela imprensa da época, reclamações dos clubes por justiça esportiva e o seguimento de uma tendência europeia.

**PALAVRAS-CHAVE:** Futebol; Gestão Esportiva; Campeonato Brasileiro.