66 - BRAZILIAN SOCCER: HOW TO REACH THE SUCCESS BEYOND THE SOCCER FIELD.

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Introduction

The industry of the sport strengthens every year, increasing more and more their investments in the area and employing thousands of people, mostly professionals of Physical Education. Nowadays, it is one of the largest industries in the United States and grows up fast along the years.

Considering the needs to make the sport more professional to attend with quality this new demand, which is also present in Brazil, we detected the need to develop a study about the sport administration for the teachers of physical education who occupy administrative positions in their institutions.

The sport administration in Brazil is very amateur, and sometimes the presidents give powers to people who are not able to take over such positions and use the emotion in detriment of the reason to take their decisions.

This affirmative is highlighted by Melo Neto (2006) telling that "analyzing soccer clubs, we can see exactly such situations. Unforgettable marks owners with development and commercialization of great potential, our clubs lose promising business due to the amateur management that leave them huge debts. Without perspectives of breaking this vicious cycle, the popular clubs subcontract the management of their marks for their investors who obtain high return."

Lobato & Vitorino (1997) show us that the amateurism and the emotion can not be present in taking the decisions, because "the administration is a specialized activity, of complex functions, which it can not be forgetton. Therefore, the administration should be faced of scientific form, based in specialized knowledge and in the systematic application of the administrative principles of taking decisions."

To not be necessary a subcontracting and to the sport clubs can obtain a high return with the business, Lobato & Vitorino (1997) consider that "only an office work, indeed led, will allow these sport organizations the solution of great part of their problems, assuring the reach of their goals."

In this work we will show information about the professional management in soccer, aiming for a larger profite of the clubs, creating new business opportunities, making the professionals of physical education occupants of administrative positions in their institutions, can achieve success in their functions and make Brazilian soccer a success quickly.

Considerations about Sport Mark

Some sport institutions, even though in very deficient financial situation, still involve a great number of followers, as the big soccer clubs. This is because of the big power that the mark has over the sympathizers.

Tavares (1998), when defining what a mark is this tells us that "the mark is more than a simple name. The mark is different of the product." Kotler (2003) also complements, saying that "Mark is any label that involves meaning and associations."

In Randazzo's conception (1997), the mark concept is "a term used to embrace a certain number of differentiated basic elements that collectively define the mark." Aaker (1998) also tells that, "a mark is a differentiated name and/or a symbol destined to identify the goods or services of a salesman or of a salesmen's group and to differentiate these goods and services of those competitors."

Increasing the complexity about the understanding what a mark is, Ambler & Styles (1997) conclude that "The mark can also be understood as the expression of a group of three kinds of benefits: functional (related with the essential quality of product/service and with functionality), economic (integrators of relative advantages in terms of cost and time), and psychological (of subjective nature, linked to the expectations and perceptions of the consumer determinate for his satisfaction."

Tavares (1998) also chooses four basic elements of the mark: differentiation factor of the offer, creation and maintenance of the value, existence meaning and a link of relationship with people and products.

In Aaker (1998), we realize the development of another concept, Brand equity, "a group of active and passive, linked to a mark, his name and his symbol, which join or subtract of the value provided by a product or service for a company and/or for the consumers."

To keep a great value in the market attributed to the mark, it is necessary to make good situations come to our mind when we associate it with the mark. For example, when we are in the stadium with some friends watching a game, the final game of a championship, the discussion at work the day after a great game, etc.

The name or the symbol attributed to a soccer club has so much importance, which all the products are commercialized with your mark should present the same quality that is wished show for your clients, going from the quality of a soccer team to the slippers with the logotype of the club, which are sold in the souvenirs stores.

Sport administration

To increase the benefits generated with soccer, it will be necessary to invest in alternative provenances of revenues using the commercial value of the mark to generate new business.

Trying to implement a scientific and rational mark for the good operation of a sport institution, the administration concepts aim implement a systematic chain to obtain a common goal and not the sequential enterprise of a series of tasks that has for goal keep the normality.

For Drucker (1977), "it is always trivial to restore the normality, normality is only yesterday's reality. The task does not consist in imposing yesterday's thoughts, something changed today's, but in modifying the commercial activity, the behavior, the attitudes, the expectations - as well as the products, the markets and distributive channels - to adapt to the new realities." So to occur that, the author emphasizes the importance of establishing determined goals.

Sport administration in Pitts & Stotlar's (2002) conceptions, "are all people, activities, business and organizations involved producing, assist, promote or to organize sport products, of fitness and of recreation."

The big challenge for a sport manager is the one to make a competitive team with low investment and also generate profit. This difficulty is shown by Lobato & Vitorino (1997), that "the financial resources constitute in one of the big who limit the administration. The technical and enterprising action of the sport manager in enabling the organization of the necessary minimum resources for the achievement of the goals." "...the sport is used to be deficit in the high performance manifestation. They give to

the institutions only the projections and the recognition that will allow the revenues compensation in other sectors."

THE SPORT MARKETING AS TOOL

The term at issue is defined in this way for Melo Neto (2000): "Sport Marketing consists in the activities that aim to satisfy the expectations and needs of the sport's consumer ".

In Brazil, this kind of merchandising had begun in the 70 and 80's, through volleyball, motoring, tennis, boxing, basketball, and of course, soccer. Ironically, although the sport is linked to the health idea, the sport marketing popularized it specially through cigarettes merchandising and drinks, strong sponsors in the Formula 1 in the 80's.

The sport marketing refers to the use of the variables of mix of marketing to communicate itself with the potentials consumers, getting as main goal assuring the survival of several kinds of modalities, accompanying the environmental changes quickly.

In the shown factors, it is also possible to consider the sport marketing as a kind of alternative media. The biggest advantage of the activity is the capacity of transmit a certain advertising message at the moments when the public is receptive, at the fun and free time, creating thus a propitious scenery for the announcements of the mark.

The strategy brought the waited results, and, nowadays, the big sized companies fact, of the variable segments, have their associate names to the sport is far being mere coincidence.

According to recent researches, volleyball is the great champion in investments in this area in Brazil. But there are good jobs also in swimming, athletics and, more recently, in sailing and in olympic gymnastics. There are also well off actions in sports considered elite as the turf and golf (GRAÇA FILHO, 2002).

Values attributed to the sport, like health, conquests and social participation, besides athletes' personal factors, are directly related to success of the company. In the final, the results generally are gratifying: a strong and consistent image in the consuming society, besides a guaranteed return about the sales of the product divulged and associate.

EXPLORATION OF THE MARK AND LICENSING

Slope of the recognition marketing, the mark and the licensing are tools little explored by soccer companies and clubs marketing of the country.

Inside the value generation strategy of a mark, it is the licensing, one of the most significant means for the development of *branding* - fashionable subject between new marketing advertising men and professionals generation.

In Europe, in Japan and, still timidly, in Latin America, television penetrates with creativity in the residence of the fans of the variable sports practiced in the five continents and all their logos become well-known, popular properties and possible licensed.

English soccer, for example, comes transforming itself in one of the great pioneers in the licensing of the main teams, highlighting Manchester United that, in the last four years, it saw increasing your products licentiates sale revenue of US$ 3,1 million to US$ 37 million. Come in 1991 and 1996, the actions of Manchester United they valorized of US$1,10, in his new release in London's stock exchange, for US$7,1.

It is estimate that, only in the United States, the great sport leagues have reached sales in the retail of their products licentiates of more than US$10 billions. The biggest of all is, probably, NFL, in the American Football League, with a sales estimate of US$2,8 billions, followed by the MLB, in the baseball, with US$2,2 billions, of NBA, in the basketball, with US$1,4 billion and of NHL, in hockey, with US$1,2 billion revenue (Ransack License cited by DIESENDRUCK, 2000).

The possibilities of the use of soccer and your supporters' passion as a marketing tool is almost inexhaustible. Being the most popular sport in the planet, with billions of lovers in the whole world and another so many million only in Brazil, soccer has the power only of involving the whole planet around of the four lines.

The segmentation offered by the licensing, it enables promotion actions of more addressed sale and, consequently, more effective, since there is immediate empathy between public and the offered product.

Opportunities in the Brazilian Sport Market

The Brazilian sport industry is a market with an investment of enormous potential. New companies seek experiences in the sport area, due to the success that other companies introduce in this area that do not stop growing.

According to data of the Sport Dossier of the Institute Ipsos, published in the newspaper The Globe of the 1st of October, 2006, the sport is one of the more profitable activities of the planet. Still according to this study, the gross domestic product of the world sport in 2006 will arrive close to the US$ 100 billion. In Brazil, the sport has been introducing an increase of 10,86% while the Brazilian GDP only grew 3,2% for the year.

According to the study, 81% of the people who accompany the sport programs by the media prefer soccer and 82 Brazilians of each 100 declare have a heart team. Eight of 11 idols voted most between men and women, are soccer players.

Besides the contracts for transmission of the competition, which generate a considerable income for the clubs, there is a great action of the marks to address their promotional efforts for themes linked to the Brazilian selection and to soccer.

Brazilian culture by the sport practice has been increasing a lot. Campagnies in advantage not only of the World cup of 2006, but also of the Pan american Games of Rio de Janeiro in 2007, mobilize every time a larger number of participants.

Planning

Several forms of if increase the profitability of a sport team, mostly when the mentioned sport is soccer. With the delineated perspectives in this text, another slope in the sport, not less important administration, should be boarded, represented by planning.

Seen the current difficulties that there are in the everyday of a sporty managed, the planning arises as a helping tool to minimize the failures and to program the investments or actions along a certain period are done.

For Kawasnicka (1981), "planning is the process of thinking at work being done, considering the tasks in terms of equipment, people, facility and other resources and to introduce the necessary plans to delineate which is the best form of executing the tasks. Planning is both a need organizational and an administrative responsibility."

More complete, Roche (1998) defines a plan as "more to do than flat; it is to build the future since wishes

A plan is to establish a goal and, soon, to determine the course of the action that should follow to reach."

Still for Roche (1998), "planning is the preparatory process of decisions set to act in the future, guided to conquer the end with great means." Concisely, the author checks the planning for some characteristic as:

- planning is a process that can be formal (written) or informal.
- planning demands reflection about our environment, about what happened and happens now to our circuit, about

what is the current situation regarding the theme that occupies us

•planning supposes, for other part, forecast than can happen (or than is sure that is going to happen) in the future.

•planning is an outlet of decisions about that wants to do. The planning demands, because, opt, choose an action or set, an attitude, projects and ways. And as all election, the planning always will be an uncertain process.

•planning implies, finally, narrows relation with time. It can plan immediate, the relatively nearby and the distant.

Without the adequate planning of their activities, lots of clubs and federations are going to succumb, stop having important resources for the formation of competitive and very structured teams.Planning is one of the main bases that is going to direct to be taken towards the new goals constructed, being essential to format an action plan, execute and to evaluate your reach.

Lots of sporty managers ignore this working tool, creating thus the deficits in your administration, because they did not program correctly the investments to are done. Certainly, after the utilization of this system, the administration of these teams will be much more optimized and conscious, making the clubs and federations survive for much more time.

Conclusion

As if it could realize, several are the forms of achieving success in a sport administration that has as a boss car soccer. All the introduced options have as a goal to facilitate the teacher's vision of physical education, which the formation does not own any specific knowledge about the area of sport administration, for the new business conceptions, increase for a lucrative and, this way, to form good teams and to hold in our country the possible crackerjacks that arise.

The clubs that still own their positions are the same decisive leaders of the past, amateur times and without qualification to exercise such functions, always will be some steps behind the world market, which at every moment introduce new products more and more attractive to the consumer.

If in this period of post World cup of Germany, where Brazil obtained a catastrophic result, and to the vespers of shelter a large competition as they will be the Pan Am games of Rio de Janeiro, will hardly find other propitious scenery to reflect about the professional administration of the sport.

In this study do not carry in consideration the valid sport legislation, what it certainly can rise and very a future research, since it is processing the incentive law to the government's federal sport, even will increase the investments in the sport.

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BRAZILIAN SOCCER: HOW TO REACH THE SUCCESS BEYOND THE SOCCER FIELD.

Summary:

The current work has as a main goal to show to the soccer clubs' sports managers, the principle orientations of sport administration, their new tendencies and how to turn the administration more effective.

Considering that a great number of Physical Education professionals are part of the administrative team of a sporty institution and that your academic formation does not foresee in the curriculum a specific discipline for such, this work has a mission to show the elements that will turn it informed about the topic and the world's perspectives.

Topics like sport marketing; mark and licensing will be boarded as products of a sport administration, where the manager's objectives are to control the variables of these themes for a good usage and the benefits of the institution.

The Brazilian market's opportunities are explored in the text considering the world's tendencies, comparing to what is already being made in Brazil and showing that the increase of perspectives in the cited markets is gigantic.

As the final part of the text, the planning arises as instruments make the implantation of the goals easier, control the results and to make possible future plans, creating thus a facilitator mechanism for the new enterprises implantation.

Password key: Sport administration, Sport Management, Soccer

LE FOOTBALL BRESILIÉN: COMMENT ATTEINDRE LE SUCCES AU DELA DU CHAMP DU FOOTBALL
Résumé:

Le travail actuel a comme but principal de montrer au directeur des clubs de foot, les orientations de principes de l'administration des sports, leurs nouvelles tendances et comment tourner l'administration plus efficace.

En considérant qu'un grand nombre de gens d'un métier d'éducation physiques font partis de l'équipe administrative d'une institution sportive et que votre formation académique ne prévoit pas dans le programme une discipline spécifique pour tel, ce travail a comme mission de montrer les éléments qu'ils tourneront d'informer le sujet et les perspectives du monde.

Les sujets comme la commercialisation sportive, la marque et autorisation seront montés comme les produits d'une administration sportive, où les objectifs du directeur sont des contrôles des variables de ces thèmes pour un bon usage et les avantages de l'institution.

Les occasions brésiliennes du marché sont explorées dans le texte considérant les tendances du monde, comparant à ce qu'est déjà fait et montrant au Brésil que les perspectives d'augmentation dans les marchés cités sont gigantesques.

En finale, la planification se présente comme l'instrument pour faire l'implantation des buts plus faciles, contrôler les résultats et faire des projets pour l'avenir, en créant ainsi un mécanisme de facilitative pour la nouvelle implantation d'entreprises.

Mot clé: adminstration sportive, direction sportive, le football

FÚTBOL BRASILEÑO: CÓMO ALCANZAR EL ÉXITO MÁS ALLÁ DEL CAMPO DEL FÚTBOL.
Resumén:

El trabajo actual tiene como meta principal demostrar a los encargados de los deportes de clubs del fútbol los', las orientaciones de la administración del deporte, sus nuevas tendencias del principio y cómo dar vuelta a la administración más eficaz. Considerando que una gran cantidad de profesionales de la educación física son parte del equipo administrativo de una institución deportiva y que tu formación académica no preve en el plan de estudios una disciplina específica para tales, este trabajo tiene una misión para demostrar los elementos que te darán vuelta informada sobre el asunto y las perspectivas del mundo. Los asuntos tienen gusto de la comercialización del deporte; la marca y el licenciar serán subidos como productos de una administración del deporte, donde están controlar los objetivos del encargado las variables de estos temas para un buen uso y las ventajas de la institución. Las oportunidades del mercado brasileño se exploran en el texto que considera las tendencias del mundo, comparando a qué se está haciendo ya en el Brasil y demostrar que el aumento de perspectivas en los mercados citados es gigantesco. Como la parte final del texto, el planeamiento se presenta como los instrumentos hacen la implantación de las metas más fácil, controla los resultados y hacer los planes futuros posibles, creando así un mecanismo del facilitator para la nueva implantación de las empresas.

Palavra clave: Administración del deporte, gerencia del deporte, fútbol

FUTEBOL BRASILEIRO: COMO ALCANÇAR O SUCESSO ALÉM DAS QUATRO LINHAS.
RESUMO:

O presente trabalho tem como objetivo principal mostrar para os gestores esportivos de clubes de futebol, os princípios norteadores da administração esportiva, suas novas tendências e como tornar a sua gestão mais eficaz.

Considerando que um grande número de professores de Educação Física fazem parte do quadro administrativo de uma instituição esportiva e que a sua formação universitária não prevê no currículo uma disciplina específica para tal, este trabalho tem como missão apresentar os fatores que o tornará mais informado sobre o assunto e das perspectivas mundiais.

Tópicos como marketing esportivo, marca e licenciamento serão abordados como produtos de uma administração esportiva, onde cabe diretamente ao gestor controlar as variáveis destes temas para um bom aproveitamento e lucratividade da instituição.

As oportunidades do mercado brasileiro são exploradas no texto levando em consideração as tendências mundiais em comparação com o que já está sendo realizado no Brasil, mostrando que ainda as perspectivas de aumento nos mercados citados são gigantescos.

Como parte final do texto, o planejamento surge como instrumento de facilitação para a implantação das metas, controle dos resultados e para viabilizar planos futuros, criando assim um mecanismo facilitador para a implantação de novos empreendimentos.

Palavra Chave: Administração Esportiva, Gestão Esportiva, Futebol.