53 - SWOT ANALYSIS: A CASE STUDY WITH BRAZILIAN ELITE OF VOLLEYBALL

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The Sport includes dimensions that go beyond just health related reasons. According Barbanti (2000) scientific discoveries, methods and discussions related to issues and events of the sport were characterized by so-called cross-cutting, interdisciplinary and multidisciplinary sciences. In the process Cruz (2003) stated that the sports sciences should be considered plural, because the social impact of sport phenomenon expresses a multifaceted reality and needs the assistance of other areas of scientific knowledge.

The Brazilian Volleyball Confederation, in its administration, among sports, considers the Brazilian Volleyball as an example to be followed by other sports federations, there is the view-ISO 9001: 2000 certification received in 2003. Thus, studies such as those by Araújo Fernandes Netto and Son (2008) and Araujo Neto, Neves and Santos (2005) describe how this process occurred in Brazil and can contribute significantly to issues related to innovation, management and sports management, which may serve as a model for other confederations and subsequent studies

This article provides analysis through the SWOT method of discourses of elite volleyball players, highlighted in the period of transformation and evolution of Volleyball in Brazil, which Kasznar and Graça Filho (2006a), can contribute not only to reflect on the sport Brazilian, but mainly with the development of public policy and directing the activities related to education, sport and leisure of the population.

METHODOLOGY OF THE STUDY

Into account the particularities of the subject, the study proposes to solve problems related to search through the information universe of answers, so that to Silva (2008), can reflect the characteristics of reality, with the objective to avoid biases not based on what one intends to study.

In this case, qualitative research, in view of Thomas, Nelson and Silverman (2007), Alves-Gewandsnajder and Mazzotti (2002) and Negrine (1999) is the one that best fits due to procedures and a broader view aspect to investigate. Enables the deepening of the issues addressed, seeking to capture common meanings and shared among social actors who participated and / or participate in the process of evolution of Volleyball in Brazil.

Context & Participants

The sample was intentional and composed of seven players in the Brazilian Volleyball, selected by the representative, recognized and directly involved in the development of sport, considering aspects such as function, participation and experience. In the process, the subjects selected for the sample were: President of the Volleyball Federation of Rio de Janeiro - FVR, Mr. Carlos Reynaldo Pereira Souto; coach of women's volleyball Team, Mr. José Roberto Guimarães; coach of the men's Team Volleyball, Mr. Bernardo Alves de Resende; and the fitness coach José Ignacio Salles Neto; Olympic champion and world champion of beach volleyball, Mrs. Sandra Pires Tavares "Sandra Pires"; Olympic champion and five times champion of grand prix and world vice-champion volleyball, Miss Fabian Alvim "Fabi"; Twice Olympic and five times world champion of the beach volleyball, Mrs. Jackie Silva.

Instruments & Data Collection

The data collection for the study was given by semi-structured interviews to Thomas, Nelson and Silverman (2007) and Negrine (1999), despite following a preset route, they are developed with the aim of offering freedom to share and respondents speak on the selected topic. Consequently, as a tool for this process, we selected the Interview Guide Triple Helix (REHT), organized by Araujo Neto (2010), the questions that related to the SWOT (Strengths, Weakness; opportunities and threats). They are: the short, medium and long term, which would be important to continue the process of developing the volleyball?; In your opinion, what are the strengths and weaknesses, threats and opportunities in the development of Volleyball process ?; What is invisible to the public, but of great impact on the management of Volleyball? and also What "threats" Volleyball in various areas (training, management, marketing, etc.) in their development process and evolution?

Developed based on the theoretical framework duly approved by the Ethics in Research on Humans and Animals of the Universidade Salgado de Oliveira - CEP UNIVERSE (2008) - under the number 131/2009, the interviews were conducted in previously scheduled meetings and duly authorized the participants by completing the Term of Free and Informed Consent Form (ICF), qualifying to participate in research, and the dissemination of these data across scientific articles. For recording interviews equipment in order to multiply the means of audio reproduction were used, in addition to writing through the monitoring reports. After listening to audios, content was transcribed faithfully, without change of the words used, in order to avoid contamination of lines and preserve intact for later analysis verbal part.

Procedures for Data Analysis

Data analysis in qualitative research generally "is done during and after data collection," said Thomas, Nelson and Silverman (2007, p. 303). And, "can take different forms according to the nature of research and the defined purposes." In this sense, the theoretical framework and the nature of the subject lead us to providing evidence of reliability so that we can gather good data and allow for objective conclusions. For that were used in the analytical work rich and thick description and a collection of verification of the text produced by each of its participants. Regarding the rich and thick description, remain theoretical, it is perceived at the time that the Brazilian Volleyball Confederation - CBV is described and is found a synergy between business units, their relationships and responsibilities to the whole in the pursuit of excellence in sport management. Thus, checking the participants, according to Alves-Gewandsznadjer and Mazzotti (2002), occurs when the researcher seeks them to share findings and observe the agreement of respondents towards their answers.

So the representations of respondents, we used the concepts of Abric (1994, 1998) and Sa (1996) on the organization

of representations, describing the core and the periphery thereof. We used this mapping representations to compose a SWOT analysis. The aim is, with this methodology, analyzing the Internal and External Environments of CBV. The analysis of these environments allows you to check the positioning of the institution and thus project the point that the enterprise wants to achieve.

According to Bechara (. 2008, p 261-262) SWOT methodology should consider:

> 1.1. Controllable in Indoor Environment variables: organizational structure, physical infrastructure resources, material and technological resources and financial resources; Personnel selected for competence (knowledge - skills - attitude); The event itself, considering all households for goods and services provided as an offering to the public attending the event (Product); Added to the "product" that justifies the effective participation in the event value, active and / or receptive (Price) form; Local, channel or means by which it presents and / or offering the product and will be available as a (place); The whole process of communication, relationship management, information and knowledge management, internal and external, that occur before, during and after the event (Promotion). 1.2. Monitorable variables in the External Environment: Perception of the population in which the event occurs; Environmental factors, considering the following scenarios: economic, political and legal, social, cultural, geographical and climatic, demographic, technological and environmental.

The recommendations of Bechara indicate that the Internal Environment items must be identified in a check-list and classified as strong and weak points. In the case of the External Environment, the recommendations point to classify variables into opportunities and threats.

Limitation of the method

In conceptions of the research process, to Aaker, Kumar and Day (2001), the semi-structured interviews offer some limitations due to the deepening, response variability, ability and willingness of respondents. And, in relation to the case study, Yin (2001) stated that the findings do not allow statistical generalizations, however, possible generalizations of conceptual order, which is extremely important when it comes to qualitative research.

DATA ANALYSIS

This study focused on one case: the evolution of the Brazilian Volleyball. But how to analyze this trajectory? We chose to listen to some of those who took part directly in the process. Directors, coaches and athletes were heard. Still missing a shaft which would help in conducting the analysis. In this sense, the SWOT analysis was used.

Respondents indicated that laws can not meet the needs primarily of athletes. The lack of visibility and to the real needs of the athletes were some of the problems cited. Furthermore, there has been criticism about the school physical education and the lack of policies for the sport in this ambiance. The literature in this field is vast. The reflections on the sport at the school and school sport were well debated topics in recent years. Although the legislation also provide educational sport, it was evident that respondents have the perception that this approach has not produced the desired results. For respondents, the university could contribute more to the reflection in the field of renovation and preparation of professionals in schools acted as multipliers of new generations of sportsmen.

Considered by respondents as one of those responsible for the transformation of amateur to professional Volleyball, the Company played a key role. The main social responsibility of business is the positive result. In other words, with the profit. No profit companies can not assist the individual and society in building a better world. The financial results and legality are parameters to remain competitive. From this premise, companies seeking visibility in strategies to disseminate their brands and are often used in sports, is the dimension of leisure, sporting social projects, nature or through sports marketing promoted by self-performance.

The business participation, in the case of volleyball, created organizational structures that have polluted sports management. The involvement of certain other key was, for example, in the construction of the volley Development Center - CDV Saquarema; in competitions such as the National Beach Volleyball Circuit in indoor volleyball, championships and other base; professionalization of the teams, generating direct and indirect jobs; visibility, access to the media; the generation of idols, which contributed to democratize Volleyball; International results in promoting solidification mode, among others. As a result, CBV could increase consultancies for a greater number of companies could have access to sports sponsorship, looking for effective ways to measure the ability to generate benefits, whether through marketing, social activities or even business certificates the promoting.

Clubs, sports federations and confederations of all sports, in turn, could maintain an exchange with CBV in order to take advantage of the successful experiments. Like Volleyball, effective professionalization of other sporting federations facilitate the approach of entrepreneurs, increase the credibility of the sport and generate benefits able to turn it into an effective means for improving the quality of life, sustainable economic and social development of the regions .

Interviews consolidated the idea that Brazilian universities are far from the goals of high-performance sport. University research is far from applied work in practice to the field of sport. A university education, in the view of respondents, is critical for the athlete. However, it is not yet achieved a solution to reconcile training with academic training Brazilian athlete. This greatly concerns involved with Volleyball mainly by short career of the athlete. Issues with post-volley were highlighted by respondents. The CBV could create a project that involved not only detraining, but also the academic background of the players and the Distance Education could solve this problem. It found a gap between the University, Physical Education and Sports. Importantly, the sports requires multidisciplinary distinct areas of university education and even these areas are not caught up with demands of the sport of high-performance.

The construction of a space of consensus, stimulated by CBV, in partnership with governments, universities and companies, in order to promote scientific meetings, conferences, congresses, the Academy would help to find new ways for applied research. It is essential to involve the Physical Education and multidisciplinary areas related to sports and, in particular, the Brazilian Volleyball. In contrast, the universities could establish aims for closer relations to establish formal links with the CBV, given the ability of universities to promote studies and research work. However, it was found that the relationship between the company and the Brazilian government gave up the sport significantly, establishing bilateral networks. However, the current setting is not enough to explore and maximize the potential of sports in Brazil, it is necessary to include the University in the process. In this sense, sports are important elements and catalysts for action, with the goal of innovation, sustainable social and economic development of the regions. Considering that the actions resulting from these processes result in mechanisms, institutions and organizations aimed at improving the quality of life and evolution of societies

In the interviewees, the innovation of our Volleyball was through the entrance of the Companies, which triggered a process of professionalization, corroborating the emergence of new methodologies for training and administration. The experience gained through the exchanges provided an improvement of Volleyball that is practiced here, elevating Brazil to the position of number one on the international scene. In the administrative context, the creation of new methodologies resulted in the conquest of the system certificate - ISO 9001 - achieved in 2003, with the CBV first sports organization in the world to achieve such success. Among the methodologies created by her include: Strategic Management Model Sports Desire, excellence of - GEDD; Building Technology and Team Selections - Volleyball Team Building - Volteams; Production Technology of Super members Volleyball - SuperVols.

The local sustainable development is presented as an objective in the construction of CDV in Saquarema in the state of Rio de Janeiro, considered the best Volleyball Training Center in the world. This project has generated and generates direct and indirect employment for the population of the city, as, among others, the maintenance of the center, the possibility generated by multiple activities and events developed, and signaling the movement from the city to the country and the world. In fact, the center is providing a social and economic development of the surroundings.

FINAL THOUGHTS

The initial result, of international relevance, has created the possible actions for development of the sport. In this context, the generation of silver is taken as the first support, along with the administrative competence of Carlos Arthur Nuzman and Ari da Graça Filho. Following, the conquest of gold medal consolidated the volleyball on the national scene as the second preference of Brazilians in sport.

In the table below are listed the strong and weak points considered by the elite of the Brazilian Volleyball.

INTERNAL ENVIRONMENT	
STRENGTHS	**WEAKNESSES**
Volleyball Development Centre; Preparation of Brazilians selected; Sponsorship of the Bank of Brazil; Exchanges via sponsorship; Competence of personnel; Professionalization of management; Credibility with companies; Ability of coaches; Administrative transparency; Work Clubs; Development of the Indoor Volleyball ; planning; Play Style (natural ability); multidisciplinary; Scientific research (CBV); Meetings of trainers; Investment in research; Awards system (beach); Mass caused by idols; International example; Popularization of Volleyball;	Distancing of universities; Intellectual training of the athlete; School and college volleyball; Support to training institutions; High training loads; Organization of the basic categories; Discontinuity of the teams; Ignorance of the ability of CBV; Detraining of athletes; Social commitment of the athlete; Centralization of the sport; Internal competitions; Circumscribed knowledge; Discernment, athlete's personality.

EXTERNAL ENVIRONMENT	
OPPORTUNITIES	**THREATS**
Drafting new laws; New Public Policy; Game Streaming in TV; Adequacy of the rules; Radical changes in the game; Integration and partnerships with universities; 2016 Olympic Games	Inadequate laws; Public policies inadequate; The disaffection of young people through sport; Requirements of television; Radical changes in the game; The labor market; Organization of other modalities; Economic situation of the country; Accommodation in consequence of the results.

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SWOT ANALYSIS: A CASE STUDY WITH BRAZILIAN ELITE OF VOLLEYBALL

ABSTRACT

In Brazil, some actions in the field of Sports Management have proven effective, both in the aspect of the results of the competitive teams, but mainly on the promotion of democratization of access and development of the sport in all regions of the country. Volleyball Participation in the growth of national sport is undeniable. This success is due in large part to the management provided by the Brazilian Volleyball Confederation. This study aims to identify the innovation of this sport, particularly in relation to strengths and weaknesses, threats and opportunities in the process of development and evolution in Brazil. This is a case study with a qualitative approach, seeking a thick description of the phenomenon by analyzing the speeches of elite volleyball players, highlighted in the period of its transformation and evolution, contributing to a discussion on this and Sport primarily with the development of public policy and directing related to education, sport and leisure activities population. The instrument used for data collection was a semi-structured interview as a tool with the Interview Guide Triple Helix (REHT) and analysis of issues that related to the SWOT analysis. The purposive sample consisted of seven Brazilian players who participated actively in the growth of this sport practice process. Several findings lead us, prays to the contributions of the Government, the Company and the University in its growth, now the gaps that still need to be completed to the consolidation of this sport.

KEYWORDS: Brazilian Volleyball. Interview Guide Triple Helix (REHT). SWOT analysis.

ANALYSE DAFO ("SWOT"): UNE ÉTUDE DE CAS AVEC L'ÉLITE VOLLEY-BALL BRÉSILIEN

RÉSUMÉ

Il y a quelques actions dans le domaine de la gestion sportive au Brésil qui sont efficaces, soit l'aspect des résultats des équipes compétitives, soit la promotion de la démocratisation de l'accès et du développement du sport dans toutes les régions du pays. La contribution du volley-ball en ce que concerne à la croissance du sport national est indéniable. Ce succès est dû en grande partie à la gestion adoptée par la Confédération brésilienne de volley-ball. Cette étude vise à identifier l'innovation de ce sport, en particulier en ce qui concerne les points forts et les faiblesses, menaces et opportunités dans le procès de développement et l'évolution au Brésil. Il s'agit d'une étude de cas avec un biais qualitative dont l'objectif est obtenir une description épaisse du phénomène en analysant les discours des joueurs d'élite du volley-ball, surtout dans sa période de transformation et d'évolution. Il peut contribuer à une réfléxion sur le sport et, principalement, au développement de la politique publique et à l'orientation les activités liés à l'éducation, au sport et au loisir de la population. Une interview semi-structurée a été l'instrument de la collecte de données utilisé. L'outil adopté était le Guide d'entrevue triple hélice (REHT) et l'analyse des questions concernants à l'analyse DAFO ("SWOT"). L'échantillon intentionnelle a été composé par sept joueurs brésiliens qui ont participé activement du procès de croissance de cette pratique sportive. Plusieurs constatations nous amènent, d'une part aux contributions du gouvernement, de la Société et de l'Université dans sa croissance, d'autre part aux lacunes qui ont encore besoin d'être remplies afin d'atteindre la consolidation de ce sport.

MOTS-CLÉS: Brésilienne de volleyball. Guide d'interview triple hélice (REHT). Analyse DAFO ("SWOT").

ANÁLISIS SWOT: UN ESTUDIO DE CASO CON LA ÉLITE DEL VOLEIBOL BRASILEÑO

RESUMEN

En Brasil, algunas de las acciones en el ámbito de gestión del deporte se ha demostrado su eficacia, tanto en términos de los resultados de los equipos, pero, sobre todo, la promoción de la democratización del acceso y desarrollo del deporte en todas las regiones del país. La participación de equipos de voleibol en el crecimiento del deporte nacional es sin duda. Este éxito se debe, en gran parte, la Administración de Confederación Brasileña de voleibol. Este estudio pretende identificar la innovación de este deporte, y en particular en relación con aspectos positivos y negativos, las amenazas y las oportunidades en el proceso de desarrollo y evolución en el Brasil. Este es un caso de estudio, con un enfoque cualitativo, en busca de una densa descripción del fenómeno a través del análisis de los discursos de los actores de la elite Voleibol, destacó en el período de su transformación y evolución, y pueden contribuir a una reflexión sobre la práctica de este deporte y, sobre todo, con el desarrollo de las políticas públicas y la orientación de las actividades relacionadas con la educación, el deporte y el ocio. El instrumento utilizado para la recolección de datos fue la entrevista semi-estructurada, teniendo como herramienta la entrevista de la triple hélice (REHT) y el análisis de las cuestiones relacionadas con el análisis SWAT. La muestra intencionada constaba de siete actores brasileños que participaron activamente en el proceso de crecimiento de este deporte. El instrumento utiliza muestra intencional consiste de siete actores brasileños que participaron activamente en el proceso de crecimiento de este deporte. Varias de las conclusiones nos obligan, ahora las contribuciones del Gobierno, la empresa y la Universidad en su crecimiento, y las diferencias que aún deben realizarse para la consolidación de este deporte.

PALABRAS CLAVE: Voleibol Brasileño. Entrevista de la Triple Hélice (REHT). Análisis SWAT.

ANÁLISE SWOT: UM ESTUDO DE CASO COM A ELITE DO VOLEIBOL BRASILEIRO

RESUMO

No Brasil, algumas ações no campo da Gestão Esportiva têm se mostrado efetivas, tanto no aspecto dos resultados das equipes competitivas, mas, principalmente, na promoção da democratização do acesso e desenvolvimento do Esporte em todas as regiões do país. A participação do Voleibol no crescimento do Esporte nacional é indubitável. Esse sucesso deve-se, em grande parte, à Gestão proporcionada pela Confederação Brasileira de Voleibol. Este estudo tem como objetivo identificar a inovação deste esporte, particularmente em relação aos pontos positivos e negativos, as ameaças e oportunidades no processo de desenvolvimento e evolução no Brasil. Trata-se de um estudo de caso, com abordagem qualitativa, buscando uma descrição densa do fenômeno através das análises das falas de atores de elite do Voleibol, em destaque no período de sua transformação e evolução, podendo contribuir para uma reflexão sobre este Esporte e, principalmente, com o desenvolvimento de Políticas Públicas e direcionamento das atividades relacionadas à educação, esporte e lazer populacional. O instrumento utilizado para a coleta de dados foi uma entrevista semi-estruturada, tendo como ferramenta o Roteiro de Entrevista da Hélice Tríplice (REHT) e análise das questões que se relacionavam com a análise SWOT. A amostra intencional constituiu-se de sete protagonistas brasileiros que participaram efetivamente do processo de crescimento desta prática esportiva. Diversas conclusões nos remetem, ora às contribuições do Governo, da Empresa e da Universidade no seu crescimento, ora às lacunas que ainda necessitam ser completadas para a consolidação deste Esporte.

PALAVRAS-CHAVE: Voleibol Brasileiro. Roteiro de Entrevista da Hélice Tríplice (REHT). Análise SWOT.