

**NIKE MARKETING PLAN
THE LAUNCH OF NIKE ACADEMY IN PORTUGAL**

Nuno Maria Risques Pereira Lupi Caetano

Project submitted as partial requirement for the conferral of
Master of Science in Business Administration

Supervisor:

Prof. Luís Martins, Invited Professor, Department of Marketing, Operation and Management
(IBS)

September 2019

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INDEX

- GLOSSARYI**
- TABLES INDEX III**
- FIGURES INDEXIV**
- ANNEXES INDEX..... V**
- 1. SUMMARY 1**
- 2. EXECUTIVE SUMMARY 3**
- 3. DEFINITION OF THE PROBLEM CONTEXT 5**
- 4. LITERATURE REVIEW 6**
 - 4.1. Sports Marketing..... 6**
 - 4.2. Strategic Sports Marketing 8**
 - 4.3. Tribal Marketing..... 9**
 - 4.4. Social Media..... 10**
 - 4.5. Social impact and Corporate Social Responsibility..... 11**
 - 4.6. Storytelling and Emotional Branding..... 13**
 - 4.7. Football Academies 14**
 - 4.7.1. Talent recruitment 15**
 - 4.7.2. Talent Development 16**
 - 4.7.3. Psychosocial Support 16**
- 5. CONCEPTUAL FRAMEWORK OF REFERENCE..... 18**
- 6. DATA COLLECTION AND ANALYSIS METHODOLOGY 21**
- 7. EXTERNAL ENVIORNMENT ANALYSIS 21**
 - 7.1 Macro Analysis 21**
 - 7.1.1. PESTE Analysis..... 21**
 - 7.2. Micro..... 39**
 - 7.2.1. Suppliers..... 39**
 - 7.2.2. Consumers..... 40**
 - 7.2.3. Competitors..... 41**
 - 7.3. Five Forces Analysis..... 48**
- 8. INTERNAL ANALYSIS 50**
 - 8.1. Nike..... 50**
 - 8.2. Nike’s Vision 50**
 - 8.3. Business Strategy and Positioning 51**
 - 8.4. Business Performance Analysis..... 52**

- 9. COMPETITIVE ANALYSIS 56**
 - 9.1. Swot Analysis 56
- 10. STRATEGIC GUIDELINES 65**
 - 10.1. Vision 66
 - 10.2. Mission..... 66
 - 10.3. Values 66
 - 10.4. Strategic Objectives..... 67
 - 10.4.1. Financial 67
 - 10.4.2. Customer/Stakeholder 69
 - 10.4.3. Internal Processes 71
 - 10.4.4. Organizational Capacity 73
- 11. IMPLEMENTATION PROPOSAL – MARKETING PLAN 75**
 - 11.1. Segmentation and Targeting 75
 - 11.2. Positioning 81
- 12. OPERATIONAL PLAN – MARKETING-MIX..... 82**
 - 12.1. Service..... 82
 - 12.2. Price 92
 - 12.3. Promotion..... 95
 - 12.4. Place..... 101
 - 12.5. Process 102
 - 12.6. Physical Evidence 104
 - 12.7. People..... 106
- 13. IMPLEMENTATION PLAN 108**
- 14. PROJECT CONCLUSIONS..... 109**
- 15. PROJECT LIMITATIONS 111**
- 16. AREAS OF FUTURE RESEARCH..... 112**
- 17. REFERENCES..... 113**
- 18. ANNEXES 122**
 - 18.1. Economic 122
 - 18.2. Technological 125
 - 18.3. Demographic..... 128
 - 18.4. Football Industry 128
 - 18.5. Nike..... 130
 - 18.6. Nike Academy 131

GLOSSARY

A&P – Advertising & promotional

AR – Augmented reality

B2B – Business to Business

B2C – Business to Consumer

BM – Fußball-Club Bayern München

CC – Citizenship classes

CEO – Chief executive officer

CIF – Club Internacional de FootBall

DNA – Deoxyribonucleic acid

ESL – Electronic Sports League

ESPN – Entertainment and Sports Programming Network

EU – European Union

EY – Ernst & Young

FCB – Futbol Club Barcelona

FCP – Futebol Clube do Porto

FIFA – Fédération Internationale de Football Association

FPF – Federação Portuguesa de Futebol

FT – Family time

GDP – Gross Domestic Product

GPS – Global Positioning System

ICEA – Istituto per la Certificazione Etica e Ambientale

LFC – Liverpool Football Club

NBA – National Basketball Association

OTT – Over-the-top

PC – Personal Computer

PESTE – Political, Economic, Social and Cultural, Technological, Ethical and Environmental

PSS – Psychological support sessions

PTS – Pitch training sessions

PWC – PricewaterhouseCoopers

R&D – Research and Development

Nike Marketing Plan

RA – Recreational Activities

RAF – Recreational Activities with family

RM – Real Madrid Club de Fútbol

SCP – Sporting Clube de Portugal

SEJD – Secretaria de Estado da Juventude e Desporto

SL – Sport Lisboa

SLB – Sport Lisboa e Benfica

SRC – Social Realities Classes

SRCC – Social Realities and Citizenship Classes

SWOT – Strengths, Weaknesses, Opportunities, Threats

TAP – Transportes Aéreos Portugueses

TEU – Treaty on European Union

TV – Television

U-11 – Under-11

U-13 – Under-13

U-15 – Under-15

U-17 – Under-17

U-19 – Under-19

UEFA – Union of European Football Associations

UN – United Nations

VR – Virtual reality

TABLES INDEX

Table 1 - Legislation that impacts football academies in Portugal	23
Table 2 - Percentage of “interested” or “very interested”	34
Table 3 - Futebol Clube do Porto Football School prices	42
Table 4 - Sporting Clube de Portugal Football School prices	44
Table 5 - Sport Lisboa e Benfica School prices	45
Table 6 - Comparison between the main competitors of the Nike Academy	47
Table 7 - Number of non-United States retail stores.....	54
Table 8 - Number of non-United States retail stores.....	55
Table 9 - Nike's A&P costs from 2014 to 2019 (in billion U.S. dollars).....	55
Table 10 - Nike's Annual Revenue from 2014 to 2019 (in million U.S. dollars)	55
Table 11 - SWOT Analysis	57
Table 12 - Detailed SWOT Analysis: Strengths	63
Table 13 - Detailed SWOT Analysis: Weaknesses	63
Table 14 - Detailed SWOT Analysis: Opportunities	64
Table 15 - Detailed SWOT Analysis: Threats	64
Table 16 - Strategic Objectives	74
Table 17 - Comparison between the Nike Academy and its main competitors	91
Table 18 - Annual value of Sponsorship and Broadcasting Contracts.....	94
Table 19 - Sponsorship Contracts Discounts Packages	95
Table 20 - Implementation Plan	108

FIGURES INDEX

Figure 1 - Cidade do Futebol layout..... 87

Figure 2 - Cidade do Futebol skyview 88

Figure 3 - Satellite view of Cidade do Futebol and Jamor sports center 90

Figure 4 - Promotion Cycle 96

Figure 5 - Advertisement screenshot..... 97

ANNEXES INDEX

Annex 1 - Portugal GDP Growth Rate 122

Annex 2 - European Union GDP Growth Rate 122

Annex 3 - Portugal Unemployment Rate 123

Annex 4 - European Union Unemployment Rate 123

Annex 5 - Portugal Consumer Confidence 123

Annex 6 - European Union Consumer Confidence..... 124

Annex 7 - Portugal Corporate Tax Rate..... 124

Annex 8 - European Union Corporate Tax Rate 124

Annex 9 - House price change. % change over a year earlier..... 125

Annex 10 - Social channels used by Esports fans 125

Annex 11 - EA’s FIFA electronic game stats 125

Annex 12 - Attitudes towards brand involvement in Esports 126

Annex 13 - Esports audience size worldwide from 2012 to 2022, by type of viewers..... 126

Annex 14 - Percentage of global media rights spend by digital players 2016 vs 2018 126

Annex 15 - Digital players expenses on acquiring live sports content 127

Annex 16 - Deals made by Digital players (millions of dollars, per year) 127

Annex 17 - Portugal Population Pyramid 128

Annex 18 - Expenses from acquiring players (million €) 128

Annex 19 - Most represented expatriate origins – Football Players 129

Annex 20 - Number of federated football players in Portugal 129

Annex 21 - Nike, Inc. Selected Quarterly Financial Data..... 130

Annex 22 - Nike, Inc. Selected Financial Data 130

Annex 23 - 2018 Nike stock prices 131

Annex 24 – Weekly Schedule for Under-10 to Under-13 Teams 131

Annex 25 – Weekly Schedule for Under-14 and Under-15 Teams 132

Annex 26 – Weekly Schedule for Under-16 and Under-17 Teams 133

1. SUMMARY

In this master project, the objective is to develop a strategic and operational marketing plan to support the launching of a football academy, designed to ensure the physical, psychological and emotional welfare of its athletes. This football academy will be launched in Portugal, by Nike, during the summer of 2021.

In this project, we have identified the potential participants, sponsors and fans, and studied the advantages that this initiative may bring to Nike. To achieve these conclusions, we made a strategic and operational study, that will allow to evaluate the impact the new service for the brand and what resources will be needed to implement this project.

We studied the reality in which the current football academies are being developed, to construct terms of comparisons between them, and to understand what the good practices are, and what can be improved in this industry.

We defined a marketing strategy and designed marketing-mix components, with the goal of creating a football academy that fulfills the young athletes' needs, and not only the agents' and managers' needs.

Our goal was to construct a model of an academy that could be followed by other football clubs, demonstrating the importance that the mental wellbeing of the players has for themselves and for their futures, but also for the clubs where they play in.

Keywords:

- 1) Marketing Plan
- 2) Football Academy
- 3) Sports Marketing
- 4) Corporate Social Responsibility

JEL Codes: M3 - Marketing and Advertising, L83 - Sports; Gambling; Restaurants; Recreation; Tourism, Z2 - Sports Economics

1. SUMÁRIO

Este projeto de mestrado tem como objetivo, desenvolver um plano estratégico e operacional de marketing, para apoiar o lançamento de uma academia de futebol, desenvolvida com o intuito de garantir o bem-estar físico, psicológico e emocional dos seus atletas. Esta academia de futebol será lançada em Portugal, pela Nike, durante o verão de 2021.

Neste projeto, identificamos os potenciais participantes, patrocinadores e fãs, e estudamos as vantagens que esta iniciativa pode trazer para a Nike. Para chegar a estas conclusões, realizamos um estudo estratégico e operacional, que permitirá avaliar o impacto do novo serviço para a marca e quais os recursos necessários para implementar este projeto.

Estudamos a realidade em que as atuais academias de futebol estão a ser desenvolvidas, para elaborar termos de comparação entre elas e para entender quais são as boas práticas e o que pode ser melhorado neste setor.

Definimos uma estratégia de marketing e projetamos componentes de marketing-mix, com o objetivo de criar uma academia de futebol que atenda às necessidades dos jovens atletas, e não apenas às necessidades dos agentes e diretores desportivos.

O nosso objetivo passou por construir um modelo de academia de futebol que pudesse ser seguido por outros clubes de futebol, demonstrando a importância que o bem-estar mental dos jogadores tem para o presente e para o futuro deles, mas também para os clubes onde jogam.

Palavras-chave:

- 1) Marketing Plan
- 2) Football Academy
- 3) Sports Marketing
- 4) Corporate Social Responsibility

Codificação JEL: M3 - Marketing and Advertising, L83 - Sports; Gambling; Restaurants; Recreation; Tourism, Z2 - Sports Economics

2. EXECUTIVE SUMMARY

The aim of this project is to create a marketing plan to launch a football academy, developed by Nike, that will operate in Portugal. This football academy will be focused on the physical, emotional and psychological conditions of the academy players, on the preparation of the careers after football, and on the preparation of these players for the lives outside the football fields. The name chosen for this academy is Nike Academy.

Sports marketing is a field of marketing that is been subject of numerous changes over the last few years, whether it is in products and services, or in consumer behavior. To adapt to these changes, the concept of strategic sports marketing has been emerging, to help marketers deal effectively with the previously mentioned changes.

Even though individualism has been rising, consumers still like to acquire products and services that offer a solid linking value. This value offers feelings of belonging and inclusiveness, that lead to consumers feeling part of a tribe and connected with other consumers, who like the same brands as they do. Nowadays, due to the emergence of social media platforms, it's easy for consumers to understand what kind of products and services offer the biggest sense of community, due to the fact that people that are looking for these feelings of community, often share on social media their purchases of certain brands.

Some trends that are bringing people together around certain products and services are social impact and corporate social responsibility. Consumers are increasingly supporting companies that help society improve, and that at the same time show concerns about the environment and climate changes. Companies are starting to realize the sustainable competitive advantage that might emerge from following activities that support these trends.

Additionally, we have other changes, namely shorter attention spans and greater numbers of information sources, which are presenting challenges to marketers in terms of how to captivate consumers' attention. Some techniques that are being employed include storytelling and emotional branding, which are being inserted in the promotion strategies.

In terms of football academies, we observe that the main issues surrounding these types of institution, are talent recruitment, talent development and psychosocial support. Being entities that have the responsibility of developing players not only physically but also mentally, there are important aspects that must be considered while training these young athletes. Realities such as fear of failure, excessive pressure and depression are all realities that occur inside football

Nike Marketing Plan

academies, and it is important to conciliate the emotional and psychological welfare of the players with their physical welfare.

To analyze the external environment that surrounds the implementation of a football academy, we performed a macroanalysis, where we analyzed Political and Legal, Economic, Social and Cultural, Technological, Environmental and Ethical factors, that might influence the implementation of this project. We also performed a microanalysis where we analyzed the suppliers, consumers and competitors and we also performed an industry's five forces analysis.

After this, we performed an internal environment analysis, where we analyzed Nike's vision, business strategy and positioning, and business performance analysis. In the following chapter, we performed a competitive analysis, by recurring to a SWOT analysis.

After this, we constructed the strategic guidelines for the Nike Academy: Vision, Mission, Values and Strategic objectives. Inside the strategic objectives, we divided them in four types of objectives: Financial, Customer/Stakeholder, Internal Processes and Organizational Capacity.

We then proceeded to identify the segmentation criteria, targeting and positioning, for the Nike Academy.

For the operational plan we described the service, the pricing strategies, the promotion strategies, place, service process, service physical evidence, and people.

For the implementation plan we constructed a chronogram that includes all actions and budgets that must be taken to implement this project.

3. DEFINITION OF THE PROBLEM CONTEXT

Sports brands are nowadays dealing with consumers that are more social justice-minded and more dependent on technology. Some consumers often support and buy from brands that follow these principles and help to apply these values in our society. With this information, marketers are realizing that traditional strategies should change, to adapt to social changes.

Nike is a brand that suffered in the past with image problems and knows how damaging this can be to a brand. Brands have an important role in society, since consumers care about the social stance that they have. Considering this, I will propose a marketing plan for the implementation of a football academy, developed by Nike, in Portugal. A football academy where players from the ages of 10-17 will be able to play football in an inclusive environment, with different approaches from the ones used by the traditional football clubs.

Portugal is a country well-known for developing football players that arrive from unknown teams, and players that weren't performing at their best. The youth academies in Portugal have the know-how to develop these young players but are too focused on the commercial and monetary side of the transactions that might occur.

Nike could take advantage of this and develop a new concept of football academy, where players feel that they are part of the team, and that with hard-work they can reach the professional rankings. If they don't make it to professional football, this academy will have provided the fundamental basis to be successful in school and in the careers that these athletes choose to follow.

With this type of initiative, Nike could improve its brand image and reputation, by showing to consumers that the problems that emerged from the manufacturing stages are a theme from the past, and that Nike is a company that worries about the sustainable future of the society and of the environment.

4. LITERATURE REVIEW

4.1. Sports Marketing

Shank & Lyberger (2014: 5), define sports marketing as “*the specific application of marketing principles and processes to sport products and to the marketing of non- sports products through association with sport.*” An important and extent concept, in the area of sports marketing, is the “sports product” concept. Citing Shank & Lyberger (2014: 262): “*A sports product is a good, a service, or any combination of the two that is designed to provide benefits to a sports spectator, participant, or sponsor*”. With this definition we can conclude that the term “product”, inside the concept of “sports product”, must be object of an extensive interpretation, so it can include all areas that it refers to.

Mullin, Hardy, & Sutton (2014: 40) definition of sports marketing is based on the premise that “*sport marketing consists of all activities designed to meet the needs and wants of sports consumers through exchange processes.*” Sport marketing has developed two major dimensions: the marketing of sport products and services directly related to sports consumption, and the marketing of other consumer and industrial products or services using sports promotions (Fullerton & Merz, 2008; Smith, 2008; Mullin, Hardy, & Sutton, 2014).

Sports products can be divided into four categories: sporting events, sporting goods, sports training, and sports information. Sports camps and instruction are within the sports training category (Shank & Lyberger, 2014).

Because of this diversity and complexity, Shank & Lyberger (2014), added an additional dimension to the sports product - the body mind continuum. The body mind continuum is based on the notion that some sports products benefit consumers’ minds, while other products act on consumers’ bodies. The body mind continuum is constructed as a perceptual map, with one axis containing body-mind and the other axis containing goods-services. (Shank & Lyberger, 2014).

For Mullin, Hardy, & Sutton (2014), the notion of sport as a service can be constructed in additional elements of the basic sport product, such as: An intangible, ephemeral, experiential, and subjective nature; Strong personal and emotional identification; Simultaneous production and consumption; Dependence on social facilitation.; Inconsistency and unpredictability; Core-product control beyond marketer’s hands and reflect the nature of sport as a service.

Nike Marketing Plan

Inside the marketing of sports products, we have the denominated Sports-Based Strategies, which are characterized by official sponsors of a sports property who are selling other sports products. Due to the role of sports in both the product and integration dimensions, this domain may reflect the greatest reliance on sports-oriented initiatives (Fullerton & Merz, 2008). The three special forms of sponsorship that exist in the sports-based quadrant are: Venue naming rights, endorsement and licensing. (Fullerton & Merz, 2008).

For Shank & Lyberger (2014), the sports industry consists of three major elements: consumers of sport, the sports products that they consume, and the suppliers of the sports product. The consumer of sports can be divided in three categories: spectators (individual and corporate), participants (in unorganized sports or in organized sports) and sponsors. In sponsorship relations, it exists a commercial competitive advantage for both parties (Shank & Lyberger, 2014).

For Mullin, Hardy, & Sutton (2014) the terms sport consumers and sport consumption include playing (both real and virtual games), officiating, watching, listening, reading, blogging, and collecting memorabilia. Sport products have a set of elements, such as: Playful competition, typically in some game form; A separation from normal space and time; Regulation by special rules; Physical prowess and physical training; Special facilities and special equipment.

The manufacturers of sports products or the organizations that perform some function in the marketing of sports products are known as producers or intermediaries. In this group, we have included team owners, sanctioning bodies, agents, corporate sponsors, media, and sporting goods manufacturers (Shank & Lyberger, 2014).

According to Shank & Lyberger (2014), sports marketing incorporates product and service strategies, pricing decisions, and distribution issues. These activities compose the sports marketing mix, which is defined as “*the coordinated set of elements that sports organizations use to meet their marketing objectives and satisfy consumers’ needs.*” (Shank & Lyberger, 2014: 36). As we can see, the sports marketing mix also includes the traditional four Ps – Product, Price, Place and Promotion (Kotler & Armstrong, 2010).

In designing product strategies, decisions regarding licensing, merchandising, branding, and packaging are taken. There are also decisions regarding new product development, maintaining existing products, and eliminating weak products. Services strategy includes pricing of services, managing demand for services, and evaluating service quality (Shank & Lyberger, 2014).

Nike Marketing Plan

In distribution (Place), sports marketing verses about delivering sports to spectators in the most effective and efficient way. Pricing strategies include setting pricing objectives, choosing a pricing technique, and adjusting prices over time. Promotional elements include communicating with the various sports publics through sponsorships, public relations, personal selling, or sales promotions (Shank & Lyberger, 2014). Due to the media attention that sports have, Mullin, Hardy, & Sutton (2014) treat public relations (usually considered part of promotion) as a separate P, making it five Ps.

In services, the marketing mix is composed by seven Ps – service, price, promotion, place; and the three extra service mix elements – process, physical evidence and people (Kotler et al., 2009).

4.2.Strategic Sports Marketing

The next step consists on examining different groups of consumers, choose the group of consumers in which to direct the organization's marketing efforts, and then determine how to position the product or service to that group of consumers. These market selection decisions are referred to as segmentation, targeting, and position. The final stage of the planning phase is to offer products that are promoted, priced, and distributed in ways that appeal to the targeted consumers (Shank & Lyberger, 2014).

Mullin, Hardy, & Sutton (2014), refer to this stage as the Marketing Planning Process. The strategic steps of the Marketing Planning Process are: Develop vision, position, and purpose; Develop strategic goals and objectives; Develop a marketing mix plan; Integrate the marketing plan into the broader organizational strategy; Control and evaluate all elements of the marketing plan.

From the aforementioned, we can conclude that companies from many different industries are realizing the positive impact that sports can bring to their businesses. In the specific case of sports-related brands, these are understanding that sports marketing involves more specific measures than traditional marketing, measures that allow these types of companies to prosper in a competitive environment.

As organizations realize the value of sport as entertainment, in this global environment, it is important to define what are the consumer needs and how those needs relate to the global

environment. This combination will further complement the marketing exchange process. (Shank & Lyberger, 2014).

Since sports is an important social ritual and a way it of fraternizing, it can be concluded that as a psychological effect on consumers (Coalter, 2005; Eime et al., 2013). Whenever there is a psychological effect due to a certain activity, marketers should investigate to understand if this characteristic may be used to increase brand awareness, brand loyalty and sales.

4.3.Tribal Marketing

Nowadays, consumers are acting differently, in the way they relate to each other, as they are acting more like tribes rather than simple groups or segments (Baird, 2018). According to Cova and Cova (2002: 602), *“A tribe is defined as a network of heterogeneous persons – in terms of age, sex, income, etc. - who are linked by a shared passion or emotion; a tribe is capable of collective action, its members are not simple consumers, they are also advocates.”* The tribal marketing approach shows us that there are products and services that hold people together as a group of enthusiasts or devotees. This includes anything that strengthens community links and fosters a sense of tribal belonging and membership.

To get the most out of this society structure, and the way people are socializing with each other, marketers should, according to Cova & Cova (2002: 616) *“temper with the psychosocial view with an ethnosociological approach, which is able to take into account the shared experience of consumers in their tribal groupings in order to integrate it into the business model.”*

Moutinho, Dionísio & Leal (2007) stated that brands are being compared to cults, since these new “consumer tribes” are often characterized by rituals, beliefs and symbolism that clearly configure a non-religious cult. These authors also state that football communities can also be considered a kind of tribe, due to the performance of rituals as the stadium entering and the singing of the club song.

Since the tribal marketing approach focuses on the relation between consumers, we need to determine how these tribes form around and link with the product/service that is being consumed. Tribes, which need to consolidate and affirm their union, are searching for anything that could facilitate and support the communion: a site, an emblem, the support of a ritual of integration, or a ritual of recognition (Cova, 1997).

To facilitate and support the communion, consumers often take advantage of the linking value of services and products. Following Cova, (1997), the goods and services which are valued are mainly those which, through their linking value, allow and support social interaction of the communal type. *“In products and services, the use value (functions and symbols at the service of the individual as a means of distinction) is being sought as much as the linking value (link with the other or with others and means of tribal symbiosis)”* (Cova, 1997: 311). As this author stated: *“The link is more important than the thing”* (Cova, 1999: 74).

Although society is becoming more individualistic, (DePaulo, 2017; Santos, Varnum & Grossmann, 2017) the level of connectedness is higher nowadays, which is leading to people knowing at all times what other people are consuming, especially people that the consumers identify with. Consumers have the need to mirror consumption patterns to feel a sense of belonging to a group/tribe, which allows them to feel integrated and protected. Consumers are not searching only the functionality of a product, but rather its capability on creating relations and improving them.

In the context of Tribal Marketing, managers should provide platforms and pathways on which consumers can assemble community, meaning, and value for themselves. Tribal consumers want to lead, as activists and contributors. Companies can perform productive and symbiotic dialogue with consumers, fostering and nurturing their extended and hybrid roles in the production of linking value (Canniford, 2011).

For these reasons, it is important that products and services identify with people and make sure that they can connect with consumers in an efficient manner. As Bee & Kahie (2006: 104) stated: *“In the context of sports marketing, shared values between sports consumers and sports organizations, teams, or players should lead to increased. relationship commitment. Shared values can invoke the highest level of relationship commitment.”*

4.4. Social Media

After concluding that consumers are showing behaviors that can be described as tribal, and that this is happening due to changes in demographics, society and technology (Cova & White, 2010; Goulding, Shankar & Canniford, 2013) we now must analyze how these consumers communicate and how tribes are settled and formed.

Kietzmann et al., (2011: 241) stated that “*social media employ mobile and web-based technologies to create highly interactive platforms via which individuals and communities share, cocreate, discuss, and modify user-generated content.*” On a more practical approach, Moran & Gossieaux, (2010: 237) wrote “*social media and our communications infrastructure permit humans to exercise their more human traits—including the desire to aggregate around topics they are passionate about*”.

An efficient way to take advantage of social media is by using tools to analyze social media analytics. According to Marshall, Drake & Turner, (2019), the best social media management tools for 2019 are: *Snaplytics, Sprout Social, Brandwatch, Buffer and Simply Measured*. These go beyond the number of followers or number of likes in a specific post, as they enable to access information such as top interests, gender, age, engaged users and levels of engagement.

Social Media is becoming a platform where companies can communicate with their consumers and, at the same time, find what are the main topics of discussion between them (Tsimonis & Dimitriadis, 2014). Through social media, companies can have improved customer insights, by gaining information about what customers are interested in, how they behave and by finding the main words/expressions that are written and talked about. (Nambisan & Baron, 2009; Crawford, 2009). This way, companies can have a better understanding about how evolve to be able to relate with consumers (Labrecque et al., 2013). Social media sites can help firms achieve higher levels of efficiency than more traditional communication tools (Kaplan & Haenlin, 2010).

4.5. Social impact and Corporate Social Responsibility

Corporate Social Responsibility is a topic that has been gaining exponential influence, in recent years, in the global market, with many authors studying this area. The definition of this concept has been the object of study of many authors. In the paper written by Dahlsrud (2008), the author analysis the 37 definitions that existed at the time. The definition that had the biggest frequency count in Google, and that mentioned the 5 dimensions of Corporate Social Responsibility – Voluntariness, Stakeholder, Social, Environmental and Economic – is the one given by the Commission of the European Communities in 2001, where the Commission stated: “*A concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis*” (Dahlsrud, 2008: 7; Commission of the European Communities, 2001:5).

Nike Marketing Plan

Companies could have a competitive advantage by showing consumer groups that they practice activities which promote this responsibility and that they worry about the social impact and consequences of their activities (Porter & Kramer, 2006; Baron, 2001; McPherson, 2018).

According to Nielsen Sports (2018a), the percentage of consumers willing to pay more for brands committed to positive social and environmental impact is: Ages under 20: 72%; Ages under 34: 75%; Aged 50-64: 51%. Additionally, equality, diversity, gender, race, sexuality and the environment, among other issues, are dominating the media and having an impact on every part of the sports business. Consumers are sensitive to these topics, and they prefer companies that sell products and services that also respect these social values (Kotler, 2011; Bhattacharya & Sen, 2004; Castaldo et al., 2009).

We can conclude that consumers are paying attention to the social stance of companies. Consumers want to identify with companies' substance and core, not just with their products or services. In nowadays market, brand loyalty can no longer be achieved only through having a better product or service than the competition, but rather by creating platforms where customers can be a part of brand communities (Laroche, Habibi & Richard, 2013). According to these authors, the combination between brand communities and brand trust originates brand loyalty (Laroche, Habibi & Richard, 2013).

By being socially responsible and aware, companies can facilitate the creation of brand communities around their brand, since consumers tend to organize with people and organizations that share their goals (Chaudhry & Krishnan, 2007). Companies need to show consumers what they believe in and what they stand for, so that the consumer knows that he/she can trust the brand that he/she is considering acquiring the product/service from (Accenture, 2018).

Before obtaining the desired Customer-brand relationship, companies should first focus on the relationships between:

- Customers and Customers
- Customers and the Company
- Company and the Brand,

Since these, influence the customer-brand relationship (Keller, 2009). From the previous paragraphs, we can conclude the influence that Corporate Social Impact and Corporate Social Responsibility may have in facilitating all the relationships mentioned by Keller (2009).

4.6. Storytelling and Emotional Branding

As we observed on the previous paragraphs, consumers are more socially aware and want companies to be accountable for their actions. But this is not the only difference in consumers. According to Nielsen Sports (2018a), there are some trends reshaping sports content, such as:

- Shorter attention spans, with a greater number of subjects competing for consumer attention (Mcspadden, 2015; Killingsworth & Gilbert, 2010; Wyzowl, 2019). With so many sports options across so many screens, fans of all ages—not just millennials—are watching fewer types of games and quitting them faster (Singer, 2017).
- Mobile media consumption is growing (Westlund, 2013; Tran, 2018; Bosomworth, 2015; Molyneux, 2018). It can be concluded from these trends that companies need to adapt to these changing social characteristics. One way of adapting is to implement storytelling in the communications strategy.

According to Cornwell, Weeks & Roy, (2005: 37): “*Storytelling refers to explaining the related concepts and motivations that underlie actions and events, so that the entire situation can be better understood, rather than just superficial elements of it.*” With storytelling, companies can make sure that their message is better received and understood by the customer. This occurs because people tend to process information better when it comes in the form of a narrative (Pulizzi, 2012; Woodside, 2010). To fabric stories that the consumer may identify with, brands can investigate (through social media metrics analyzers for example) what are the stories that “*consumers share in natural settings, so that brands can craft naturalistic stories or acceptable fantasies involving brand experiences.*” (Woodside, Sood & Miller, 2008: 128).

Another way to adapt to these new trends is by applying emotional branding as a marketing strategy. According to Thompson, Rindfleisch, & Arsel (2006), “*emotional branding is a consumer-centric, relational, and story-driven approach to forging deep and enduring affective bonds between consumers and brands.*” This way, the brand transmits a more powerful message, leading to a bigger impact in the consumer’s mind (Murray, 2013; Pawle & Cooper,

2006). One of the unique aspects of sports marketing is the emotional attachment that consumers develop for the sports product (Shank & Lyberger, 2014).

Consumers that connect their relationship to brands with emotions such as bonding, companionship or love, are the ones that bring more profit to a brand, especially considering that they do not require price promotions to keep buying the brand (Rossiter & Bellman, 2012).

Allied with the fact that the message is more powerful, due to being emotional and activating a more sensible part of the consumer, emotional branding also uses vulnerability to have a bigger effect on the consumer. Consumers are more vulnerable when they are only vaguely aware that their emotions are being influenced, and most vulnerable when they have no idea at all that their emotions are being influenced (Oetting, 2017).

Despite of this, companies need to be aware to the degree of sneakiness that they use in order to not show the consumer that its emotions are being taken advantage of. If the consumer feels tricked, he/she might lose the trust that he/she has on the company (Fulmer & Barry, 2009; Barakat, 2014).

While studying the topic of emotional intelligence, one cannot ignore the paper written by Thompson, Rindfleisch, & Arsel (2006). In this article, the authors state that emotional branding strategies could easily produce negative effects, such as having the wrong story being promoted from customer to customer and having the risk of brands being perceived as unauthentic. To avoid these consequences, the authors advise marketers to protect their emotional-branding investments with a three-step action plan based on monitoring of cultural cues, identification and tracking of brand avoiders and development and testing of a new emotional-branding story.

4.7. Football Academies

The opportunity for financial profit has been seen to influence the recruitment of players by professional football clubs. More and more, clubs appear to favor bringing high profile players into the club in order to obtain immediate results and increase merchandise sales (Relvas et al., 2010).

The perceived need to invest in players that already experienced playing in high-competitive football, suggests a lack of readiness and even willingness to prepare the own youth academy players for elite football (Relvas et al., 2010).

Football academies should encourage coaches to practice around an athlete-centered model, where performance excellence co-exists in the same environment as personal excellence, and profit from the selling of players is not the main concern. This approach to coaching is a powerful tool in empowering young athletes to learn and take more responsibility for their own development, which ultimately, results in enhanced performance and a thriving, supportive team environment (Mills et al., 2014).

The Lewis Review's (Lewis, 2007) recommends that football academies should focus on young players' personal development rather than on their competition results.

4.7.1. Talent recruitment

In a study conducted by Unnithan et al., (2012), it was concluded that elite players performed better than advanced players, in sprint tests, speed endurance variables, agility, VO2max, vertical jump and anticipation skill on 1 versus 1 simulation.

Despite of these facts, identification policies based solely on physical attributes may serve only to identify current performance levels and may prematurely exclude those who have the potential to excel in the future. Additionally, it could hinder the technical development of the chosen athletes (Unnithan et al., 2012)

Since individual differences in physical performance are generally attenuated in young adulthood, the increased emphasis on technical skills experienced in youth, may allow players that mature later to develop into more talented performers at the senior level. One of the most known examples of this type of player is Lionel Messi, 5-time winner of the Ballon d'Or. In conclusion, it is important that the identification policies employed by football academies are not overly biased toward the early maturing individuals (Unnithan et al., 2012).

Small-sided games are currently used, in football academies, as a useful training and evaluation method. These types of games combine technical, tactical and physiological training, and at the same time offer the possibility of evaluating players on intra-individual and inter-individual contributions (Unnithan et al., 2012), since the work-rate profiles observed in 4 vs. 4 small-sided games, are similar in pattern to those observed in elite, 11-a-side match-play (Jones & Drust, 2008).

In the study conducted by Mills et al. (2014), awareness (e.g. aware of what is required to excel, capacity to reflect on experience) emerged as a fundamental factor that drives effective

development. This characteristic also appeared to act as a catalyst for developing resilient behaviors, goal-directed attributes, sport and emotional intelligence and sport-specific attributes such as coachability and competitiveness (Mills et al., 2014).

4.7.2. Talent Development

An applied technique that might prove beneficial to the athletes, of football academies, is reflective practice. This practice involves periodically stepping back to ponder the meaning of what has happened to ourselves and others in our environment. It illuminates what the self and others have experienced, providing a basis for future action. To this end, reflective practice is considered to create the opportunity to identify areas for improvement and the formulation of ideas for change (Knowles et al., 2001; Mills et al., 2014).

Richards, Mascarenhas, & Collins (2009) demonstrated how this technique could be integrated into coaching, as a mechanism to help the development of elite athletes and teams. The authors suggest that incorporating reflective practice within development programs can cultivate an environment in which athletes and teams are empowered to engage with, and contribute to, their technical and tactical development. Integrating structured sessions, guided by the principles of reflective practice, might provide a more systematic and holistic approach that has the potential to extend beyond the tactical and technical to develop players' socio-emotional development (Mills et al., 2014).

If academies are to develop resilient, goal-directed, and intelligent players, young athletes need to be 'reflective thinkers' who, as a result, would potentially be better equipped to overcome the challenges that this decisive stage presents. Reflective practice might also prove useful in parental development. (Mills et al., 2014).

4.7.3. Psychosocial Support

The design and implementation of academy programs should not only be mindful of young players' socioemotional needs, but also prepare players for a life outside of football. To do this, academies need to pay close attention to the psychosocial environments they create for developing players (Mills et al., 2014).

Football Academies should invite players that are near the end of their careers to talk with the athletes that are currently in academies. This way, the young athletes can learn from

experienced players how was their experience in football academies, and how they prepared for retirement throughout their lives. Academies should avoid inviting early professionals to perform these talks, since they can perceive the young athletes as a threat to their careers. These talks could play a crucial role in the development of players at this key transitional stage (Mills et al., 2014).

Sport psychologists should promote autonomy supportive coaching behaviors, to overcome a potential controlling climate. This type of coaching is considered to make players feel more competent in their sport, more autonomous in their actions, and better related to significant others from their environment, which leads to overall better performances (Mills et al., 2014).

The psychologists that are part of the academy's staff can create parent workshops, geared towards optimizing their influential role as a football parent. Since the journey of the young athletes is also a challenging journey for their guardians, these workshops could play a key function in parental development by also acting as an organized forum for parents to share their experiences. (Mills et al., 2014).

Players interviewed by Sagar, Busch & Jowett (2010), perceived success and failure, in football, as being the end points of the same continuum. They viewed failure in terms of competition outcomes, quality of performance, and affiliation with other people.

The interviewed players appraised several positive consequences of success, such as enhanced interpersonal relationships with significant others. This enhancement, however, may relate merely to the quality of exchanges that follow success, rather than be an enduring enhancement of interpersonal relationships (Sagar, Busch & Jowett, 2010).

The players appraised several aversive consequences of failure that were both intrapersonal (i.e., emotional cost, diminished perception of self, having an uncertain future after failure) and interpersonal consequences (i.e., reduced social status and interaction, receiving punitive behaviors from others, letting down important others. (Sagar, Busch & Jowett, 2010).

Fearing failure appears to affect the players' performance in competitions, preventing them from performing to their optimal levels. It also seems to affect their interpersonal behavior in the short term. (Sagar, Busch & Jowett, 2010).

Adolescent elite athletes engage predominantly in ineffective coping strategies to deal with their fear of failure. Fear of failure may be a stressor that the players perceive to be beyond their control and to be endured and, therefore, they employed more avoidance-focused and emotion-

focused coping strategies than problem-focused coping strategies. Although removing one's self from an intensely stressful situation may be initially necessary, this pattern of withdrawal can be detrimental in the long run. (Sagar, Busch & Jowett, 2010).

The players from the study viewed increased training as a positive response to failure and to fear of failure. Despite of this, this response may be ineffective (external factors continue to exist) or negative (overtraining leads to fatigue and injuries). Football Academies' psychologists should monitor regularly the fears of failure of adolescent football players and pay close attention to their coping responses to failure and to fear of failure. They can help players develop and employ adaptive coping skills (i.e., that allow for positive psychological adjustment) to manage these stressors. (Sagar, Busch & Jowett, 2010).

5. CONCEPTUAL FRAMEWORK OF REFERENCE

The main aspects obtained from the Literature Review will be used in this study and in the forms of implementation of this project. Their inputs will be used to define the marketing-mix and the approach to the sports market. They are synthesized in this chapter.

Marketing Framing

In terms of relating with one another, consumers are acting more like tribes rather than simple groups or segments (Baird, 2018). The tribal marketing approach shows us that there are products and services that hold people together as group of enthusiasts or devotees. This includes anything that strengthens community links and fosters a sense of tribal belonging and membership. Social media is a facilitator of the creation of tribes. Through these, consumers can communicate, share experiences and ideas, build different groups and discover where they belong or where do they fit best.

At the same time, young consumers are more socially aware and want companies to be accountable for their actions and to take a social stance.

Attention spans are shortening; more things are competing for consumer attention and mobile media consumption is growing. It can be concluded from these trends that companies need to adapt to these social characteristics.

To adapt, companies may implement storytelling and emotional branding in the communications strategy. New media and e-sports are developing with an exponential speed,

Nike Marketing Plan

creating new ways to promote products and services, which is also a factor to consider while developing this project.

Sports Marketing

In the case of the *Nike Academy*, we will be performing a strategy like the sports-based strategies but with Nike's products. This means that Nike will be using the *Nike academy* platform to promote its products. To do this, it could apply the following forms of sponsorship, at the same time, in the academy: Venue-naming rights, endorse the athletes that are starting their professional career in the academy and in return, use these athletes to show Nike products in social media and in other related brand promotions and licensing internal competitions. Shank & Lyberger (2014: 5), define sports marketing as "*the specific application of marketing principles and processes to sport products and to the marketing of non- sports products through association with sport.*" An important and extent concept, in the area of sports marketing, is the "sports product" concept. Citing Shank & Lyberger (2014:262): "*A sports product is a good, a service, or any combination of the two that is designed to provide benefits to a sports spectator, participant, or sponsor*".

For Shank & Lyberger (2014), the sports industry consists of three major elements: consumers of sport, the sports products that they consume, and the suppliers of the sports product.

The sports marketing mix, which is defined as "the coordinated set of elements that sports organizations use to meet their marketing objectives and satisfy consumers' needs." (Shank & Lyberger, 2014: 36). Due to the media attention that sports have, Mullin, Hardy, & Sutton (2014) treat public relations (usually considered part of promotion) as a separate P, making it five Ps.

Companies from many different industries are realizing the positive impact that sports can bring to their businesses. In the specific case of sports-related brands, companies from these industries are understanding that sports marketing involves more specific measures than traditional marketing, measures that allow these types of companies to prosper in a competitive environment. Since sports is an important social ritual and a way it of fraternizing, it can be concluded that as a psychological effect on consumers. Whenever there is a psychological effect due to a certain activity, marketers should investigate to understand if this characteristic may be used to increase brand awareness, brand loyalty and sales.

Football Academies

Football academies should encourage coaches to practice around an athlete-centered model, where performance excellence co-exists in the same environment as personal excellence, and profit from the selling of players is not the main concern. This approach to coaching is a powerful tool in empowering young athletes to learn and take more responsibility for their own development, which ultimately, results in enhanced performance and a thriving, supportive team environment (Mills et al., 2014). It is important that the identification policies employed by football academies are not overly biased toward the early maturing individuals (Unnithan et al., 2012).

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Sport psychologists should promote autonomy supportive coaching behaviors, to overcome a potential controlling climate. This type of coaching is considered to make players feel more competent in their sport, more autonomous in their actions, and better related to significant others from their environment, which leads to overall better performances (Mills et al., 2014).

Football Academies' psychologists should monitor regularly the fears of failure of adolescent football players and pay close attention to their coping responses to failure and to fear of failure. They can help players develop and employ adaptive coping skills (i.e., that allow for positive psychological adjustment) to manage these stressors (Sagar, Busch & Jowett, 2010).

6. DATA COLLECTION AND ANALYSIS METHODOLOGY

In this point, we obtained secondary data, from sources such as: FIFA, UEFA, Pordata, Nielsen Sports, Nielsen Esports, Deloitte, EY, PWC, Accenture, YouTube, Statista, Portuguese Football Federation and Nike.

7. EXTERNAL ENVIRONMENT ANALYSIS

7.1 Macro Analysis

7.1.1. PESTE Analysis

The PESTE Analysis, will consist on analyzing Political and Legal Factors, Economic Factors, Social and Cultural Factors, Technological Factors and Environmental and Ethical Factors. This analysis will aim at studying the macro external influences that might affect the *Nike Academy*. Since this project is aimed at being implemented in Portugal, with spectators and fans from all around the world, we will conduct our analysis with this context in mind.

7.1.1.1. Political and Legal Factors

Political

In 2009, Portugal introduced a range of tax benefits for both EU and non-EU citizens, which made attaining residency quick and easy. The goal was to encourage direct foreign investment and help get the economy back on its feet after the Global Financial Crisis. Investors are coming from all over the world, with the Chinese the most significant (Farmbrough, 2018).

Portugal is an attractive destination for foreign research and development companies, entrepreneurs and investors, with Lisbon becoming a creative and tech startup hub while Portugal is perceived as a stable place to do business. This country is ranked 29th out of 190 in the World Bank's Doing Business ranking. Portuguese rates of taxes, which at a top tiered rate of 48%, tend to be lower than elsewhere in Europe (Farmbrough, 2018).

Portugal is part of the European Union, the Euro Zone and the Schengen area. With a stable political and social environment, a secure society, a highly skilled and English fluent labor force and an excellent quality of life, Portugal offers a favorable investment climate. The country is

Nike Marketing Plan

investing in becoming a premium tourism and real estate location, as well as one of the leading EU countries for R&D and new technologies (PWC, 2014).

The Portuguese government supports initiatives that are related to sports, under the European Union banner, since it is aimed at promoting physical activity, social justice, equality, and improved civil rights (European Commission, 2019). Another reason for the involvement of the government is due to the importance that the United Nations gives to sports to achieve the Sustainable Development Goals (UN News, 2018).

In financial terms, the Portuguese Government has been increasing its budget for sports investment. According to the Portuguese Minister of Education , *“in 2016, the executed budget, for the Portuguese Institute for Sports and Youth, was 71,9 million euros, and in 2018, was 85,4 million euros, which proves the high investment made by the government in the areas of sports and youth”*. (Brandão Rodrigues, 2019).

At this point, we must analyze legislation that may impact the activities of a football academy. In Table 1 - Legislation that impacts football academies in Portugal (The Author, 2019), there are described the main legislations that a youth football academy must consider while running its activity, in Portugal:

Table 1 - Legislation that impacts football academies in Portugal

Legal Source	Content
Regulatory Decree n. ° 9/2018	Entry, stay and exit of foreign nationals from the national territory.
Ordinance n. ° 369/2004, 12th April	Technical and safety conditions to be observed in the installation and maintenance of football goals, existing in public sports facilities
Opinion n. ° 7/2001.	Athlete – Minor - Transfer Compensation for training -
Regulation of the Portuguese Football Federation	Regulation for players' status, category, registration and transfer
Law n. ° 54/2017	Sportsman's employment contract, sports training contract and representation or intermediation contract
Decree-Law n. ° 74/99 of 16th March	Tax incentives rules for sports patronage
Decree-Law n. ° 273/2009	Allocation of financial, material and logistical support, as well as sports sponsorship.
Order n. ° 10124/2010 (SEJD)	Model of the contract to be signed by high-performance sportsmen.
Decree-Law n. ° 272/2009, October 1 st	Special regimes of access and entry to higher education for athletes.
Decree-Law n. ° 203/2015	Location, implementation, design and functional organization of playgrounds, their equipment and impact surfaces
Regulatory Decree n. ° 10/2001	Regulations of the Technical and Safety Conditions of Stadiums
Decree-Law n. ° 141/2009	Establishes the legal regime for public sports facilities
Decree-Law n. ° 10/2009	Establishes the legal regime of compulsory sports insurance
Law n. ° 40/2012	Establishes the regime of access and exercise of the activity of sport coach
Article 3 (2) of the Treaty on European Union (TEU);	Free movement of EU citizens and their family members
https://www.futeboldeformacao.pt/docsdownload/	Documents that are required for every football academy
Intermediary Regulations	Intermediary and agency services by a player and a club

Source: The Author, 2019

7.1.1.2. Economic Factors

Portugal's quarterly economic growth was confirmed at 0,5 percent in the second quarter of 2019, the same as in the previous three-month period. Net external demand was the main driver of growth while household consumption and fixed investment contracted. GDP Growth Rate in Portugal averaged 0,41 percent from 1988 until 2019.

The Eurozone quarterly economic growth was confirmed at 0,2 percent in the second quarter of 2019, slowing from a 0,4 percent expansion in the previous period. Household consumption and fixed investment supported the expansion while net trade contributed negatively to growth and change in inventories was negligible. Among the European union largest economies, Germany's gross domestic product shrank while Italy's economy stagnated, Spain's GDP growth slowed, and the French economy expanded at the same pace as in the first quarter. GDP Growth Rate in the Euro Area averaged 0,39 percent from 1995 until 2019.

The unemployment rate in Portugal dropped to 6,3 percent in the second quarter of 2019 from 6,8 percent in the previous three-month period and below last year's 6,7 percent. It was the lowest unemployment rate since the second quarter of 2004. Youth unemployment rate, measuring jobseekers between 15 and 24 years old, increased to 18,1 percent from an eight-year low of 17,6 percent. The activity rate edged up 0,1 percent to 59,2 percent and the employment rate rose 0,4 percent to 55.5 percent. Unemployment Rate in Portugal averaged 7,79 percent from 1983 until 2019.

The Europe Union unemployment rate stood at 7,5 percent in July 2019, unchanged from the previous month's 11-year low and in line with market expectations. The number of unemployed continued to decline. Unemployment Rate in the Europe Union averaged 9,65 percent from 1995 until 2019.

In Portugal, the consumer confidence index is based on interviews with consumers about their perceptions of the country's current and future economic situation and their tendencies to purchase. It is estimated using the difference between the share of positive evaluation responses and negative evaluation responses, but do not include the share of neutral responses. The consumer confidence indicator in Portugal rose to -7,6 in August 2019, the highest since January, from -8,0 in the previous month. August's improvement resulted from the positive contribution of all the components, namely household financial situation over the past 12 months (-3,1 from -3,3) and prospects regarding the country's economic situation (-3,0 from -

3,8); major purchases (-26,2 from -26,6) and household financial situation over the next 12 months (2,1 from 1,9). Consumer Confidence in Portugal averaged -17,73 Index Points from 1997 until 2019.

The consumer confidence indicator in the European Union was confirmed at -7,1 in August 2019, below -6,6 in the previous month, amid a deterioration in households' expectations about the general economic situation, while their assessments of both their past and future financial situation improved somewhat, and their intentions to make major purchases remained unchanged. Consumer Confidence in the European Union averaged -10,02 Index Points from 1985 until 2019.

From Annex 7 - Portugal Corporate Tax Rate (TradingEconomics, 2019g) and Annex 8 - European Union Corporate Tax Rate (TradingEconomics, 2019h), we can see that Portugal has a lower Corporate Tax Rate than the average in the European Union, which represents a good investment opportunity for foreign investors.

The Portuguese economy will continue to mirror the growth trend in the rest of the Euro Zone in 2019 and 2020. In addition to a moderate deceleration in overseas demand and a slowdown in exports, the European Commission highlights the positive dynamic of private consumption and an acceleration in investment as factors supporting growth in the short term (Essential Business, 2019).

Portugal's overall positive trend has been seen in the employment market which has grown at a sustainable rate (+320.000 jobs over the past three years) and a fall in unemployment which together have been among the highest indicators in the Euro Zone, with less 285.000 unemployed since December 2015 (Essential Business, 2019).

Another Economic factor that must be considered, in this stage, is the land price in Portugal. Portugal's land prices continue to strongly increase, fueled by increasing demand as well as improved economic conditions. Property prices in Portugal rose by 6.09% (5.39% in real terms) in 2018, to an average price of 1,220 euros per square meter. During the latest quarter of 2018, house prices increased 1.24% (2.03% in real terms) from the previous quarter (Delmendo, 2019). The mitigation of this risk will be explored in the implementation stage of this project.

Economic Indicators in Football

Professional Portuguese football is composed by the following competitions: Liga NOS (premier division), LigaPro (second division) and AllianzCup (League Cup). Clubs in these

competitions generated: 24 million euros in taxes, more than 1950 jobs, contributed over 396 million euros to the Gross Domestic Product, over than 607 million euros in business turnover, over 626 million euros in income, over 639 million euros in expenses and over 1312 million euros in assets (EY, 2019).

From the 33 teams that compose the 3 competitions, 73% are based in the Metropolitan Area of Lisbon and in the North, while 27% are spread between the south, center and islands (EY, 2019).

In 2016, Portuguese football clubs spent 178.235 million € and received 419.080 million € in players transfers (FIFA, 2018).

Professional Portuguese Football produces direct, indirect and induced impacts in the economy. As direct impacts we have: Sales and Services provided; Supplies and external services; Balances of transfers; Other operational results; Workstations and Taxes paid. As indirect impacts we have: Economic activity generated by the value chain, as a result of direct impacts of Professional Football. We can have as example, the increase in restaurant and bars sales on match days. As induced impacts we have: Economic activity supported by increased consumption in the economy due to direct impacts and indirect employment generated by Professional Football (EY, 2019).

7.1.1.3. Social and Cultural Factors

Participating in sports and games is one of civilization's ancient traditions. Since the time of the ancient Greeks, participation in sports was expected and highly valued in society (Edwards, 1973).

Culture is defined as a learned meaning system that consists of patterns of traditions, beliefs, values, norms, meanings and symbols that are passed on from one generation to the next and are shared to varying degrees by interacting members of a community (Ting-Toomey & Dorjee, 2018).

Socialization occurs when we learn about the skills, knowledge, and attitudes necessary for participating in sports. In the end of the socialization process, we will find a child that becomes actively engaged in sports participation. When children participate in sports at an early age, they may have better potential to become lifelong participants (Shank & Lyberger, 2014).

Nike Marketing Plan

For these authors, it is important to analyze reference groups, which are connected to social classes. These groups are individuals who influence the information, attitudes, and behaviors of other group members. Sports participation is heavily influenced through the various reference groups to which an individual may belong (Shank & Lyberger, 2014). Young football players want to imitate their idols and follow their footsteps.

As we previously exposed, football is the most popular sport in the world, with the greatest number of players. This means that it is played in big cities, small cities and in rural areas, by all types of people. Due to these facts, we believe that the relations between social classes and participation in the sport of football is not the main topic to analyze in this section.

Despite of this, we think it is pertinent to analyze the social classes from most players of football academies, to understand how these affect the talent of players, and the efforts that their families make, to assure that their children follow a professional career in football.

In our research, we found that the social-cultural environment where children are educated, is relevant to their future as football players. Families with lower income, are forced to live in places where the cost of living is lower. These places are usually less crowded and have less traffic. In addition, there are less sports to practice, compared to a big city with a lot of infrastructures. This environment leads to the opportunity to play football all around the place of living, and doesn't offer the possibility to try different sports, and discover sports where one can be more talented (Marques & Samulski, 2009).

By practicing street football, players become more talented, not only by the characteristics of the game itself, but also by the factor mentioned in the previous paragraph, related to the time spent in playing (Marques & Samulski, 2009). In the study of these authors, they have reached the conclusion that most families of soccer athletes have a low/medium-low income status (Marques & Samulski, 2009).

The social-cultural background of players has also an impact in how families influence players' performances. For families that have low/medium-low income status, their talented children are their "golden-ticket" to reach a better life. For this reason, parents in this social-cultural situation tend to invest more time and money (in travels for example), than parents that want their children to go to college since the probability to become a football player is 0,5% and that the majority of football players struggle to conciliate studies and football. (Mills et. al. 2012; Marques & Samulski, 2009).

Demography in Portugal

Portugal has a population of 10.355.493 people. For every square mile of Portuguese territory, there is an average of 111 people. This makes Portugal rank 73rd in the world as far as population density is concerned. The median age is 43,7 years old for the general population (41,8 years for males, 45,6 years for females). The life expectancy at birth is 80,9 years old (77,7 years for males, 84,2 years for women).

The age structure is constructed in the following manner:

0-14 years: 14,01% (male 743,277 /female 707,437)

15-24 years: 10,89% (male 580,709 /female 546,908)

25-54 years: 42,04% (male 2,143,735 /female 2,209,736)

55-64 years: 12,8% (male 605,113 /female 720,192)

65 years and over: 20,26% (male 838,606 /female 1,259,780)

According to data extracted from the website *Pordata*, the number of federated sportsmen and sportswomen, in Portugal, has been experiencing a growing trend (Pordata, 2018), reaching a total number, in 2017, of 624.001 athletes. Of this 624.001, 438.721 are men and 185.280 are women. These numbers show us that sports have been gaining influence over the years and that people are embracing an active lifestyle.

Football as the main Sport worldwide

Boudway (2018), following the Nielsen Sports DNA surveys, indicated that more than four out of 10 people consider themselves soccer fans, making the game the world's most popular sport. In the same survey, that spanned 18 global markets, 43 percent of people said they were "interested" or "very interested" in the sport in 2017. Basketball, with 36 percent, is number 2 (Nielsen Sports, 2018b). With its dimension, football "constitutes one of the most dynamic, sociologically illuminating domains of globalization" (Giulianotti & Robertson, 2004: 545).

Football Industry in Portugal

According to the Portuguese Football Federation, in the 2018/2019 season, we had 24.560 senior male players federated and 124.398 male players from the ages of 7-19 federated. In women's football, there were 1.047 senior athletes federated and 4.447 from the ages of 7-19 federated (Federação Portuguesa de Futebol, 2019a).

In 2016, Portuguese football clubs spent 178.235 million € and received 419.080 million € in players transfers (FIFA, 2018). Portugal has exported the best European player in the game today—Cristiano Ronaldo—and one of its most-decorated coaches—Jose Mourinho. Its national team was European champion after upsetting the odds with a victory over France in 2016. The country also has the most prominent agent, Jorge Mendes, known across the world for his network of contacts that has led to hundreds of millions of euros in soccer trades.

While the country always produced talent, the steady stream of exports by Portuguese clubs started following Futebol Clube do Porto's European Cup win in 2004. The former director of Sport Lisboa e Benfica training center, stated that, in comparison with big European Clubs, Portuguese clubs don't have enough money to buy high-level players, so they have the need to develop their own players (Panja, Lima & Almeida, 2017).

In Annex 18 - Expenses from acquiring players (million €) (Transfermarkt, 2019), we can see a table with the budgets of Sporting Clube de Portugal (SCP), Sport Lisboa e Benfica (SLB), Futebol Clube do Porto (FCP), Futbol Club Barcelona (FCB), Real Madrid (RM), Liverpool Football Club (LFC) and Football Club Bayern Munich (BM). We performed a comparison between the 3 biggest clubs in Portugal and the most recent winners of the UEFA Champions League.

The average spending of the 3 Portuguese clubs, in the last 5 seasons, is 33,86 million euros, while the average of the last 4 winners of the UEFA Champions league, in the last 5 seasons, is 128,05 million euros. As we can conclude, top European clubs have budgets that are almost 4 times higher than the budgets from the top Portuguese football clubs.

An important point about the football industry in Portugal it's the migratory characteristics that exist in our country. Located in Western Europe, it is located in a part of the Globe that is destination for many footballers searching for better conditions and better futures (Magee & Sugden, 2002). Portugal is a country specialized in developing talent and exporting it for a

higher price for which it was bought (Barros, 2006). According to Nolasco (2018), Portuguese football operates between the European leagues and the South American and African championships.

The Portuguese football labor market is in an intermediate, or centric, position (Tiesler & Coelho, 2007). Portuguese football has specialized as part of a broader process in which countries use a comparative advantage in a global market. The cultural and language links between Portugal and the South American and African continent also help to promote these trades (Darby, 2007; Darby 2007a; de Vasconcellos Ribeiro & Dimeo, 2009).

The international migratory path with the most expatriates involved goes from Brazil to Portugal. On the 1st of May 2018, 240 players from Brazil were playing in Portugal at professional adult level (Poli, Ravenel & Besson, 2018)

Brazil is the country with more expatriates playing overseas, with 1236 players in other countries than the country they were born in. Of those 1236 players, 824 play in Europe (Poli, Ravenel & Besson, 2018).

Social and Cultural impact of Football

Football has the capacity to facilitate social development and promote peace in a variety of politically and socially tense environments. Football can build bridges between communities, promote social development and integration, and strive for peace in a variety of contexts (Rookwood, 2008).

Football has been a platform of national and transnational struggle in “civil rights” terms, particularly as lower classes, ethnic minorities, and more recently women have sought to establish their positions within the male-dominated game (Giulianotti, 2012).

Football facilitates subtle forms of cosmopolitanism: “banal cosmopolitanism” through widespread television coverage of elite world leagues; and “cosmopolitan patriotism” when supporters enjoy watching different international teams while still strongly backing their own club or national sides (Giulianotti, 2012).

Nowadays we are living in a world that is paying much attention to social issues and cultural diversity. As it was mentioned in the literature review, the social reality that we live in will have deep impact in this project. The *Nike Academy* will need to have a strong social stance and

society will be attentive to the actions of this academy, regarding the effects that this enterprise might have in the community that surrounds it and in society in general.

In terms of cultural factors, we must refer to the football culture that exists in Portugal and worldwide. As the most played sport in the world, football is considered in many places as being bigger than a sport, resembling more like a religion (Moutinho, Dionísio & Leal 2007).

This cultural aspect of football is a factor that has great relevance to the success of this project. People love football and love to see stories of success and hard work.

We also observed in the literature review that football is a sport that unites people from all backgrounds and helps them socialize. In a country such as Portugal, football is imbedded in its culture, reaching the status of cultural phenomena.

Football fans also use the sport to socialize with each other, attending games and football viewing parties to hang out with their peers and share experiences with fellow fans. Football is a cultural and social phenomenon. Since the beginning of competitive sports that people attend games to interact with their community. Some fans don't even like to play football but enjoy observing players play and see what tactics coaches use.

To have people and fans attending we need to have players that are disputing the game. Players may play just to hang out with their friends (during week after work), they can play in amateur leagues or they can play in organized teams that play in federated leagues (Shank & Lyberger, 2014).

7.1.1.4. Technological Factors

Technology in Football Academies

As we have seen in the literature review stage, the evolution in technology is affecting the football industry. One of the ways that this transformation is happening, is inside the youth academies of professional clubs.

Sport Lisboa e Benfica's academy has a "360S simulator" in a lab where players work on their technique, go through video analysis and do nutritional and psychological tests. The simulator also has robotic-like players that move along the walls of each side of the cage. The youth players are tested on their reaction speeds, vision and execution, when aiming for the moving targets after controlling the ball inside the three-meter circle (Clapham, 2018).

Nike Marketing Plan

360S simulator software can take data from games and replicate those situations in the simulator. Each player has their own system profile for training. Goalkeepers can also use it, as the system can simulate a variety of shots that range in arc, curve and speed. All the exercises are accompanied by an automated ball retriever (Badwan, 2014).

One brand that is leading the charge, in implementing technology, to increase players' levels in football, is Microsoft. Partnering with Real Madrid, they are using Cloud technology to create a virtual stadium, where fans can enjoy the match without having to travel large distances. Through a partnership with Skype, Liverpool fans can together create a unique chorus of Liverpool's anthem "You'll Never Walk Alone". In the football club Real Sociedad, digital transformation will bring more personalized experiences for fans, such as 3D and virtual reality experiences including a 360° view of the pitch, digitalized ticketing through smart phones and wearable technology, and innovative content and services for all fans, inside or outside the stadium, on any type of device (Microsoft, 2019a; Microsoft, 2019b).

Southampton Football Club has also realized the power of technology, in finding the right players for their youth academies. The analytics strategy helped the club develop Europe's most profitable youth academy, while establishing itself as a Premier League top teams. This club uses data from GPS tracking systems, medical records and physical performance in the gym. They combine this data with the wider ecosystem of weather, pitch softness and multiple other areas, to correlate injury on not just what they've done physically, but where they've done it (Macaulay, 2018).

When Leicester City Football Club defied all odds to win the 2015-16 Premier League, one of the main reasons that lead to this award was analytics. They achieved this by monitoring everything, from the density of the pitch to the intensity of their movements, and then adapting training regimes to optimize fitness (Macaulay, 2018).

Outside the football academies we can also observe technological changes that have an influence over football. Changes happening with smartphones and connectivity lead to everyone being connected as part of a huge platform, which can create tribes and fan clubs. Through these technologies, fans can follow the daily life of a football academy, and its athletes. Streaming platforms will make available content such as mealtime, training and day to day life of the players. It will allow to have a similarity to a reality show where every fan and viewer can identify with different players.

All these new technologies allow to have stronger relationships with all stakeholders and create the opportunity to develop important partnerships.

Esports

Electronic Sports (eSports) can be conceptualized as “a segment of computer-game consumption, identified by the particular experiences of competitive game play that immerse, educate, entertain, and engage consumers in play, co-created within the value network of marketing actors by a means of the specific forms of the online and offline performances.” (Seo, 2013: 1543).

For Hamari & Sjöblom (2017: 211) eSports is “a form of sports where the primary aspects of the sport are facilitated by electronic systems; the input of players and teams as well as the output of the eSports system are mediated by human-computer interfaces.”

This type of sport has hundreds of millions of followers. Alongside video game streaming, both platforms have become rapidly growing forms of new media in the internet, driven by the growing provenance of (online) games and online broadcasting technologies (Hamari & Sjöblom, 2017).

Video games, and particularly EA Sports FIFA title (Electronic Arts Inc., 2019), have become one of the primary media touchpoints between fans and football. Nielsen data from April 2018 indicates that awareness of this game among active gamers is 66% in the U.S., and 83% in the U.K. The 2018 edition, FIFA 18, sold 10 million copies in its first three months (Nielsen ESports, 2017). The Electronic Sports League (ESL) has 242 million fans around the globe, where 80% are aged between 18 and 34 (ESL, 2019).

A crossover between those interested in football and those interested in gaming is to be expected, given that football is followed by large numbers of people. Table 2 - Percentage of “interested” or “very interested”, (Nielsen ESports, 2017), points to continuing strong opportunities in football-related video games, gaming brand football sponsorships and partnerships between sports-related brands and videogames.

Table 2 - Percentage of “interested” or “very interested”

	Population Interested in football	General Population
Playing PC/video games	51%	38%
Esports	34%	21%
Online Gaming	43%	29%
VR/AR gaming	43%	22%

Source: Nielsen ESports, (2017). Adapted.

Gaming is emerging as a competitor for the time and attention of football fans. At the same time, football video games play a huge role in connecting millions of fans to the sport daily (Nielsen ESports, 2017).

In esports media, the market-leading platform is Twitch (Hamilton, Garretson & Kerne, 2014; TwitchTracker, 2019). The Amazon-owned company is followed by YouTube, Facebook and Twitter. Facebook’s move into esports streaming is part of a broader strategic move into video.

To be market-leader, Twitch bought exclusive Overwatch League (Blizzard, 2019) rights for 2018 and 2019 in which was the biggest deal of 2017 and bought exclusive rights for the inaugural 2018 season of the NBA 2K League (Nielsen ESports, 2017).

7 in 10 esports fans are male; while in general sports and soccer we have a proportion of male fans of 6 in 10. Male fans tend to live stream esports content more frequently than their female counterparts. However, nearly 1 in 4 female fans still stream at least weekly (Nielsen ESports, 2017).

According to Gough (2019), in 2022 the number of viewers of Esports is expected to reach a total of 644 million people.

I wanted to make a reference to Esports in this stage of this project, due to my belief in the fact that Esports will be a great ally to sports marketing in the years to come. From the data that is mentioned in this point, we can observe that the growth of this industry has been exponential and that the relation between electronic sports and traditional sports is relevant, since many of the games that exist are based in sports that are already played outside.

New Media

As Shank & Lyberger (2014: 19) stated: “Due to the growth of media influence and the power of the corporate consumer, the focus has changed, from pleasing the media broadcasting the sporting event, to spectators in remote locations.”

For Mullin, Hardy & Sutton (2014) media is so important in sports, that these authors treat public relations (usually considered part of promotion) as a separate P in the traditional theory of the four Ps that constitute the Marketing Mix.

Television and traditional media have been losing influence over the years (Tsimonis & Dimitriadis, 2014). This is due to the increase availability of internet around the world and the great number of smartphones that exist (Nielsen Sports, 2018a; Clement, 2019; Deloitte, 2019a). As Mark Parker, Nike CEO said: “*Streaming and social media are changing the way we consume sport content bringing billions of consumers closer to the leagues and athletes they love*” (Parker, 2018). Streaming services such as Netflix and DAZN are gaining ground, while YouTube and Facebook are starting to invest in streaming live sports (Nielsen Sports, 2018a).

New direct-to-consumer digital operators such as DAZN and ESPN+ have acquired sports rights, to transmit with over-the-top (OTT) characteristics, changing the way consumers watch sports. These new players have been joined by companies such as Amazon and Facebook, who have begun to use sports to drive consumers to their wider bundle of services (Kiernan, 2018b).

DAZN is a subscription-based live video-on-demand service, paying rights fees for premium content only previously paid by pay-television broadcasters. (DAZN, 2019).

DAZN has shown that it is prepared to be flexible in its strategy in each market – in Germany, Austria and Switzerland it focused on leading European football leagues and United States sport to launch with, while in the United States, where premium rights are tied-up in long term agreements, it has used niche sports with a loyal following, establishing a joint venture with Matchroom Boxing to acquire Mixed Martial Arts Bellator rights (Kiernan, 2018a).

Beyond subscriptions, organizations are partnering with social platforms like Facebook and Twitter to offer content, planning that the sponsorship and indirect revenues will be greater than an access fee (McCaskill, 2019).

Nike Marketing Plan

In 2018, the global media rights expenditure on digital players amounted to 49,5 billion dollars. In 2016, this number was 43,6 billion dollars (Kiernan, 2018b). This difference illustrates the exponential growth that digital players are experiencing.

Even though these types of digital players represent a small amount of the total (6% in 2018), in two years they increased from 2% to 6%. If they tripled in only two years, this means that in the years to come digital players will have a lot to say in the sports industry.

Sports executives are seeking to build new direct-to-consumer channels. Older generations (Generation Xers in particular – people born between 1960 and 1979) are adopting digital technology almost as fast as millennials (people born between 1980 and 1999), and fans' online behaviors are far better signals of purchase intent (Singer, 2017).

The diversity of territories, featuring the top spending deals by digital players, is an indicator of how these players are still in a phase of testing the most appropriate markets. There is no clear pattern of any of the major digital players looking to dominate either a particular sport, territory, or combination of the two (Kiernan, 2018b).

Sports clubs, hoping to expand their fan base, are turning to Amazon Prime and Netflix by signing up for fly-on-the-wall documentaries (Bakare, 2018). This type of documentary consists in filming people as they do the things they normally do, rather than by interviewing them or asking them to talk directly to the camera (Collins Dictionary, 2019).

The chance to attract lucrative sponsorship and increase merchandise sales has led clubs to follow in the footsteps of docu-series such as Last Chance U, about a college football team in Mississippi, by letting camera crews have access to the day-to-day of the club and the day-to-day of the players (Bakare, 2018).

Netflix released First Team: Juventus, a behind-the-scenes series which follows the Italian club. Amazon Prime is following Manchester City's season for a series. Juventus see the docu-series as a chance to reach Netflix's 100 million worldwide subscribers and get closer to becoming what Federico Palomba, the club's head of marketing, calls "a sport entertainment entity" (Bakare, 2018).

Augmented Reality and Virtual Reality are also tools that will affect media consumption (Deloitte, 2019b). The growing integration of augmented reality and virtual reality is

transforming the customer experience by giving fans the opportunity to get “closer” to athletes while having a single platform to access a wealth of data (Deloitte, 2019b).

Successful sports organizations are aware of the threat of competition from other forms of entertainment. They have broadened the scope of their businesses, seeing themselves as providing “entertainment” (Shank & Lyberger, 2014).

In this point of the external analysis, we observe that the sports industry is being object to a revolution in the way that its fans interact with it. Content is being transmitted in new platforms and different companies are starting to invest in new media, to have a first player advantage in the market. We are currently in a stage of testing in companies’ spheres, as these penetrate different markets and different sports. The numbers show us that new media is getting great acceptance by the fans, and the trend is that this type of media will grow exponentially.

Companies in the sports industry, specially sports teams will have to adapt to these realities and take advantage of the fact that it is a recent development, meaning that the first comer will have a head start. Docuseries that study sports teams are being well accepted by fans, and teams are starting to realize that they should open their game a little and show different processes that are performed inside the building and locker rooms.

For Shank & Lyberger (2014), organizations that have not realized how sport and entertainment are intertwined, are said to suffer from marketing myopia. This concept, conceptualized by Levitt (2004), is described as the practice of defining a business in terms of goods and services rather than in terms of the benefits sought by customers. Sports organizations can eliminate marketing myopia by focusing on meeting the needs of consumers rather than on producing and selling sports products. One way of eliminating this myopia is by understanding that the way that sports media is consumed has been suffering great changes, and organizations that work in this industry will have to adapt.

7.1.1.5. Environmental and Ethical Factors

As we have seen in the Literature Review, the factors analyzed at this point have been gaining an exponential influence over the last years. In a study conducted by the European Union, where 27 655 people were inquired about the seriousness of climate change, 79% said that it represents a very serious problem, 14% said that is a relatively serious problem, and 6% said that it is not

important. In Portugal, 87% said that it represents a very serious problem, 11% said that is a relatively serious problem, and 1% said that it is not important. (Agência Lusa, 2019).

To help protect the environment, and better manage the planet resources, companies are using recycled materials that originate from surplus manufacturing materials. Another action that companies are taking, is by recurring to alternative and renewable energies, to fuel their activities, whether its factories or transportation machinery. In terms of sourcing, companies are starting to worry more about the sustainability of this step in the value chain.

Organizations such as FairTrade International and ICEA (Istituto per la Certificazione Etica ed Ambientale), inspect and certify companies that carry out their activities in respect of individuals and the environment, protecting the dignity of workers and consumer rights.

In terms of environmental certifications, we have OEKO-TEX, which is a textile certification program that ensures that fabrics are safe. This organization checks for toxic dyes, banned chemicals, and other toxic substances to ensure consumer and environmental health. We also have the Rainforest Alliance, which sets standards for protecting biodiversity, safe pesticide use, natural resource conservation, human flourishing, and a commitment to continuing improvement.

The Europe Union has legislation that is automatically applied in the countries that are part of this group. In terms of environment, the Europe Union has legislation that verses about sustainability assurance, carbon dioxide emissions, atmospheric pollutants, organic pollutants, substances that weaken the ozone layer, treatment of residues, dangerous substances, ecomanagement and audit, biodiversity protection and carbon footprint.

In terms of ethical factors that should be considered, we have to mention child labor and working conditions in factories and in suppliers' manufacturing infrastructures. Companies are creating codes of conduct, that must be respected by all its suppliers. This type of codes includes standards related to hiring practices, wages, freedom of association and health and safety. The European Union created a standard Code of ethics for European employers, which facilitates the task of creating this type of codes for employers.

Regarding the environment in Portugal, we think its pertinent to analyze the climate conditions that exist in this country. Portugal is mainly characterized by a warm temperate and Mediterranean climate. During winter, Portugal experiences a similar temperature pattern to the

Spanish coastal towns, which have an average daytime maximum of about 16°C (WeatherOnline, 2019).

A gradual warming-up process takes place during the spring months, with daytime average maximum temperatures reaching up to 22°C by May. The Atlantic-facing coast remains wetter than the Mediterranean-facing Spanish coast, with about 18 dry days per month, with an average of 10 hours of sunlight per day.

During summer months, Portugal receives refreshing sea breezes, making for very pleasant conditions. Daytime maximum temperatures reach 25°C, 11 or 12 hours of sunshine can be expected, and there are as many as 29 dry days per month on average. As in other regions, September and the first part of October form an extension of summer. Daytime average maximum temperatures can still be as high as 26 °C but will have fallen back to about 17 °C by November.

7.2. Micro

7.2.1. Suppliers

Shank & Lyberger (2014), define producers and intermediaries as the manufacturers of sports products or the organizations that perform some function in the marketing of sports products.

For these authors, producers and intermediaries are ownership, sanctioning bodies, sponsors, media, agents and equipment manufacturers. Shank & Lyberger (2014).

In terms of ownership, *Nike Academy* will be owned and managed by Nike. In terms of sanctioning bodies, since the idea was to implement this project in Portugal, (we will explore this in the implementation stage of this project) we must consider the entities that manage internal competitions in Portugal, and entities that manage international competitions in Europe.

For the competition in Portugal, the sanctioning body is the Portuguese Football Federation (Federação Portuguesa de Futebol, 2019d). For international competition, which occurs when the *Nike Academy* team plays against other football academies from European football teams, the sanctioning body will be the Union of European Football Associations (UEFA, 2019)

Both these entities are regulated by The Fédération Internationale de Football Association (FIFA, 2019), the highest government body in football.

Nike Marketing Plan

In the *Nike Academy*, the Sports products sponsor and the name sponsor will be Nike. Other possible partnerships will be explored in the implementation stage of this project.

The suppliers that may exist in terms of media were explored in the PESTE analysis, more specifically, in the technological factors' analysis. As we showed, media is being object of a big revolution, with traditional media companies facing serious competition from new and revolutionizing media companies such as DAZN and Netflix. Most football clubs use their own TV channel to promote their academies, and their YouTube channel as well. *Nike Academy* won't have the dimension nor the interest to have its own tv channel, so the main media suppliers will be the digital media channels.

As a football academy, *Nike Academy* will require a big amount of space to produce its activity, meaning that it will have, as extra suppliers, construction companies, food providers companies, energy companies, and all suppliers needed to run a facility of this dimension. To reduce this cost, *Nike Academy* could take advantage of the existing partnership between the Portuguese Football Federation and Nike (Federação Portuguesa de Futebol, 2019b; SapoDesporto, 2018), to use *Cidade do Futebol* facilities (SapoDesporto, 2016; Federação Portuguesa de Futebol, 2016) to implement its project.

For the equipment manufacturers, *Nike Academy* will have Nike as the main provider of athletic equipment. For the rest of the equipment, *Nike Academy* will use the products of the partnership mentioned in the previous paragraph.

7.2.2. Consumers

For Shank & Lyberger, (2014), the consumer of sports can be divided in three categories: spectators (individual and corporate), participants (in unorganized sports or in organized sports) and sponsors. In sponsorship relations, it exists a commercial competitive advantage for both parties.

The spectators, since the *Nike Academy* will be following a strategy where it recurs to digital channels, will be technological informed, able to access the platforms where the games are broadcasted and where the life inside the academy is documented. Corporate spectators will be looking for ways to create partnerships with the academy. Due to the social concerns of the *Nike Academy*, the corporate consumer will be looking to create partnerships to establish its organization as a company that worries about social issues.

Regarding participants, *Nike Academy* will be destined to young football players that want to play at a high level and have the talent for it. Since it is destined to young people, we must analyze who decides what sport to play as a young person. In most cases, it's the parents that make this decision (Kamphoff, 2019). Due to this fact, we must consider that parents are also consumers, since they are the ones that make the decision of acquiring the *Nike Academy* service.

The sponsors of the *Nike Academy* will depend on the partnerships that are made during the implementation of this project. By analyzing the 3 biggest football academies in Portugal, we observe that the main sponsors are Financial Institutions, Airline companies and Sports Products Brands (SLBenfica, 2019; Sousa, 2018).

7.2.3. Competitors

In this stage, we will analyze *Nike Academy* competition.

In Portugal, the main competitors are the football academies of the following clubs: Futebol Clube do Porto, Sporting Clube de Portugal and Sport Lisboa e Benfica.

7.2.3.1. Futebol Clube do Porto

Futebol Clube do Porto has a school for football players called Dragon Force. This school has players from the ages of 4 to 14. 33% of the players that are enrolled in the club's academy come from this football school. Their methodology is based on teaching football according to age and performance, teaching different subjects - health, environment, ethics; and utilize the players from the main team as role models. The Dragon Force School has centers in 20 locations spread around Portugal, 1 center in Colombia and 1 center in Spain.

In the under-5 and under-6 tiers, the players are thought to play in 1 versus 1 or 3 versus 3 game situations. Passing lines and positioning are concepts worked at these ages.

In the under-7 and under-8, the players play in 3 versus 3 or 5 versus 5. In these ages, concepts as switching positions with other players from our team are taught.

In the under-9 and under-10, players play in 5 versus 5 or 7 versus 7. In these games, each step of the game is separated, and some tactical concepts are introduced. Ball possession, ball control, taking advantage of spaces are all concerns that are introduced at these ages.

From the under-11 to the under-14 teams, it's all about consolidating everything that was taught during the childhood years and transitioning to 7 versus 7 and 11 versus 11 gameplays.

The prices of the Dragon Force School are the following:

The value of the first-year enrollment is 60 euros, with the competition kit having an extra value of 160 euros. For goalkeepers it is an extra 15 euros. The price for renewing the enrollment each year is 30 euros.

Table 3 - Futebol Clube do Porto Football School prices

Weekly training sessions	Monthly Price	Annual Price
1 per week	35€	385€
2 per week	52€	572€
3 per week (with competition included)	52€	572€

Source: Futebol Clube do Porto, (2019). Adapted

These values may be subject to the following discounts: Siblings discount (10%), anticipated payment discount (10% on eleven months) and club member discount (5 euros monthly).

Regarding the Academy, its teams are: Under-14, Under-15; Under-17 and Under-19. The Under-16 team plays in a team called Padroense, located close to the city of Porto, with the goal of giving the players, that just transitioned from the under-15 team, a chance to gain competitive rhythm before going to the under-17 team.

The main teams are the Under-15, Under-17 and Under-19.

The Under-15 team has 27 players and 4 coaches, the Under-17 team has 25 players and 5 coaches and the Under-19 team has 30 players and 4 coaches.

Futebol Clube do Porto's Academy is located in the city of *Gaia*, located close to Porto city. The Academy has 3 real grass pitches, 1 real grass pitch with standings for 3800 spectators and one artificial grass pitch with 40mx30m measures.

There are 3 buildings for administrative support:

- Concierge building with press conference facilities, an auditorium and a work room;
- Youth soccer support building, which contains 3 team changing rooms, 1 referee changing room, 1 coaching changing room, medical department and hydrotherapy room;
- Senior football support building, consisting of 2 team changing rooms, 2 coach changing rooms, 2 medical support rooms, 1 hydrotherapy and massage room and a gym.

The Academy has over 70 talent seekers, and only players that are older than 14-year-old can stay at a permanent basis at the Academy. The players that stay at the Academy live in houses located in the center of the city of Porto, not in buildings located in the Academy. There are 30-35 players in these houses.

In 2019, Futebol Clube do Porto plans to start the construction of a new Academy, which will integrate the training infrastructures and the housing infrastructures, in the same style as the competitors Sporting Clube de Portugal and Sport Lisboa e Benfica (SapoDesporto, 2019).

7.2.3.2. Sporting Clube de Portugal

Sporting Clube de Portugal as a network of football schools called *Escola Academia Sporting*. This network schools spread across Portugal, United states, Mozambique, South Africa and Indonesia.

This school is designed for children between 4 and 14 years old. It allows the players to transfer between schools, to train with the main teams of the academy, to meet the professional players, to watch matches and to play in international competitions.

This school has the following teams: One under 9 team, three under-10 teams, one under 11 team, two under 12 teams, two under 13 teams and one under-14 team.

The methodology is the one that was used for developing 2 players that won the Ballon d'Or.

The value of the first-year enrollment is 75 euros. The price for renewing the enrollment each year is 27 euros.

Table 4 - Sporting Clube de Portugal Football School prices

Weekly training sessions	Monthly Price	Annual Price
1 per week	34,5€	N/A
2 per week	47€	N/A
3 per week (with competition included)	62€	N/A

Source: CIF Sporting Academy Football School, (2019). Adapted

These values may be subject to the following discounts: Siblings discount (5%), monthly price club member discount (5%), anticipated payment discount (10% on eleven months) and first enrollment fee club member discount (13€ discount on the first enrollment fee).

Federated players pay a monthly fee of 57,5€ and a value of 40€ for first enrollment and renewals.

In terms of sports vacations, Sporting Clube de Portugal offers the opportunity to participate in vacations in the football academy, for players between 7 and 17 years old. These vacations allow players to understand how it feels to be part of the academy, and if a player shows that he has potential to be recruited, he may get an offer from the club to stay at full time.

Sporting Clube de Portugal is known for producing players such as Cristiano Ronaldo and Luis Figo. Its academy has three 110x70 meter natural grass soccer pitches, three 90x70 meter synthetic grass pitches and a 60x40 meter synthetic indoor pitch. The main pitch has standings for 1000 fans. It also has 2 fully equipped gyms. The academy has 73 fully equipped rooms, with balcony, for the players. Location: City of Alcochete, located 20 minutes from the center of Lisbon (Sporting Clube de Portugal, 2019).

The main teams are the Under-15, Under 17 and Under-19.

Sporting Clube de Portugal Academy has the following teams: One under-15 team with 31 players and 3 coaches, One under-16 team with 30 players and 3 coaches, One under-17 team with 24 players and 5 coaches, and One under-19 team with 23 players and 4 coaches.

7.2.3.3. **Sport Lisboa e Benfica**

Benfica Football Schools are present on 4 continents, with centers in Portugal, Cabo Verde, Canada, China, Spain, Guinee and Mozambique. Sport Lisboa e Benfica's methodology, its

Nike Marketing Plan

commitment to training, accredited coaches and infrastructures, earned in 2015 the distinction Best Soccer Academy of the World by the Globe Soccer Awards.

Schools welcome boys and girls, who train throughout the season with a methodology which focuses on:

Transmission of social and human values that enable active, balanced and responsible social integration; The opportunity for athletes to value themselves and Promotion of a strong identification of the values of Sport Lisboa e Benfica.

At Benfica Football Schools, started players such as João Filipe “Jota” (U17 and U19 European Champion for Portugal), Tiago Dantas, currently in SL Benfica's main squad, Bernardo Silva, Gonçalo Guedes and João Carvalho.

The prices of the Benfica Football Schools are the following:

The value of the first-year enrollment is 55 euros

Table 5 - Sport Lisboa e Benfica School prices

Weekly training sessions	Monthly Price	Annual Price
1 per week	37€	N/A
2 per week	52€	N/A
3 per week (with competition included)	67€	N/A

Source: Clube TAP Benfica Football School, (2019).

These values may be subject to the following discounts: Siblings discount (5€ on each monthly payment), anticipated payment discount (10%) and club member discount (9€ euros monthly).

As we have seen in the PESTE Analysis, Sport Lisboa e Benfica academy is the most advanced academy in terms of technology used. It has an indoor pitch where the walls contain electronic technology to provide the players with the best tools for training.

In recent years, it has been the best academy in Portugal, producing talents such as Renato Sanches, Bernardo Silva, João Cancelo and João Félix.

This academy is composed by 9 football fields, 62 bedrooms, 16 locker rooms, 2 auditoriums, 2 gyms, 1 conference room and 1 social room.

Nike Marketing Plan

This academy also has technical areas such as treatment rooms, massage rooms, a swimming pool and other areas dedicated to study and leisure. There is also a space reserved for athletes' meals, providing cafeteria service.

The Training Center is also valued for the integration of a building for administrative services, Professional football and Academy football departments, and another for the exclusive use of the media professionals who accompany the Club.

The building that contains the players' rooms is the tallest and is divided into two large cores. The professional, which occupies the top floor, and the Academy, which covers the lower floors.

Caixa Futebol Campus has been growing gradually since its inauguration and was distinguished as Academy of the Year in December 2015

The main teams of the Academy are the Under-15, the Under-16, Under-17 and Under-19.

The Under-15 team has 28 players and 5 coaches, the Under-16 has 21 players and 5 coaches, the Under-17 team has 20 players and 5 coaches, and the Under-19 team has 22 players and 5 coaches.

Sport Lisboa e Benfica also has an “academy for parents”, which teaches parents the importance of their influence on the young players and how to behave as a parent of a young athlete. Location: Seixal, located 30 minutes from the center of the city (SLBenfica, 2019; Futebol de Formação, 2018).

Since our goal is to create a football academy that includes all tiers, which doesn't have a distinction between football school and academy, we will focus our analysis on comparing the football academies of our main competitors, instead of comparing their football schools.

Table 6 - Comparison between the main competitors of the Nike Academy

	FCP	SCP	SLB
Location	<i>Gaia</i> (15 minutes from the Stadium)	<i>Alcochete</i> (30min from the Stadium)	<i>Seixal</i> (30 min from the Stadium)
Ages	14-19	14-19	14-19
Main Teams	Under-15, Under-17 and Under-19	Under-15, Under-17 and Under-19	Under-15, Under-17 and Under-19
Aver. Nr. of players per main team	27	26	23
Aver. Nr. of coaches per main team	4	4	5
Real Grass Pitches	4	3	6
Synthetic Pitches	1	3	3
Gyms	1	2	2
Indoor pitches	0	1	1
Nr. of rooms Academy	0	73	62
Nr. of players that the rooms have capacity for	30-35	140	120
International Academy of the Year Awards	0	0	1
Academy for parents	0	0	1
Main teams National Championship Titles	17 titles in the Under-19, 13 Titles in the Under-17 and 14 titles in the Under-15	23 titles in the Under-19, 20 Titles in the Under-17 and 14 titles in the Under-15	24 titles in the Under-19, 19 Titles in the Under-17 and 10 Titles in the Under-15
Main teams International Titles	0	2 (2011 and 2019)	1 (1996)

Source: The Author, (2019)

7.3.Five Forces Analysis

Michael E. Porter has identified five forces that determine the intrinsic long-run attractiveness of a market or market segment: industry competitors, potential entrants, substitutes, buyers and suppliers (Porter, 2008).

In each Force, we will determine if the threat is low, medium or high.

Threat of intense segment rivalry - High

During our analysis of the competitors, we reached the conclusion that the best football academies in Portugal are recognized worldwide and can produce great players. These academies are always trying to choose the best talents and competing to offer the best benefits to each player. The rivalry that exists between the 3 greatest clubs in Portugal is also reflected in their academies, with young players always wanting to win the games that they play against their main rivals. Football academies also compete for the best talent to have the chance to say that the best players come from their academy, meaning that they have the best program.

Due to the lack of quality of most academies that currently exist and the difficulty to enter in the academies that have the best conditions, *Nike Academy* is likely to benefit from a low number of competitors, allowing to earn high profits from sponsors and media rights. Despite the small number of great academies that exist, they still can represent a threat, since many players only want to play in certain academies. This might occur due to parent influence, own influence, or the fact that certain parents and players don't believe that a sports brands can offer an academy with the same conditions as a football club.

Threat of new entrants - Low

The threat of new entrants largely depends on the barriers to entry. Key barriers to entry include - Economies of scale, money / investment requirements. Due to the high sunk costs of initial capital required and a sports premises, new firms are less willing to enter. *Nike Academy* can use this to their advantage, and rather than being deterred to enter, could capitalize on it, as they have enough investment capital.

The threat of new entrants is low since there is a great need to have good connections and reputation, in order to be able to be competitive. In the suppliers and competition analysis, we concluded that to be competitive in this market there is a need to have strong relations with sponsors that are willing to invest great amounts of money. As we see, that are high entry barriers.

With both high entry and exit barriers, profit potential is high, but firms face more risk because poorer-performing firms stay in and fight it out.

Threat of substitute products – Low

The availability of substitutes will influence price levels and profit margins. Since the football academy business is so specific, it is difficult to find substitutes that can offer the same benefits as large scale football academies. Due to this reason, the threat of a substitute service is low, since individual training sessions and online training will never compensate for the team training that is required to achieve the highest standards in football.

Threat of buyers' growing bargaining power – Medium/Low

Due to the small number of high-level football academies existing in Portugal, the buyer power is not very high, because if the buyer wants an academy with top conditions, he will have to go to one of the 3 biggest clubs in Portugal. Despite of this, the top academies that exist all offer different benefits such as location, technology used, playing time, agents influence and national ranking. Due to these reasons, buyers have the power to negotiate with different academies, to negotiate the best conditions.

A good defense consists of developing a superior offer that strong and talented players cannot refuse.

Threat of suppliers' growing bargaining power - Medium

As we analyzed previously, that are a great number of suppliers for the Nike Academy.

The bargaining power of suppliers will influence their ability to set high prices to maximize profits. If suppliers have high bargaining power over a company, then in theory the industry is less attractive. For a sports academy, the main components in need of supply are staff, a venue and sporting equipment. Being the premier importer and seller, sporting equipment should not be a problem.

In terms of staff and venue, as we exposed before, a good way to overcome these great costs is to create a partnership with the Portuguese Football Federation. Even if this partnership occurs, the *Nike Academy* would still be dependent on the functioning of the infrastructures of the Portuguese Football Federation.

8. INTERNAL ANALYSIS

8.1. Nike

Nike, Inc., incorporated on September 8, 1969, is engaged in the design, development, marketing and selling of athletic footwear, apparel, equipment, accessories and services. The Company's operating segments include North America, Western Europe, Central & Eastern Europe, Greater China, Japan and Emerging Markets.

The Company's portfolio brands include the NIKE Brand, Jordan Brand, Hurley and Converse. The Company sells its products to retail accounts, through its retail stores and Internet Websites, and through a mix of independent distributors and licensees across the world. The Company's products are manufactured by independent contractors. The company had a global annual turnover of 39,1 billion dollars in 2019.

NIKE brand product has nine categories: Running, NIKE Basketball, the Jordan Brand, Football (Soccer), Men's Training, Women's Training, Action Sports, Sportswear and Golf. Men's Training includes its baseball and American football product offerings. The Company also markets products designed for kids, as well as for other athletic and recreational uses, such as cricket, lacrosse, tennis, volleyball, wrestling, walking and outdoor activities.

The Company sells a range of performance equipment and accessories under the NIKE Brand name, including bags, socks, sport balls, eyewear, timepieces, digital devices, bats, gloves, protective equipment, golf clubs and other equipment designed for sports activities. (BusinessWire, 2018; Reuters, 2019; O'Connell, 2019a).

8.2. Nike's Vision

A company's corporate vision statement provides a picture of a target future condition of the business. Nike's vision statement focuses on brand strength and development. The company applies these corporate statements as guides for the evolution of its business, leading to the creation of business strengths like a strong brand image (Smithson, 2019).

Nike's vision is expressed in the following statements: (Nike, 2019a)

“We dare to design the future. To make big leaps we take big risks”

“We believe in the power of sport to move the world”

Nike Marketing Plan

“We believe in a fair, sustainable future-one where everyone thrives on a healthy planet and level playing field.”

“We’re committed to creating a better, more sustainable future for our people, planet and communities through the power of sport”

Nike’s vision can be summarized as:

To bring inspiration and innovation to every athlete in the world, while creating a better, more sustainable future for our people, planet and communities through the power of sport.

8.3. Business Strategy and Positioning

Nike’s business strategy is based on product mix diversity and intensive growth, based on constant innovation, product development, market penetration, market development and diversification. While some businesses tend to opt for a cost efficiency strategy or a differentiation strategy, Nike conciliates these two. While the company minimizes production costs to maximize profitability or reduce selling prices, at the same time, provides unique products. The combined cost leadership and differentiation generic strategies boost Nike’s performance in the global industry. A strategic objective based on the cost leadership generic strategy is to grow the company’s competitive advantage through new technologies to reduce production costs. A financial objective based on the differentiation generic strategy is to maximize Nike’s profit margins, such as on new sports shoes (Gregory, 2017; Nike, 2019b).

Nike’s strategy is to achieve long-term revenue growth by creating innovative, “must-have” products, building deep personal consumer connections with their brands and delivering compelling consumer experiences through digital platforms and retail.

Through the Consumer Direct Offense, Nike is focusing on their Triple Double strategy, with the objective of doubling the impact of innovation, increasing speed to market and growing direct connections with consumers (Nike, 2019b).

Nike’s positioning can be found on their mission statement -

“Our mission: bring inspiration and innovation to every athlete* in the world

*if you have a body, you are an athlete.”

Nike has positioned its brand as the market leader of sports equipment widely, providing high quality and innovative technology. Furthermore, Nike is an ambitious and victorious company,

that transmits inspiration with the slogan "*Just Do It*" as well as through the promotional activities that connect Nike's brand with magnificent achievements of prominent athletes.

Over the years, Nike has shifted from product focus to attitude. Nike "speaks" in athletes' hearts through unique & momentous feelings, which makes the company exceptional compared to others. As we can see in the mission statement, Nike considers that to be an athlete, the only condition required is to have a body. We can conclude from this that Nike's target is considerably wide.

Through its communications strategy, Nike recurs to emotional branding, by appealing to people's emotion, stating that the biggest opponent to everyone is their own "lazy-self".

As we have seen in the literature review, Nike is aware of social issues and makes a stance regarding these. With this in mind, Nike positioning is based on the quality of its products, the benefits that their products bring to the customer – higher self-esteem, health and prestige - and also on the premise that Nike is a global leader but always works to improve society, environment and people's social conditions.

8.4. Business Performance Analysis

Fiscal 2019 was the first full year executing against the new strategy, and results demonstrated the power of the Nike, Inc. portfolio to generate revenue growth, while investing in capabilities to fuel the next phase of long-term growth and profitability. Nike achieved record revenues in fiscal 2019, growing 7% to \$39.1 billion.

The Nike Brand, which represents over 90% of Nike, Inc. revenues, delivered 8% revenue growth fueled by investments in innovative products and digital platforms. On a currency neutral basis, Nike Brand revenues grew 11%, driven by growth across all geographies, Nike Direct and wholesale, nearly all key categories and double-digit growth across footwear and apparel. Within Nike Direct business, digital outpaced all other channels, growing at 35% in fiscal 2019.

Income before taxes increased 11% for fiscal 2019, as revenue growth and gross margin expansion were partially offset by higher selling and administrative expense. Selling and administrative expense was higher as a percent of revenues, reflecting investments in data and analytics capabilities, digital commerce platforms and an initial investment in a new enterprise resource planning tool to accelerate end-to-end digital transformation. Additionally, Nike

Nike Marketing Plan

prioritized investments in global brand campaigns aimed at deepening connections with consumers.

Nike continues to see opportunities to drive future growth and profitability. The organization remains committed to effectively managing their business to achieve its financial goals over the long-term by executing against the operational strategies outlined above.

International branch offices and subsidiaries of Nike are located in Argentina, Australia, Austria, Belgium, Bermuda, Brazil, Canada, Chile, China, Croatia, the Czech Republic, Denmark, Finland, France, Germany, Greece, Hong Kong, Hungary, India, Indonesia, Ireland, Israel, Italy, Japan, Korea, Macau, Malaysia, Mexico, the Netherlands, New Zealand, Norway, Panama, the Philippines, Poland, Portugal, Russia, Singapore, Slovakia, Slovenia, South Africa, Spain, Sri Lanka, Sweden, Switzerland, Taiwan, Thailand, Turkey, the United Arab Emirates, the United Kingdom, Uruguay and Vietnam.

For fiscal 2019, NIKE Brand and Converse sales in the United States accounted for approximately 41% of total revenues, compared to 42% and 46% for fiscal 2018 and fiscal 2017, respectively. Nike sells its products to thousands of retail accounts in the United States, including a mix of footwear stores, sporting goods stores, athletic specialty stores, department stores, skate, tennis and golf shops and other retail accounts. In the United States, Nike utilizes NIKE sales offices to solicit such sales. During fiscal 2019, the three largest United States customers accounted for approximately 24% of sales in the United States.

The NIKE Direct and Converse direct to consumer operations sell NIKE Brand, Jordan Brand, Hurley and Converse products to consumers through various digital platforms. In addition, the NIKE Direct and Converse direct to consumer operations sell through the following number of retail stores in the United States:

Table 7 - Number of non-United States retail stores

United States Retail Stores	Number
NIKE Brand factory stores	217
NIKE Brand in-line stores (including employee-only stores)	29
Converse stores (including factory stores)	109
Hurley stores (including factory and employee-only stores)	29
TOTAL	384

Source: Nike, (2019b). Adapted

In the United States, NIKE has six significant distribution centers. Four are located in Memphis, Tennessee, two of which are owned and two of which are leased. Two other distribution centers, one located in Indianapolis, Indiana and one located in Dayton, Tennessee, are leased and operated by third-party logistics providers.

NIKE Brand apparel and equipment are also shipped from Foothill Ranch, California, Nike’s distribution center, which is lease. Smaller leased and third-party leased and operated distribution facilities are located in various parts of the United States.

For fiscal 2019, non-United States Nike Brand and Converse sales accounted for approximately 59% of total revenues, compared to 58% and 54% for fiscal 2018 and fiscal 2017, respectively. Nike sells its products to retail accounts, through Nike Direct operations and through a mix of independent distributors, licensees and sales representatives around the world. They sell to thousands of retail accounts and ship products from 67 distribution centers outside of the United States. During fiscal 2019, Nike's three largest customers outside of the United States accounted for approximately 14% of total non-United States sales.

In addition to Nike and Converse owned digital commerce platforms in over 45 countries, Nike Direct and Converse direct to consumer businesses operate the following number of retail stores outside the United States:

Table 8 - Number of non-United States retail stores

Non-United States Retail Stores	Number
NIKE Brand factory stores	648
NIKE Brand in-line stores (including employee-only stores)	57
Converse stores (including factory stores)	63
TOTAL	768

Source: Nike, (2019b). Adapted

In this chapter, we also consider pertinent to analyze the relationship between the investment in marketing and revenues.

Table 9 - Nike's A&P costs from 2014 to 2019 (in billion U.S. dollars)

Year	Costs	Difference from previous year
2014	3,03	-
2015	3,21	6%
2016	3,28	2%
2017	3,34	2%
2018	3,58	7%
2019	3,75	5%

Source: O'Connell, (2019b). Adapted

Table 10 - Nike's Annual Revenue from 2014 to 2019 (in million U.S. dollars)

Year	Revenue	Difference from previous year
2014	27,799	-
2015	30,601	10%
2016	32,376	6%
2017	34,350	6%
2018	36,397	6%
2019	39,117	7%

Source: Macrotrends, (2019). Adapted

At this point, we think its pertinent to analyze the financial effect that the investment in social marketing campaigns generates. The most recent example, and which lead to an increase in 31% in online sales, compared to 17% from previous year, was the Kaepernick Campaign (Linnane, 2018).

This campaign was developed with American football player Colin Kaepernick and had the goal of fighting racial injustice and police brutality, with Nike telling people to “dream crazier” and standing up for what they believe in.

This incarnation of "*Just Do It*". which also features Serena Williams, LeBron James and other athletes, lead to record brand engagement.

Other benefits of this campaign were that Nike gained 170.000 followers on Instagram, and share price hit a record high of 83,90 dollars (Thomas, 2018).

9. COMPETITIVE ANALYSIS

9.1. Swot Analysis

In this chapter we will execute a SWOT analysis for Nike. This analysis will consider the company internal positive points that give an edge over competitors (strengths) and internal negative points, that can be harmful if used against Nike by its competitors (weaknesses). Considering the market, we will indicate external opportunities that can bring a competitive advantage, and external threats, which can negatively affect the business. This analysis aims to enlarge the benefits of Nike’s strengths and reduce the damages generated by weaknesses. Another objective of this analysis is to take advantage of possible opportunities and prepare for possible threats. We will also define the relative importance of each one of these factors:

- Strengths and weaknesses will be evaluated by level of significance: from 0 (no significance) to 5 (high significance)
- Opportunities will be assessed according with their attractiveness: from 0 (no attractiveness) to 5 (maximum attractiveness)
- Threats will be ranked according with the estimated impact: from 0 (no impact) to 5 (maximum impact).

We will also try to forecast the evolution of strengths, weaknesses, opportunities and threats in three trends: increase, decrease or stable.

Table 11 - SWOT Analysis

<p><i>Strengths</i></p> <ul style="list-style-type: none"> • Brand Equity and Brand awareness • Diverse Brand Portfolio • Emotional Brand Positioning • Global Presence • Sustainability goals • Top Athlete Partnerships • Customer Base • Low Manufacturing Costs • Product research and development • Marketing Campaigns • Partnerships with football federations and professional football clubs • Multi-channel approach 	<p><i>Weaknesses</i></p> <ul style="list-style-type: none"> • Poor Labor Conditions in Foreign Countries • Outsourced Manufacturing • Dependency on United States Market • Footwear Focus
<p><i>Opportunities</i></p> <ul style="list-style-type: none"> • Growing market • Emerging markets • Innovative Products • Digitalization • Supply Integration • Responsible Manufacturer 	<p><i>Threats</i></p> <ul style="list-style-type: none"> • Counterfeit Products • Increase in competition • Marketing Budget pressure • Currency Exchange risks

Source: The author, (2019)

Strengths

Nike is one of the most recognizable brands in the world, with its unique, memorable and easy to pronounce name. Its swoosh logo is easily recognized by everyone, being connected to the slogan “*Just do it*”.

Although the Nike brand itself is incredibly powerful, the company has a diverse brand portfolio beyond that. This brand portfolio includes Converse, Hurley, Jordan as well as dozens of other Nike-centric sub-brands such as Nike Shox, Nike Blazers, and Nike Tiempo. This suggests that Nike has its foundations well spread across the footwear, sportswear and apparel industry.

Nike knows how to appeal to the emotional side of the customer. People perceive Nike as a brand that transmits power and inspiration, making people believe that anyone can be an athlete like the ones that are sponsored by Nike. Through partnerships with top athletes, Nike is able to transmit a greater impact on its message and show people that their products are used by the best in the world in each sport.

Nike Marketing Plan

Other partnerships that are part of Nike's strengths are the ones performed with football federations and football clubs. By sponsoring these types of entities, Nike can show to the world all their new football products and get expertise from professional players.

Another strength of Nike is its global presence. The total number of worldwide Nike stores and factories is 1182. Its United States-based stores and factories are 392. Non-United States based stores and factories are 790. International branch offices and subsidiaries of Nike are located in Argentina, Australia, Austria, Belgium, Bermuda, Brazil, Canada, Chile, China, Croatia, the Czech Republic, Denmark, Finland, France, Germany, Greece, Hong Kong, Hungary, India, Indonesia, Ireland, Israel, Italy, Japan, Korea, Macau, Malaysia, Mexico, the Netherlands, New Zealand, Norway, Panama, the Philippines, Poland, Portugal, Russia, Singapore, Slovakia, Slovenia, South Africa, Spain, Sri Lanka, Sweden, Switzerland, Taiwan, Thailand, Turkey, the United Arab Emirates, the United Kingdom, Uruguay and Vietnam.

Complementing its global presence, Nike allows its customers to acquire products and communicate with the brand in a multi-channel basis, whether it is personally or digitally.

Nike understands the role that a company with its size has in terms of sustainability. Across the company's website we have multiple references to the efforts that are made by Nike to protect the environment, in terms of clean energies used and in terms of the recycled materials used to produce their products. This organization also aims at changing the world, for the better, through sports, understanding the social role of this activity and how it can promote a more sustainable business and society.

Nike has millions of customers from around the world who loyally follow Nike's trends, participate in Nike events, and even provide customer feedback. Due to its huge customer base, Nike's market cap has grown to \$127,9 billion in August 2019.

For fiscal year 2019, contract factories in Vietnam, China and Indonesia manufactured approximately 49%, 23% and 21% of total NIKE Brand footwear, respectively. Nike also has manufacturing agreements with independent contract manufacturers in Argentina and India to manufacture footwear for sale primarily within those countries. In the same year, contract factories in China, Vietnam and Thailand produced approximately 27%, 22% and 10% of total NIKE Brand apparel, respectively. As we can see, Nike has its main manufacturing operations in countries where these types of costs are lower.

Nike Marketing Plan

Technical innovation in the design and manufacturing process of footwear, apparel and athletic equipment has been receiving continued emphasis. In addition to the staff of specialists in the areas of biomechanics, chemistry, exercise physiology, engineering, industrial design, sustainability and related fields, Nike also utilizes research committees and advisory boards made up of athletes, coaches, trainers, equipment managers, orthopedists, podiatrists and other experts who consult with them and review designs, materials, concepts for product and manufacturing process improvements and compliance with product safety regulations around the world. Employee athletes, athletes engaged under sports marketing contracts and other athletes wear-test and evaluate products during the design and development process.

As Nike develops new technologies, it is simultaneously focused on the design of innovative products incorporating such technologies throughout the product categories. Using market intelligence and research, the various design teams identify opportunities to leverage new technologies in existing categories responding to consumer preferences.

In 2019 alone, Nike's advertising and promotion costs amounted to approximately 3.75 billion U.S. dollars. The brand has successfully utilized social media and marketing campaigns to target more customers. Each year, Nike has campaigns that everyone talks about. This year was the “*dream crazy*” advertisement.

Weaknesses

One of the weaknesses that is always connected with Nike has to do with poor labor conditions in foreign countries. By recurring to countries where manufacturing costs are lower, Nike cannot control the work conditions that are practiced there, neither change cultural aspects of that country that lead to poor labor conditions.

Another weakness that originates from having the manufacturing operations in these countries, is the one related to the outsourcing of manufacturing operations. For fiscal 2019, four footwear contract manufacturers each accounted for greater than 10% of footwear production and in the aggregate accounted for approximately 61% of Nike Brand footwear production. For fiscal 2019, one apparel contract manufacturer accounted for more than 10% of apparel production, and the top five contract manufacturers in the aggregate accounted for approximately 49% of NIKE Brand apparel production.

By outsourcing, Nike cannot control fully their supply, and risks having suppliers negotiate better conditions with the competition and increase prices for Nike.

Nike Marketing Plan

The majority of Nike's inventory is sold to retailers that are spread around the globe. The athletic footwear, apparel and equipment retail markets in some countries are dominated by a few large athletic footwear, apparel and equipment retailers with many stores. This leads to a situation where retailers have a strong negotiation power against Nike. Additionally, if these large retailers fail to make payments or don't order accordingly to predictions, this could lead to significantly losses to Nike.

In terms of market, Nike still has a high dependency on the United States Market. For fiscal year 2019, Nike Brand and Converse sales in the United States accounted for approximately 41% of total revenues, compared to 42% and 46% for fiscal 2018 and fiscal 2017, respectively. As we see, this dependency is decreasing, but if only one country represents 41% of total revenues, this means that there is a high dependency on this country market. If American tax or legal policies were to change, in any way affecting Nike's ability to sell on the United States market, that would significantly hurt Nike's profits.

Although we refer it as a weakness, the footwear focus is part of the traditional strategy of Nike. With competition increasing exponentially in this sector, Nike could invest more in other types of sports equipment, to have a diverse portfolio that offers the most innovative products in all sectors.

Opportunities

The world population keeps increasing, and many of them (especially in developed countries) are becoming gradually more active. Together, these two factors compound to create a constantly growing sportswear market. Nike should be able to capture much of the business of this growing market, allowing the company to grow its profits.

As countries across the world become wealthier, citizens in developing countries have more disposable income and higher living standards. These factors present an opportunity for new markets in which to sell products. These markets could represent a good opportunity to reduce the dependence on the United States market.

In the digital era, Nike can be in the forefront of the digital revolution in sports products. Sports consumers like to compete and to know how their performance compares to other athletes and to their own results. Through digitalization in business and in sports products, innovation can be achieved in extraordinary measures. Combining technology with athletic wear can prove to be beneficial, as it is an aspect of the fashion industry that still hasn't been explored much.

Nike Marketing Plan

While analyzing weaknesses, we explored that suppliers are a big risk for Nike. By integrating operations and avoid outsourcing, Nike would spend a little more money, but in return, it would get almost full control of its operations and a more efficient and streamlined supply chain.

In many countries, there is a growing trend of knowing where products have come from and the effects on workers and the environment. If Nike can brand itself as a responsible manufacturer of sportswear goods, they may be able to increase their market penetration among more ethically and environmentally conscious consumers.

Threats

Counterfeit products can affect Nike's revenue and reputation. Due to its global operations, and highly demanded products, the risk of counterfeit has become higher. Some merchandisers and retailers offer counterfeit Nike products at lower prices, in the internet and even in physical shops. The low-priced products are made from low-quality materials but still have the Nike label. This can damage Nike's image, as the customers might feel that Nike has started producing low quality products to have better financial results.

It's difficult to take legal action against all counterfeiters due to their presence online. To offset counterfeit products, Nike could present the benefits of the real product and explain the disadvantages of buying fake Nike products.

The athletic footwear, apparel and equipment industry is highly competitive both in the United States and worldwide. Nike compete internationally with a significant number of athletic and leisure footwear companies, athletic and leisure apparel companies, sports equipment companies and large companies having diversified lines of athletic and leisure footwear, apparel and equipment. It also competes with other companies for the production capacity of independent manufacturers that produce Nike's products. The Nike Direct operations, both through digital commerce operations and retail stores, also compete with multi-brand retailers that sell Nike's products.

Product offerings, technologies, marketing expenditures (including expenditures for advertising and endorsements), pricing, costs of production, customer service, digital commerce platforms and social media presence are areas of intense competition. This, in addition to rapid changes in technology and consumer preferences in the markets for athletic and leisure footwear and apparel and athletic equipment, constitute significant risk factors. In addition, the competitive nature of retail including shifts in the ways in which consumers are shopping, and the rising trend of digital commerce, constitutes a risk factor implicating the Nike Direct and wholesale

Nike Marketing Plan

operations. If Nike does not adequately and timely anticipate and respond to competition, costs may increase or the consumer demand for Nike's products may decline significantly.

Many Nike's products are manufactured and sold outside of the United States, with purchase and sale transactions occurring in various currencies, which increases exposure to the volatility of global economic conditions, including fluctuations in inflation and foreign currency exchange rates. Additionally, there has been, and may continue to be, volatility in currency exchange rates, as a result of the United Kingdom's impending exit from the European Union, commonly referred to as "Brexit", and new or proposed United States policy changes that impact the U.S. Dollar value relative to other international currencies. Currency exchange rate fluctuations could also disrupt the business of the independent manufacturers that produce Nike's products by making their purchases of raw materials more expensive and more difficult to finance.

Nike has partnerships with professional athletes, sports teams and leagues, as well as other public figures, including artists, designers and influencers, to develop, evaluate and promote Nike's products, as well as establish product authenticity with consumers. However, with increased competition, the costs associated with establishing and retaining such sponsorships and other relationships have increased. If Nike is unable to maintain current associations with professional athletes, sports teams and leagues, or other public figures, or to do so at a reasonable cost, this could lead to losing the high visibility or on-field authenticity associated with Nike's products, and an increase of marketing investments. As a result, brands, net revenues, expenses and profitability could be harmed.

Furthermore, if certain endorsers were to stop using Nike's products contrary to their endorsement agreements, the business could be adversely affected. In addition, actions taken by athletes, teams or leagues, or other endorsers, associated with Nike's products that harm the reputations of those athletes, teams or leagues, or endorsers, could also seriously harm Nike's brand image with consumers and, as a result, could have an adverse effect on sales and financial condition. In addition, poor performance by endorsers, a failure to continue to correctly identify promising athletes, public figures or sports organizations, to use and endorse Nike's products or a failure to enter into cost-effective endorsement arrangements with prominent athletes, public figures, and sports organizations could adversely affect the brand, sales and profitability.

Internal Analysis

Table 12 - Detailed SWOT Analysis: Strengths

Strengths	Significance	Evolution Forecast
Brand Equity and Brand awareness	5	Stable
Diverse Brand Portfolio	5	Stable
Global Presence	5	Stable
Sustainability goals	5	Increase
Top Athlete Partnerships	5	Stable
Product research and development	5	Increase
Marketing Campaigns	5	Increase
Emotional Brand Positioning	4	Increase
Customer Base	4	Stable
Partnerships with football federations and professional football clubs	4	Stable
Multi-channel approach	4	Increase
Low Manufacturing Costs	4	Stable

Source: The author, (2019)

Table 13 - Detailed SWOT Analysis: Weaknesses

Weaknesses	Significance	Evolution Forecast
Outsourced Manufacturing	5	Decrease
Poor Labor Conditions in Foreign Countries	4	Decrease
Retailers power	4	Increase
Dependency on United States Market	3	Stable
Footwear Focus	2	Decrease

Source: The author, (2019)

External Analysis

Table 14 - Detailed SWOT Analysis: Opportunities

Opportunities	Attractiveness	Evolution forecast
Growing market	5	Increase
Innovative Products	5	Increase
Digitalization	5	Increase
Responsible Manufacturer	5	Increase
Emerging markets	4	Stable
Supply Integration	4	Increase

Source: The author, (2019)

Table 15 - Detailed SWOT Analysis: Threats

Threats	Impact	Evolution forecast
Marketing Budget pressure	5	Stable
Currency Exchange and Inflation fluctuation risks	4	Increase
Increase in competition	4	Stable
Counterfeit Products	4	Stable
Sponsored people behavior	3	Increase

Source: The author, (2019)

10. General Conclusions

As we can conclude from the external analysis, Portugal is a country well-fitted to host a football academy. Due to its cultural relations with countries that are known for having many talented young footballers, Portugal is a country that receives a lot of players that have the dream of playing in the best European teams, but still have to develop their talent. For this reason, we have a high number of qualified professionals that used to apply the best techniques that exist, regarding talent development and training.

Additionally, Portugal is a country that has the need to develop talent, since it has a top European football league, but doesn't have the financial power of the top European clubs. Due to these reasons, Portuguese teams have the necessity of developing top-level players at their own academies.

Another characteristic that makes Portugal a good country in which to implement a football academy it's the weather conditions. The temperatures near the coast are medium throughout the year, which allows to play football all around the year, without having to worry about extremely high temperatures or snow.

From the analysis performed to the company Nike, we can conclude that this company would be the perfect fit to develop this academy. In today's world is more important than ever to demonstrate to consumers that companies care about social issues and are worried about the future of society. This project represents a good opportunity for Nike to be in the front end of these topics, by developing a project that doesn't have profit as its main objective.

A football academy is also a good platform for Nike to promote its products, since they would be used by all the players in the academy.

10. STRATEGIC GUIDELINES

Strategic guidelines enclose the strategic direction that will enable the implementation of this project. In this chapter, we will define the Vision, Mission, Values and the main strategic guidelines, that will guide the implementation of this project.

10.1. Vision

To become the new model for football academies, creating more value for society than financial value to the club, so players feel that they can improve as football players but also as human beings.

10.2. Mission

To provide technical and social support to young football players, through sports and values-based education, with the goal of creating a more sustainable model for football academies and society.

10.3. Values

The principles and values that will conduct the internal and external behavior of the football academy are:

Training – This academy will provide continued effort in the discovery and education of new sporting values, dedicating attention and necessary resources to all its youth teams and caring not only for sports training of its young people, but also social and ethical training and citizenship.

Effort – A fundamental pillar of any business, especially in such a competitive business such as football academies. In a sports business, everyone involved should put the same effort as the players that are part of the game.

Sportsmanship – We will need to respect all stakeholders and especially rival teams, whether in victory or in defeat. Our young players will spend a lot of time in the academy and will feel the energy and actions of it. To teach respect, we will have first to show how it is done.

Teamwork – Many people constitute the Academy; from the athletes to the staff. The academy will aim to work as a team, bringing the best of individual capabilities to benefit the academy as a collective, without personal or professional egotism.

Social and Environmental Responsibility – A football academy has a great social impact, since it is one of the main educators of many young men and women. Additionally, it is the ambassador of one of the main social and cultural phenomena in the world: football. The academy will act fully aware of its Social and Environmental Responsibility, working every

day to improve its operations regarding society and the environment, to allow a more sustainable future.

Integrity – The interpersonal relationships should be built with respect and tolerance for different people, backgrounds and cultures. Everyone’s opinion is respected, and everyone is encouraged to contribute with ideas.

10.4. Strategic Objectives

The strategic objectives represent statements of what the business is trying to achieve. They make up the key components of the strategy at the highest level, and are vital in the strategic planning process, acting as a link between the organizational strategy and measures (which are used to track the progress of each strategic objective).

Each strategic objective should use a verb, representing the action; an adjective, representing the description; and a noun, representing the result.

The Balance Scorecard (Kaplan & Norton, 1997), suggests that we view the organization from four perspectives, and that we should develop objectives relative to each of these perspectives.

10.4.1. Financial

- **To increase the *Nike Academy* revenue by 5% annually**

The sources of income for the *Nike Academy* will be based on sponsorship agreements and by selling broadcasting and image rights. On the first year, the *Nike Academy* won’t have a substantial number of viewers, since it is a young project, meaning that sponsors won’t be very attracted to the project. We will have to charge lower prices for these agreements that are able to captivate early investors. As the *Nike Academy* gains more fans and viewers, it will also gain more interested investors, and this demand will allow the *Nike Academy* to increase prices, which will increase its revenue. Since the value of these agreements represents values that are around the thousand and tens of thousands of euros, we think that 5% increase is a fair value to increase annually.

To control this objective, we will have a management control team that controls the activity of the sponsorships and partnerships department. These department will be the main responsible to make sure that this objective is attained. We will also control the activity of the commercial department of the sponsorships area, to ensure that they are trying to arrange more lucrative sponsorship deals.

- **To decrease expenses by 2% annually**

Before the first year of activity, it is always difficult to build an expense budget, since we have no specific information on what will need to be the exact investment. For this reason, companies usually overbudget for the first year, with the goal of having enough to keep the organization running. After the first year of activity, the company will know what needed more money than expected and what needed less, which will help to determine a better budget. Another reason that leads to smaller expenses is that after the first year, the company already has built good relationships with suppliers, and was able to find out what suppliers offer the best quality-price relationship, which will allow to save money in every year that passes. The 2% value was proposed with the idea that, in a project that requires so much investment due to all the facilities and people that need to be managed, 2% will represent a significant value.

To control this objective, the financial department will need to have good control of the total spending of the Academy, making sure that all expenses are correctly registered. Another control that will need to be made is regarding the suppliers, since we will need to work with those that present the best quality-price relations. We will also need to train all the staff about ways of reducing expenses in each department.

- **To increase Nike Brand Revenue by 2% annually**

This objective entails one of the main goals of the *Nike Academy*, which is to promote Nike's products. Although the sources of income for this project will be made from sponsorship agreements and the selling of the broadcasting and image rights, Nike will also have a source of indirect income, since the goal is to promote Nike's products, by showing them in all the channels where the *Nike Academy* will be promoted.

To reach this objective, Nike will always provide the athletes with all the new Nike materials, whether it is clothes, footwear, football footwear, bags or apparel. All the materials used in the *Nike Academy* will also originate from Nike, with the goal of promoting them. Nike will not produce any products that it doesn't already produce.

To control this objective, the *Nike Academy* will need to ensure that the athletes are correctly promoting Nike's products. This can be controlled through helping the athletes managing their social media channels and by controlling what they post or don't post. The team responsible for this will need to explain the benefits of this control to the athletes, which are: getting more followers and showing professional clubs that they are serious athletes that are willing to work hard for their dreams.

Another way of controlling this objective is having a close relationship with the product development department at Nike, to make sure that the *Nike Academy* is always promoting the newest Nike products.

Additionally, we will need to ensure that the broadcasters and the documentary producers always film the right parts of the *Nike Academy* and the right equipment.

We will also need to understand how the *Nike Academy* is making people acquire Nike's products. One way of doing this is by analyzing the indicators about digital touch points that lead people into the online store. For example, in the digital channels of the *Nike Academy*, we will have advertisements that if someone clicks, it will direct him/her to the Nike online store. We will need to analyze how many people click in these ads, how much time they spend at the online store after clicking in the ad, and how many of the people that clicked the ad buy a product. We can also inquire people about what lead them to buy a Nike product. This could be made in the online store and in the physical store.

10.4.2. Customer/Stakeholder

- **Promote the benefits of the academy and improve Nike's brand equity**

As we have seen during the Literature review stage, the number of consumers, that are willing to pay more for a company that has a positive social stance, has been increasing.

Although Nike already has an excellent brand equity, with consumers paying a price premium for every Nike product, this brand equity could be bigger through the activity of the *Nike Academy*, since consumers wouldn't be just acquiring Nike's products with a price premium due to the gaining of status and increase self-esteem. The consumers will be also paying more because they know that Nike cares about society and the environment, and the *Nike Academy* project is the proof that these consumers needed.

To control this objective, we will need to analyze consumer behavior and pricing strategies. For example, after the launch of the *Nike Academy*, we can increase prices and analyze what was the reaction of the consumers about paying this premium.

- **Increase number of applicants by 15% each year**

In the first year of the *Nike Academy*, we expect that a great number of talented players doesn't apply, due to believe that the *Nike Academy* can't offer the same benefits as a football club's academy. After the first year of activity, we expect that players and parents realize how beneficial the *Nike Academy* can be for their goals, and with this, increase the number of applicants for the Academy. We set our objective in 15%, due to our believe in the success of the Nike Academy project and in the visibility that this project will have.

To control this objective, we will need to manage the number of applicants every year and make sure that all the channels meant to promote the Academy and the methods of enrollment are working well. The player recruitment team will also have an important role, since they are the ones responsible for the process that starts with the candidacy of the player and ends with the introduction of the player in the *Nike Academy*.

- **Achieve and maintain outstanding customer service**

With the automation that has been taking place in the customer service area, companies are realizing that this area of business is starting to be more pro-active instead of reactive, since customer service managers have more time to attend to customers' needs and to think about how to improve processes. This objective is based on the importance

of customer service, and our goal is to always attend to the needs of the sponsors, of the players and of the players' parents.

To achieve this objective, we will need to provide training to all the people that work in the customer service department, and make sure that they understand that not all people are the same and there is the need to adapt to every situation. To control this, we will need to have reports of every contact that is made with the *Nike Academy* stakeholders, to identify what are the good practices and what are the behaviors that one shouldn't incur in.

Another way to control this objective is by setting an evaluation platform, where stakeholders can evaluate their contact with the *Nike Academy* and leave suggestions on what may be improved.

10.4.3. Internal Processes

- **Improve the efficiency of internal processes**

As the *Nike Academy* develops, the goal is to increase the effectiveness and efficiency of every internal process.

From the transitioning of players from the pitch to the classroom to the setting up of mealtimes in the cafeteria. In a project with so many stages, it's very important to make sure that every process is made with the best quality possible and in the least time possible. To do this, we will need to control how every process is made, and make sure that every process is being performed in the best way. We will need to have teams that are responsible for the efficiency of processes, and study how a specific process can be improved.

To control this, we may setup threshold time limits for every process, and compare the execution times on a regularly basis, to ensure that all parties involved understand why they are doing a specific task, and to ensure that everyone understands how to make a process run in the best way possible.

- **Increase community outreach**

Community outreach refers to efforts that connect an organization's ideas or practices with the public. This type of outreach takes on an educational component that engages the community, linking strategies with the organization's mission.

To achieve this objective, the *Nike Academy* will organize charity events, visits to underprivileged neighborhoods, where some of the players live, and will also have mandatory charity work for the players of the Academy. With all these actions, the *Nike Academy* will increase its community outreach and show the consumers that the true goal of the *Nike Academy* is not maximizing profits.

To control this objective, we will need to regularly inquire the community about their perception of the *Nike Academy*, and what they consider that the *Nike Academy* should do next.

- **Improve distributor and/or supplier relationships**

In an organization with the dimensions of the *Nike Academy*, this objective is of extreme importance. This objective relates to the objective of reducing expenses, since better relationships with distributors and suppliers, lead to the ability of negotiating long term deals that are less costly. This objective has also in mind that, with better relationships with distributors and suppliers, we can also have a better control of our activity and of our supply chain, since communication and trust are two things that exist in good relationships with suppliers and distributors.

To control this objective, we will need to control who are our distributors and suppliers, to ensure that we are doing business with honest and trustworthy companies, that relate with the values of the *Nike Academy*. We will also need that the team that is responsible for the supply chain is able to build and maintain good relationships with suppliers and is able to perform reports on how the relationship is going.

10.4.4. Organizational Capacity

- **Hire coaches and personnel that share the same values and culture of the Academy**

The culture of any organization can be laid out by top management, but the makers of the culture are all the workers of an organization. This means that all workers of a company need to do their jobs accordingly to the values of the company. In a project such as the *Nike Academy*, that has a strong social inclination, it is even more important that all the personnel share the values of the *Nike Academy*. With this in mind, we need to hire people that are committed, communicative, that like to teach, like to pass wisdom, like to deal with kids, and like to help others.

To control this objective, we will need to train our human resources department on how to find these types of people and training them about how to make these people truly live the values of the *Nike Academy*. We will also need to control the conduct of the personnel of the Academy and request regular feedback about their experience in the *Nike Academy*. This control is very important, because we need personnel with good energy, that doesn't spread a bad attitude throughout the children of the academy.

- **Continually learn and adopt current best practices**

In a football academy, it is important to be aware of all the new methodologies that appear and that prove to be successful. This is important for areas such as: dealing with children from difficult social-economic backgrounds, best study-training ratios, best exercises to prevent injuries and improve power and the forms of training that have better results in talent development.

To ensure that we adopt the current best practices, we need to train all the educational staff at the Academy and make sure that we hire people that like to learn and that consider that there is always something new to learn. If we only hire close minded people, we will have a difficult time reaching this objective.

Table 16 - Strategic Objectives

Financial	To increase the <i>Nike Academy</i> revenue by 5% annually	Medium-Long Term
	To decrease expenses by 2% annually	Medium-Long Term
	To increase Nike Brand Revenue by 2% annually	Medium-Long Term
Customer/Stakeholder	Promote the benefits of the academy and improve brand image and brand equity	Short term and Medium-Long Term
	Increase number of applicants by 15% each year	Short term and Medium-Long Term
	Achieve and maintain outstanding customer service	Short term and Medium-Long Term
Internal Process	Improve the efficiency of internal processes	Short term
	Increase community outreach	Short term and Medium-Long Term
	Improve distributor and/or supplier relationships	Short term and Medium-Long Term
Organizational Capacity	Hire coaches and personnel that share the same values and culture of the Academy	Short term and Medium-Long Term
	Continually learn and adopt current best practices	Medium-Long Term

Source: The author, 2019

11. IMPLEMENTATION PROPOSAL – MARKETING PLAN

11.1. Segmentation and Targeting

For Shank & Lyberger, (2014), the consumer of sports can be divided in three categories: spectators (individual and corporate), participants (in unorganized sports or in organized sports) and sponsors. In the stage of segmentation and targeting, we will define what is our target consumer in terms of players interested of being part of the academy, and, number of viewers and fans of the *Nike Academy* activities.

Since athletes won't pay participation fees, we will be dependent on sponsorship investments. Better athletes and a better academy lead to a higher number of viewers, which lead to a higher number of interested sponsors. It for these reasons that we will define segmentation and targeting for participants and for viewers/fans.

According to Shank and Lyberger (2014), traditionally, there are six common bases for market segmentation: demographics, socioeconomic group, psychographic profile, geographic region, behavioral style, and benefits. The bases for segmentation refer to the ways that consumers with common needs can be grouped together.

By defining who integrates each of the segments, we will be defining our target consumer. Since our target consumer are children, and that, as we have seen before in this thesis, parents are often linked to the choice of sport that is practiced by their children, we will analyze, in terms of behavior and benefits, the parents as well.

Participants

Demographic

- Our target participant will be aged from 10-17
- Our target parent will be aged between 35-50.

Socioeconomic

- In 2019, the average income of the Portuguese was €911 (EcoNews, 2019). Since the goal of the academy is to train talented kids but giving preference to kids that that live in harder social and economic conditions, we will say the average income of the families is €700.
- In terms of occupation, they are students

Nike Marketing Plan

Psychographic

- Our participants have an active lifestyle, practicing sports daily, especially football
- They have a competitive and focused personality, which allows them to deliver the effort needed to be part of a high-level football academy. They also share the values of the *Nike Academy*.
- Their activities include school, sports and hanging out with their friends. It is difficult for them to conciliate many activities, since football is the main passion and activities that involve being still are not preferred. They play in federated clubs, since they are more talented than the usual child, and really like to play at a competitive level.
- Their interests include sports, videogames, YouTube and social media
- In terms of opinions, they are very conscious of society and environment, and know that companies are responsible to take care of both. They have more progressive opinions regarding sexuality and civil rights. Many have “superficial” opinions, meaning that sometimes lack fundamentals, and only have those opinions to feel integrated in groups and facilitate socialization.

Geographic

- For players that are playing in the under-15 tier and above, they can stay at a permanent basis at the Nike Academy, which means that our target participant could live anywhere in Portugal, since it wouldn't need to travel to the Academy every day. For players that play in the Under-14 tier and lower, who need to travel to the Academy every time that they have practices and extracurricular activities, our target player should live close to the Academy, which is in *Oeiras*. Since they need to travel back and forth to the Nike Academy, we will set a radius of 30 km for our target players that play in the Under-14 tiers and lower.

Behavioral

- Since the goal of the academy is to develop players throughout their young age, the target participant is a loyal consumer, that does not leave to an academy where he/she is paid more.
- In terms of behaviors, we target parents that understand the mission of this academy and that want their children to become a better athlete and better person.

Benefits

- Young high-level football players are looking for an academy that can develop their skills just like a professional football club. They want to become professional football players and train in a facility that has the same conditions as the biggest teams in their country.
- Our target participant wants to feel motivated and challenged, but at the same time, they want to be part of a sports family that encourages them to be better and teaches them new things.
- Some parents want their children to be in an inclusive environment which provides a healthy hobby. Other parents want their children to be in the best academy so that they can go to the best possible club in the future.
- All parents want their children to be in a safe environment where they have a good time. At the same time, these parents want their children to be educated about teamwork, social issues and citizenship.

Since this academy will not charge participation fees, the most talented athletes are the ones that will be chosen to be part of the academy. Due to this reason, we will consider that our target consumer, or player, will have to be already in a federated level.

As we have explored in the PESTE Analysis, more specifically, in the social and cultural factors, in the 2018/2019 federated football season, 124.398 male players from the ages of 7-19 were federated and 4.447 female players from the ages of 7-19 were federated.

Since our target participant is aged between 10-17 years old, we will assume that every age has the same number of players, and we will calculate, with a direct proportionality rate, how many players are federated between 10-17 years old.

- 7-19 years is equal to 13 stages; 10-17 is equal to 8 stages. If 13 stages have 124.398 male players, this means that 8 stages have 76.553 players.
- If 13 stages have 4.447 female players, 8 stages have 2.737 female players.
- This computes a total number of ages from 10-17 federated football participants of 79 290.
- By analyzing the tiers that exist in young football in the 3 biggest clubs in Portugal, we see that, from the ages of 10 to 17, they have 6 stages: Under-12, Under-13, Under 14 A and B, Under-15 A,B,C and D; Under-17 A and B. Each of these teams have in

Nike Marketing Plan

average, 30 players. If we have 10 teams inside academies with 30 players each, this totals 300 players per academy. 900 academy players in the top 3 clubs in Portugal

- This means that, of the total of 79.290 young players, only 1,14% makes it to the 3 biggest clubs. The *Nike Academy* wants players that are in a similar level as the ones that participate in the academies of the 3 biggest clubs in Portugal.
- This means that our target participant is close to 2% of the total of young players, equal to 1.586 young players.

Fans and Spectators

Demographic

- Ages between 10 and 40
- Our target consumer will be composed by a higher number of men than women. Women's football has been growing over the years, but men are still the main spectators of the sport.

Socioeconomic

- Due the online presence of the *Nike Academy*, fans and spectators will need to have access to technologies such as computers and smartphones, to follow the academy's activities and updates. This leads to the need to have a minimum annual income of €9000.

Psychographic

- Our target spectator has an active lifestyle or used to have and now doesn't practice sports as much as he/she would like.
- In terms of personality, he/she is enthusiastic about sports and cares for social issues.
- Our target spectator is interested in sports, and likes to see that sports can contribute to a better society and to improve the lives of the players of the academy
- Our target spectator has an open-mind and thinks that profit is not the most important part of a company. Our spectator thinks that everyone has an important role on society, and doesn't discriminate based on culture, race, religion or social status. In his/her opinion, football is a great way to bring people together, and a healthy way to be part of a competitive environment. Some older spectators feel that, if they had the opportunity that the kids in the academy are having, they could have become better football players and better persons.

Geographic

- As we have seen before in this thesis, football is the world sport, and is practiced in all countries. In geographic terms, the most important thing would be, to have the structure to enable the technology that is required to follow this academy. This means that, our target spectator lives in countries with good internet connection and where YouTube and other streaming platforms are not blocked.

Behavioral

- Since this is a football academy, and that the goal is to play other academies that are part of football clubs, our target spectator needs to have a certain loyalty to our academy. For example, even if a Sporting Clube de Portugal fan likes the concept of the *Nike Academy*, if the *Nike Academy* team has a match against this team, that spectator will be cheering for Sporting Clube de Portugal, not *Nike Academy*.
- Our target spectator is also a fan of the Nike brand, and knows the quality of its products and all the projects in which is involved.
- Our target spectator watches digital channels more than television, spending a lot of time on smartphones and tablets

Benefits

- Our target spectator wants to feel that, by following the activity of this academy, he/she is supporting the continuity of this project.
- This spectator likes to see that a brand such as Nike is caring about the future of these kids and wants to feel joy by seeing kids have a happy childhood and wants to see these kids have the opportunity that he/she didn't have.
- The target consumer wants this academy to stick to its values and doesn't want Nike to start taking actions with only profit in sight.

To reach a number, for our target consumer, we will have to look at certain data. Since our target consumer is interested in football, we must see how much people are in fact interested in the sport. As we have seen on the PESTE Analysis, on a survey of 18 markets across the Americas, Europe, the Middle East and Asia, it was concluded that 43% of the people in the world, are interested in football., 64% men and 36% women.

Nike Marketing Plan

This means that 3,2 billion people are interested in football. Of the world population, close to 25% are part of our target spectator age. This means that 800 million people are interested in football and are part of our target spectator age.

According to Miniwatts Marketing Group (2019), 57,3% of the world population uses the internet. This means that 458 million people are interested in football, are part of our target spectator age and have access to the internet.

According to Pew Research Center (2015), only 16% of the world population has an income that is inside the spectrum that we defined for our target spectator.

This means that 73 million people are interested in football, are part of our target spectator age, have access to the internet and have an income inside the spectrum that we defined for our target spectator.

We know that from these criteria it's impossible to define our exactly target consumer, since it is difficult to find data that is specific to each segment that was defined earlier. Due to this reason, we will define a number to the target spectator, based on number of subscribers on YouTube channels of the top 3 Portuguese football clubs and Nike football, since the *Nike Academy* will be transmitted only in digital channels.

Futebol Clube do Porto has 134 thousand subscribers, Sporting Clube de Portugal has 44 thousand subscribers, Sport Lisboa e Benfica has 158 thousand subscribers and Nike football has 2,9 million. With these numbers we can construct a more realistic number for our target consumer. Although the main competitors of the *Nike Academy* are the academies of the 3 biggest clubs in Portugal, we must consider that we aim at having a more international fan base than these clubs, since any football fan may be interested in the activity of the *Nike Academy*. For example, a Sporting Clube de Portugal fan won't subscribe the Sport Lisboa e Benfica YouTube channel, but may subscribe the *Nike Academy* YouTube channel.

Our goal is to convert the Nike football subscribers, but we have in mind that not all subscribers of this channel will subscribe the Nike Academy channel.

The average number of YouTube subscribers for the top 3 clubs in Portugal is 112 thousand subscribers. The middle number between this and the Nike football YouTube subscribers is 1,5 million subscribers. In conclusion, we aim at having 1,5 million YouTube subscribers on the *Nike Academy* channel.

11.2. Positioning

Positioning is defined as fixing your sports entity in the minds of consumers in the target market (Shank & Lyberger, 2014). Deciding on positioning requires determining a frame of reference by identifying the target market, the competition and the ideal points-of parity and points-of-difference brand associations (Kotler et al., 2009).

To build or positioning frame, we will include our target, customer insights and product identification (defined by the unique value proposition, points-of-parity, points-of difference and the reason to believe).

Since the sponsors will be most attracted by the number of followers of the *Nike Academy*, we will define the positioning frame for this consumer.

Target

People aged from 10 to 40 who want to see a different approach to football academies

Customer Insights

People who have the image that professional clubs' football academies are only interested in financial profit and don't care about the children's and society's well-being

Product identification

A football academy that will take on a different approach from the traditional football academies. It will be focused on the social environment of the players and society itself. It will develop talented kids not only on the pitch, but also on the "real-world"

Unique Value Proposition

The football academy that truly cares about the future of young players, on and off the pitch.

Points-of-parity

The structure that provides the staff, infrastructures and support, and a brand that has the dimension and resources to manage a football academy

Points-of-difference

Real concern for the well-being of young players on and off the pitch. Lack of necessity of making high selling profits with players that still benefit from their presence on the Nike Academy

12. OPERATIONAL PLAN – MARKETING-MIX

Since the *Nike Academy* is a service, we must construct the 7 Ps of the marketing mix – service, price, promotion, place; and the three extra service mix elements – process, physical evidence and people (Kotler et al., 2009).

12.1. Service

Concept and Features

The *Nike Academy* will be a football Academy directed at young kids, with teams going from the under-10 tier to the under-17 tier. In the beginning, the *Nike Academy* will only have boys' teams, but after 2 years, the goal is to implement girls' teams as well. In this same period, we also want to implement an E-sports academy, due to the exponential growth that this type of sport is having.

The name chosen for this academy is *Nike Academy*. Since this project is to be implemented by Nike, it makes sense to link this academy with the name of its main developer. This way, Nike brand image, brand awareness, brand association and brand loyalty are transmitted to the football academy. People will also perceive that Nike's values and quality will be part of the *Nike Academy*. The name Academy comes from the fact that the competition uses this name for this type of institution, and because the name "football school" is often related to athletes from ages of 5-10. The name "football school" also restricts the proposed effects of this institution, which are to go beyond football.

The logo of the academy will be futuristic, and it will transmit ideas such as ambition, hard work and commitment. We will avoid using the colors of our competitors, in order to create a sense of uniqueness. The colors used will be black and white, which are different from every big team in Portugal and transmit a sense of honesty – what you see is what you get.

Nike Marketing Plan

The *Nike Academy* slogan will be “*Life is a sport. Make it count.*”. This slogan represents the positioning of the academy. Young athletes should have the same passion about life as they have about football. Their life is what the academy is trying to improve, and the goal is to do this through the power of sport and guidance.

With a privileged location in *Oeiras*, the *Nike Academy*, will be home for several young players and managers. This Academy will conciliate the comfort of a house with the functionality and flexibility of a working place.

The *Nike Academy* aims at defining a development strategy that is based on management quality and organization. This commitment requires the adoption of a sports development policy that is based on the formation, development and projection of players, contrary to the cycle that has been installed in Portuguese football, which can be characterized by a general divestment in training and a continuous rationality criteria in the acquisition of sports rights of players, aimed at the maximization of profit.

In football, as in life, one must learn in a planned, organized and methodical way. Everything that is the subject of learning must be subject to a rigorous evaluation process. The *Nike Academy* will work in a basis of method, planning and organization, with a constant process of evaluation.

In addition to football, in its technical, tactical and physical dimensions, it is important to ensure that the young players of the *Nike Academy*, go through a harmonious process of personal and social development, that prepares them for an autonomous life, full citizenship and social conscience.

The *Nike Academy* will have a “social+school” support team, composed by a coordinator, 2 social workers, 1 school official, 1 communication and education officer and 4 education assistants, who will ensure that everything is going well at school and outside of school.

The *Nike Academy* will perform daily monitoring of players' routines, organize leisure activities, organize educational programs for players and relatives, and perform regular meetings with the various departments to ensure development in the various areas.

Good academic performance will be monitored and encouraged at all levels and a study room will be available all day, and the regular presence in this room will be compulsory for every player, to ensure that the players are working hard outside the football pitch. The *Nike Academy*

Nike Marketing Plan

will also have an e-learning platform with different kinds of contents, to allow the students to learn through different teaching methods, depending on the preference of each player.

These e-learning programs will be interactive and will use examples with which the players can easily identify with, to facilitate the learning process.

Every trimester, the *Nike Academy* will recognize and award players with the best academic and social results, and every season, the *Nike Academy* will elect honor athletes, who are distinguished for their excellent performance in sports, in social behavior and at academic level.

The *Nike Academy* will also have a prospecting department, which will have the responsibility to attract players that would be a good fit at the Nike Academy. These players would have the energy needed to develop good skills and the will to learn and improve every day.

The Nike Academy Quality Policy will be based on the following principles:

- Recruit and select athletes who show great potential for football and desire to improve on every aspect of their life, guiding the process of detection and recruitment by ethical principles of responsibility, integrity and transparency;
- Develop the physical and technical qualities of athletes, in a methodical and planned manner, to ensure optimal development of their physical and technical skills;
- Provide preventive and corrective medical support to all players at different levels;
- Raise the level of training of athletes through actions that contribute to their personal and social development;
- Ensure customer satisfaction by meeting service requirements as well as legal requirements;
- Guide the relationships with stakeholders by a logic of partnership, considering them an integral part of the Quality System and maintaining an evaluation and qualification of the services provided;
- Involve all employees in the Quality System, while being attentive to their needs;
- Systematically evaluate the results of the implementation of the Quality System, keeping all activities functioning according to established procedures and continuously improving the effectiveness of this System.

Coaches will use athlete-centered techniques, which make players feel more competent in their sport, more autonomous in their actions, and better related to significant others from their environment. Enhanced perceptions of these three basic psychological needs, help foster more

Nike Marketing Plan

intrinsic drives and adaptive goal orientations that are considered fundamental to optimum functioning and positive self-growth.

This academy will enable talented young football players to better their skills on the pitch, and at the same time provide them with the social tools that they need to be successful off the pitch. From the under-10 to the under-13 tiers, players will not stay at a permanent basis at the academy. From the under-14 to the under-17 tiers, players will reside permanently at the Academy.

The goal of the Academy is to have 8 teams – under-10, under-11, under-12, under13, under-14, under-15, under-16 and under-17. In each team, the goal is to have 25 players, which amounts to a total number of 200 players. In each team we will have 5 coaches, meaning that we will have a total of 40 coaches.

Differentiation from the competition

The difference from the top 3 academies, that already exist in Portugal, will be based on the price charged for participation fees, and on the curricular and extracurricular activities that exist on the *Nike Academy*. Through these, the young players will be thought about their role in society, and the importance of realizing that football is important, but it can't be the only focus of a young athlete.

The players won't have to pay a participation fee but must pass a series of initial tests to be admitted in the academy. The revenue of the academy will come from the sponsors revenue and not from the fees of players. During their stay at the academy, players will have physical training at the gym and at the pitch, with the goal of strengthening the body, to prevent injuries and to improve in-play performance.

Technical training will be provided on the pitch and by viewing video footage from training, previous games and other teams' games. Psychological training and monitoring will also be provided, in the form of individual sessions and team sessions. As we have seen in the literature review stage, the psychological training and support is one of the most important aspects in a football academy. We will address issues such as fear of failure, motivation, confidence and depression.

Parents will also have an important role, since the *Nike Academy* will work closely with them to make sure that the parents are performing their duties correctly, in terms of applying the correct amount of pressure for results and in terms of support provided. The goal is to have a

Nike Marketing Plan

“Parent Academy”, which helps parents deal with the reality of having a child that is a high-level competitor, and on other day-to-day issues. The *Nike Academy* will offer the possibility of having group sessions and activities that will involve the participation of both parents and children, with the goal of optimize their influential role as a football parent.

In terms of technology, the *Nike Academy* will use all the technology from the top European academies, adding more technology such as artificial intelligence for scouting purposes and data analysis, and will also use GPS systems to evaluate player performance and stats. Technology will also be an important part for video and computer analysis, whether it's for coaches to see the performance of each player, whether is to the player realize where he/she can improve.

Another differentiation that will exist in the *Nike Academy* is related to agents' fees. The *Nike Academy* will play the part of being the athletes agents, and the agency's fees, which will originate from the transfer of players to other clubs, will be 50% invested in the Academy and the other 50% will be given to the athlete in monthly payments of 800€, when he reaches the age of 18 years old, with the condition that the athlete enrolls in higher education after high school.

Infrastructures and Suppliers

The *Nike Academy* will be in Portugal, with the future goal of creating a sustainable business model that enables the implementation of one *Nike Academy* in each country that has the resources and conditions for it.

Has we have mentioned before in this thesis, a good way to avoid the initial capital requirements that a project of this magnitude requires, is to create a partnership with the Portuguese Football Federation, to allow the implementation of the *Nike Academy* in *Cidade do Futebol*, which is the headquarters for all Portuguese football's national teams, located in Oeiras. It takes 15 minutes to go from Lisbon's city center to *Oeiras* (with normal traffic).

Cidade do Futebol is simultaneously an open enclosure but where it is also be possible to work in privacy. It is a workplace and retreat where the core values to uphold are the serenity and functionality of the spaces. A place where players, coaches, collaborators and leaders prepare thoughtfully demanding missions. The architecture defines this workplace, being sober, durable, easy to use and understand.

Cidade do Futebol has a Central Building, a Welcome Center, Training Center, Conference Center, Exhibition and Restaurant / Cafeteria, Work areas of all Portuguese Football Federation departments, Technical Football Center, Three training camps, a goalkeeper training camp, a locker room center with all the tools necessary for the athletes' work - namely gym, hydrotherapy and a nucleus of offices for the work of the technical team and support staff.

This infrastructure also has a Logistics Center that includes Training equipment storage, archives, injury support areas, training camp maintenance, laundry, travel preparation areas and office space for the work of maintenance and safety teams.

The *Cidade do Futebol* land is about seven hectares and has a rectangular configuration with irregular boundaries. It is 370m long (north / south), 220m wide (east / west) with an altitude gap of 20m, between the north and south ends.

Figure 1 - Cidade do Futebol layout



Source: Federação Portuguesa de Futebol, (2016).

Map caption:

“Edifício Principal” means Main building; “Centro Logístico” means Logistics Center

“Área de acesso público” means Public access área; “Trabalho seleções” means National teams work

Figure 2 - Cidade do Futebol skyview



Source: UEFA, (2016).

The *Cidade do Futebol* structure is designed with two concerns: better energy efficiency - low circulation, low electrical and mechanical equipment and consequently, lower costs with the construction and operation of the complex; second, more space in the access zone, which enhances the approach to the building.

The Logistics Center, on the south side, assumes itself as autonomous. Its shape and position were designed to serve as a front door, and at the same time, to ensure some modesty. It also ensures the establishment of a direct relationship with the maintenance and support to the fields.

There is a media and guest standings with around 340 seats.

The Main Building is distributed over three floors. There are public areas around the lobby of entrance on floor 0 - media, museum and training - and the restaurant on floor 1, taking advantage of view to the Tagus and the service entrance on the north side. Finally, the Portuguese Football Federation Presidency is located on floor 3.

The Technical Football Center is spread over two floors (also on the main building). It concentrates the two changing areas – one for the main national team and the other for the youth national teams - on floor 1, in direct connection with the training grounds, namely the main camp, and the administrative sector on the 2nd floor.

The Portuguese Football Federation Headquarters is distributed on floors 2 and 3 and has an east / west orientation. Under the building is a parking floor with a capacity of 46 automobiles.

The standings, visually separated from the building, are connected with it through stairs, which manage the connections with the Central Building atrium as well as connecting the players to the private zone of the Central Building.

Nike Marketing Plan

The Logistic Center is an autonomous volume and it is spread over two floors. It has warehouses, areas for field support equipment and the loading dock. On the upper floor are the clothes department, connected to the changing rooms.

In *Cidade do Futebol* project, the aim is to achieve the best energy certification possible, by keeping the building's investment and operating costs under control.

To achieve this, *Cidade do Futebol* started by making design decisions that favor the renewable energy systems: sun exposure, natural ventilation and use of natural light.

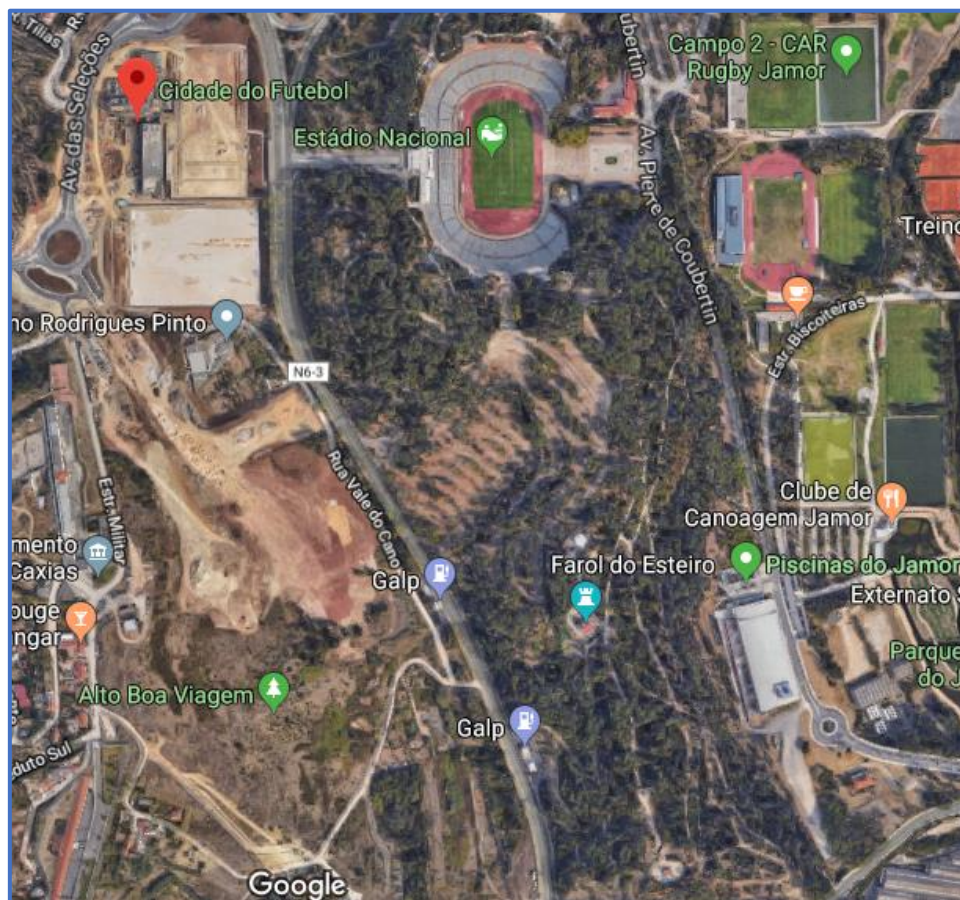
These are decisions that aim to keep the air conditioning and lighting systems switched off most of the day and in the largest number of days possible during the year.

The *Nike Academy* will create a partnership with the Portuguese Football Federation and use the resources that already exist, such as food caterers, energy providers, water providers and all that is required to maintain a physical infrastructure of this dimension.

The *Cidade do Futebol* rooms unit will be ready before July 2020, and will have 46 rooms, meaning that it doesn't have enough room for every athlete of the Nike Academy. To solve this problem, the Nike Academy will recur to a strategy that is used by Sporting Clube de Portugal, which is to have families that are interested in hosting players from the *Nike Academy* at their houses.

After 2 years, depending on the *Nike Academy* dimension, the goal is to build an infrastructure destined to have more rooms for players, located in one of the lands that is still not utilized near the *Cidade do Futebol*.

Figure 3 - Satellite view of Cidade do Futebol and Jamor sports center



Source: Google maps, (2019)

In this Picture, *Cidade do Futebol* is still in construction, so it's not possible to see the finished results. The goal of the *Nike Academy* is to utilize all the infrastructures of *Cidade do Futebol* and utilize the National stadium ("Estádio Nacional"), which is a FIFA approved real grass pitch, with standings for 37.500 spectators. The *Nike Academy* will also utilize the pitches of the *Jamor Sports center*, which has 3 real grass pitches and 2 synthetic grass pitches.

The vast dimensions of the space where the *Nike Academy* will be located allow the use of woods as leisure spaces and cross areas.

Set in a green and tranquil environment, the *Nike Academy* will be a place with privileged features for events that go beyond sports. The Academy will have all the characteristics for conducting professional training (seminars, congresses or other presentations), giving a certain touch of originality to the event.

The *Nike Academy* benefits from the recognized qualities of Portugal's climate, with sunshine almost all year round, mild winters and average temperatures suitable for outdoor sports, which,

in the case of *Oeiras*, is reinforced by the stabilizing influence of the Tagus river. In addition, it is a very pleasant space of great tranquility, framed in a protected landscape area with great environmental quality and fresh air due to the distance from the large urban centers.

Table 17 - Comparison between the Nike Academy and its main competitors

	FCP	SCP	SLB	<i>Nike Academy</i>
Location	<i>Gaia</i> (20min from city center)	<i>Alcochete</i> (35 minutes from Lisbon center)	<i>Seixal</i> (30 minutes from Lisbon center)	<i>Oeiras</i> (15 minutes from Lisbon center)
Ages	14-19	14-19	14-19	10-17
Main Teams	U-15, U-17 and U-19	U-15, U-17 and U-19	U-15, U-17 and U-19	U-11, U-13, U-15, U-17
Average Nr. of players per main team	27	26	23	25
Average Nr. of coaches per main team	4	4	5	5
Real Grass Pitches	4	3	6	7
Synthetic Pitches	1	3	3	2
Gyms	1	2	2	2
Indoor pitches	0	1	1	1*
Nr. of rooms Academy	0	73	62	46**
Nr. of players that the rooms have capacity for	30-35	140	120	90

**Cidade do Futebol* doesn't have an indoor pitch, but the goal is to build a small one that use the technology 360S used by Sport Lisboa e Benfica

** This number can grow, depending on the dimension that the Nike Academy achieves.

Source: The Author, (2019)

12.2. Price

As we have previously stated, the users of the academy – the young athletes, will not pay participation fees. This means that in a B2C perspective, the service is free. Hence, the income of the *Nike Academy* will come from sponsors that support the academy and from selling the broadcast rights. This means that the income from the Academy will come from the B2B interactions. We will construct this stage of the project considering these factors.

According to Kotler et al. (2009), the steps for defining price are:

- Selecting the pricing objective;
- Determining demand;
- Estimating costs;
- Analyzing competitors' costs, prices and offers;
- Selecting a pricing method; and
- Selecting the final price.

As we have stated before in this thesis, there is an existing risk for Nike, related to the perception that Nike is only using the athletes of the academy to produce profit. To avoid this, our objective is to set a price that enables full-cost recovery. Additionally, the goal of the *Nike Academy* is to promote Nike's brand and Nike's products, hence, the *Nike Academy* doesn't have to meet high profit requirements.

The goal of the academy is to be a platform that is known worldwide and with a great number of viewers. By setting prices that are attractive to sponsors, the *Nike Academy* fans will realize that the money earned by the *Nike Academy* is being invested in the academy and in the young players – which reflects the *Nike Academy* unique value proposition. This will lead to more spectators and fans, which will lead to a higher brand awareness and higher visualization of Nike products by the spectators and fans, leading to a higher volume in sales.

Determining demand and estimate costs is challenging, due to the non-existing data on a starting business. Due to this reason, it is more reasonable to analyze competitors' costs, prices and offers.

In the case of Sport Lisboa e Benfica academy, the Portuguese Bank Caixa Geral de Depósitos financed the building of the academy in exchange of the naming rights of the football academy.

Nike Marketing Plan

This club also divided the stadium seats so it could name each one of the sections with the name of the sponsoring company.

In terms of values, it's difficult to determine how much football clubs receive for academy sponsors. In the financial statements, all the sponsors are included in the same category, which means that is impossible to know how much the academies alone receive.

In terms of pricing strategy, we will follow a going-rate pricing strategy. During the implementation stage, we can inquiry the different football clubs on how much would be needed to sponsor their academies, and at the same time, try to offer their sponsors better deals, with the goal of determining how much do they pay to sponsor these clubs, and to build a benchmark for our sponsorship prices.

With this strategy, we will always charge less than the other academies, since our main goal is to keep the academy running, and not to maximize profit, and simultaneously keeping in mind how much are the costs of the academy.

Prices will vary according to the location of the sponsorship. The main sponsor will have the right to use the front of the shirt to place its image, but it will pay more than a company that has its image exposed in a banner located on the side of the pitch. In summary, the higher the visibility and showing time, the higher the price.

As we have seen in the literature review, our spectator target is more dependent on new media, rather than the traditional media channels such as television, radio or newspapers. We have also analyzed an interesting opportunity, which is to create a fly-on the-wall documentary, that captures the live inside the academy, and the personal lives of some athletes. We need to introduce, in our pricing structure, the price of the rights to transmit the games and some training sessions of the *Nike Academy*, which will be allocated to a digital media platform. In terms of the documentary, we also need to establish the price of the rights to capture the day-to-day life of the Academy.

An example of a first-year pricing structure:

Table 18 - Annual value of Sponsorship and Broadcasting Contracts

Image exposed on front of the match shirt	50.000€
Image exposed on back of the match shirt (below the number)	25.000€
Man-of-the-Match sponsorship	5.000€
Image exposed on front of the training shirt	10.000€
Image exposed on back of the match shirt (no number, bigger space)	7.000€
Image exposed on side banners	20.000€
Image exposed on the stands	25.000€
Broadcasting rights	50.000€
Rights to produce the documentary about the life in the Academy	30.000€
Image exposed on website and digital channels	10.000€
Rights to use the image of the <i>Nike Academy</i> in video games	5.000€

Source: The author

Regarding the broadcasting rights, we can create a partnership with the Portuguese Football Federation tv channel, called *Canal 11*. Although they broadcast on national tv, which is a traditional channel, they also have a strong digital presence in social media. The combination of these channels may represent a good opportunity to show parents and sponsors the dimension and quality of the Nike Academy.

As we have seen during this project, new media digital channels such as DAZN and Amazon Prime are gaining momentum, and we plan on creating deals with these types of digital streamers.

From the sponsorship agreements, we will build packages where companies can acquire one or more forms of sponsorship. For example, we will build a Gold package that includes 8 sponsorship forms. This package will come with a significant discount for the sponsor. Our silver package will include 5 forms of sponsorship, but the percentage of the discount will be lower. Our bronze package will include 3 forms of sponsorship and will have the lowest discount percentage.

With the discounts offered, the *Nike Academy* won't receive as much income as it would receive if sold all the promotion spaces separate, but this way, it's easier to control the amount of sponsorship contracts and it exists the guaranty that a substantial amount of income will be introduced into the *Nike Academy* accounts in one payment. It is also easier to deal with one sponsor that has multiple agreements, than with multiple sponsors with individual agreements.

Table 19 - Sponsorship Contracts Discounts Packages

Gold Package	Combine 6 forms of sponsorship agreements*
Silver Package	Combine 4 forms of sponsorship agreements*
Bronze Package	Combine 2 forms of sponsorship agreements*

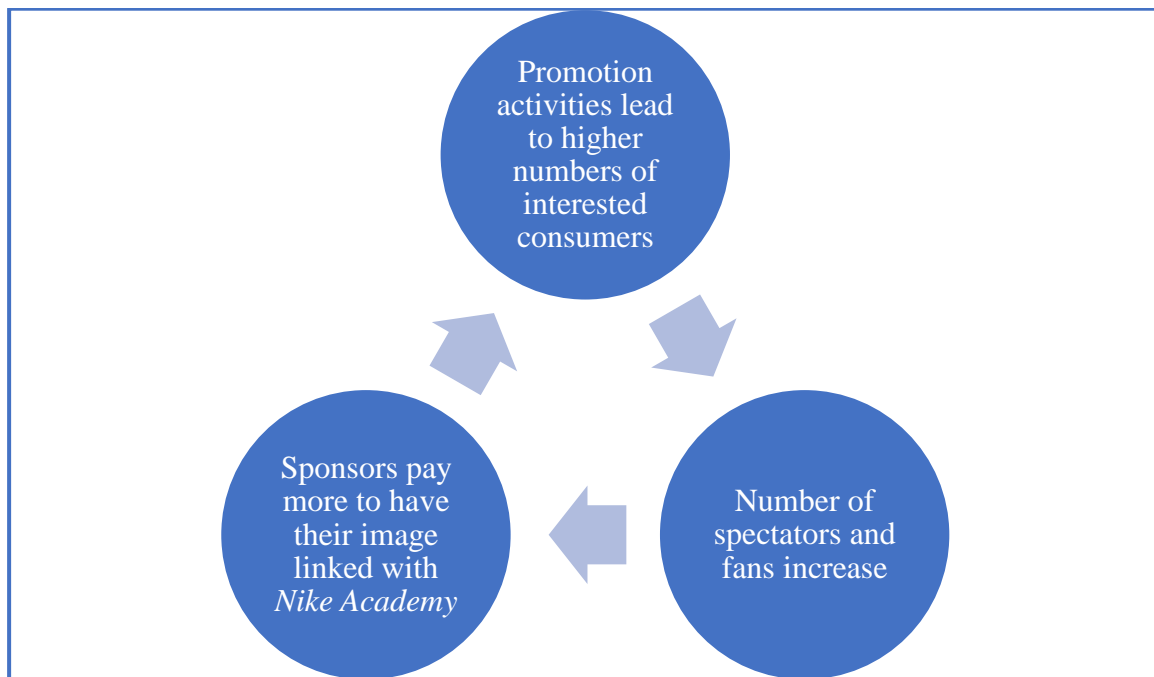
Source: The Author, (2019)

**Image exposed on front of the match shirt and Man-of-the-Match sponsorship can be sponsored by only one company. If these sponsorship agreements are already taken, it is not possible to combine them in the packages.*

12.3. Promotion

The decisions related to promotion should always consider the positioning statement that was previously constructed. Since sponsors will be attracted accordingly to the number of spectators and fans of the academy, we will explore how we can increase the number of consumers and the number of sponsors for the academy. In this point we will also study how we can approximate sport with entertainment, since organizations that have not realized how sport and entertainment are intertwined, are said to suffer from marketing myopia (Shank & Lyberger, 2014).

Figure 4 - Promotion Cycle



Source: The author, 2019

The company Nike already has an established brand image, so our communication objective is to promote this new type of initiative that Nike is developing. We will need to educate consumers and sponsors about the reality of modern football academies and the differences that will exist in the *Nike Academy*.

In this point it's important to mention that, depending on the country, there are limitations on making publicity that suggests that a competitor's service is worse than the service of the creator of the advertisement.

After defining the communication objectives, the next step consists on designing the message. In this stage, we must design the content of the message in line with what was constructed in the positioning. The *Nike Academy* wants to transmit the message that football academies need to change; in the way they are neglecting the future of the young athletes, and their present, outside the academy.

As we have seen before in this thesis, Nike is known for its advertisements, using emotional and inspiring messages to captivate consumers and sponsors. From this, we can conclude that our message must include the ambition of the academy of changing the high-level youth football paradigm and simultaneously must be emotional and captivating.

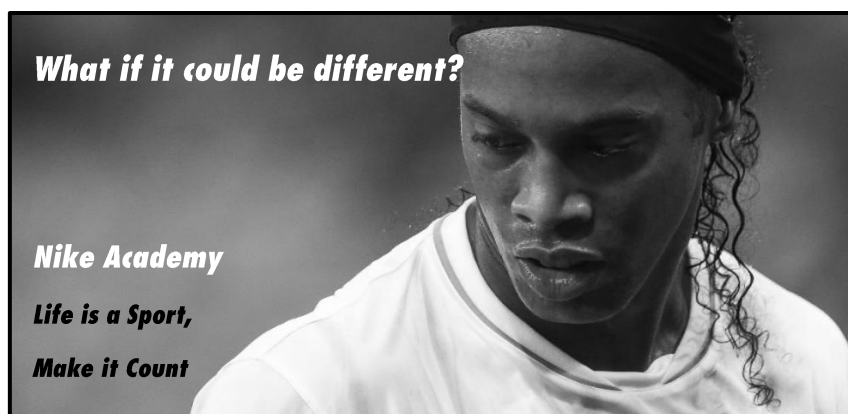
Nike Marketing Plan

The message also has to combine the passion for football and the need to explain to young academy athletes, and to sponsors, that not every one of the players of the *Nike Academy* is going to reach the level of the best players in the world, so they will need to learn as much as they can while they are playing youth football. Another characteristic of this message should be the bringing together of the tribe of consumers that constitute our target, which was described in the targeting stage.

After defining the content of the message, we must define an advertising idea, which brings the Unique Value Proposition to life in an involving and compelling way. The *Nike Academy* Unique Value Proposition is “The football academy that truly cares about the future of young players, on, and off the pitch.” The advertising idea should also recur to storytelling and emotional branding, with the goal of creating an impact on consumers’ minds and their consequent actions.

An example of an advertising idea to attract sponsors and parents would be: In a digital platform, a video advertisement would appear with different pictures of retired professional football players that are struggling in life after football, in black and white. After this, an image with a message would appear saying “what do they all have in common?” followed by an image saying, “they all wish it could have been different”. After this, the players would appear again, explaining the importance of helping young football athletes during the academy’s stage, so that they can learn the importance of their personal life, and life after, and during football. While they explain this, images would appear of the before and after of their lives. After this final clip, it would appear the logo of the *Nike Academy* accompanied by the slogan “Life is a sport, make it count” and the digital channels of the academy to learn more about it.

Figure 5 - Advertisement screenshot



Source: The author, 2019

Nike Marketing Plan

Another advertisement, more directed to young athletes, could show the day-to-day life of the players in the academy, and the enjoyment that they have on and off the pitch. We could have an advertisement that shows, in a split screen, a normal day for a player of the *Nike Academy*, and a normal day for a player of a Football Club Academy. The split screens would become one as they face against each other in a football match. The end would be the same as the previous advertisement idea. In the screen that showed the player from a regular academy, we would see a tired child, that lives with a pressure to achieve results that it's too much for him to handle.

In the screen that would show the *Nike Academy* player, we would see a happy child, that has healthy relations with its friends, friends from the *Nike Academy*, coaches and parents.

The final step in the promotion stage is to define the communication channels to use. As we have previously stated, our goal is to discard the use of the traditional channels such as television and radio, due to the age and habits of our target consumer.

As we have seen in the literature review stage, attention spans are shortening, due to the amount of content that people can access, having the opportunity to always find something better and newer. Due to this reason, all promotion activities should be quick and straight to the point. For example, the *Nike Academy* should also promote its image on live streams and construct highlights reels, where we can see the best of matches, the best of training and the best of the day-to-day life.

Since our target spectator is a fan of live streams on digital channels, it makes sense to promote the existence of the *Nike Academy* in these same channels and streams.

Above the Line Promotion

In Above the Line promotion we will use the Internet to promote the *Nike Academy*. Inside the Internet, we will use tools such as Google AdWords and Search Engine Optimization to connect with interested young athletes, fans and sponsors. We will use advertisement in platforms such as YouTube, Facebook, Twitter, and LinkedIn. The advertisements ideas that were described above, will be broadcasted in these digital channels.

The *Nike Academy* would also help to manage the social networks of the athletes of the Academy, with the goal of maximizing followers and promoting the image of the *Nike Academy*.

Nike Marketing Plan

In the *Nike Academy* website, there will be a section dedicated to partnerships. Different online promotions will have the link to this page. Inside this page, interested entities will have data about the number of viewers of the different media channels, viewers per game, social impact of the *Nike Academy* and existing partners.

In this same page, there will be contact information of the partnership's office, that has the responsibility of informing the interested parties of the sponsorship deals that exist. The values will only be given to the interested entity after the first contact, they will not be exposed on the same page as the data concerning the academy.

In the *Nike Academy* website, we also want to add, in the future, a section that allows fans to interact with the Academy using technologies such as Virtual Reality and Augmented Reality. Although this technology is not sufficiently developed nowadays, we should start, fast as possible, to study these technologies and try to figure out what we can use them for in terms of promotion.

To make sure that we reach our target parents, we will also promote the *Nike Academy* through mupis, containing images of young athletes that are getting home tired, equipped with the equipment's of the teams that have the best academies in Portugal. We would only use similar jerseys, since we wouldn't have the permission to use the real equipment. The message in the mupi would say: "*What if it could be different?*". The promotion campaigns for the parents are important, since, as we saw earlier in this thesis, they are an important part of the sport that their children practice and the level of the sport that they can reach.

The *Nike Academy* will also organize Esports tournaments, where the fans of the *Nike Academy* will have the opportunity to play against the players that are enrolled in the Academy. We will also promote contests where the winners of an Esports tournament can come to the Academy to spend a day with the athletes.

Since young football players like to play this game, we will use this factor to promote the existence of the Academy. We will also do a partnership with this videogame, with the goal of having an in-game mode where you can be a young player in the *Nike Academy*. As we have seen in the PESTE Analysis, Esports are gaining substantial ground as platform to unite companies and consumers.

The *Nike Academy* will also have its *Twitch* account, where fans of the Academy can watch the athletes of the Academy playing video games and interact with them.

Below the Line Promotion

In Below the Line Promotion we will use strategies such as sponsoring local charities that support young children from difficult social economic backgrounds. We will also have mandatory volunteer service for all the players in the *Nike Academy*, to show fans and sponsors how Nike is committed to social improvement.

We will also recur to football players that are already sponsored by Nike and ask them to talk about their experiences in youth football and to explain why the *Nike Academy* is better than the professional football clubs' academies.

We will go to schools, to promote the *Nike Academy* and its benefits, while giving gifts containing the *Nike Academy* logo and slogan. We will sell these articles in the Nike online shop, to promote the existence of the Academy. In these school events, we will invite potential sponsors and show to them, how they can contribute.

Regarding its relationship with the Nike brand, the main goals of the *Nike Academy* are to improve the brand image and brand equity of the Nike brand and simultaneously increase its revenues. By promoting the benefits of sports to young children, Nike is increasing its chances of having more customers in the future, since “*When children participate in sports at an early age, they may have better potential to become lifelong participants*” (Shank & Lyberger, 2014: 159).

Prior to the opening of the *Nike Academy*, we will give the opportunity to sponsors to visit the facilities and give them a guided tour to explain all the aspects of the *Nike Academy*. The *Nike Academy* will have a department responsible for the sponsorship deals. This department will be located inside the Academy, with a view of the pitch and other areas. This space will be decorated with pictures of the players having fun, inside the pitch and outside the pitch, and with pictures of Nike athletes, promoting the academy. This layout will show to sponsors what are the goals of the academy in terms of social values.

After visiting the office, where the meetings take place, potential sponsor are then invited to take a tour around the academy, to see the different buildings and areas, and to meet different players. This guided tour will be structured in a way for the sponsor to realize what the Academy is doing, and how it is delivering its Unique Value Proposition. In addition, this tour also has the purpose to show first-hand, where the sponsor image will be exposed.

Nike Marketing Plan

To have a real grasp and understanding of the actions of the *Nike Academy*, the tour will be constructed with a planned itinerary, with stages as the cafeteria, game rooms, classrooms, gym and pitch. We want sponsors to understand that the *Nike Academy* has its focus in providing a better future for its athletes. Whether it is as a professional football player, or any other kind of career.

An important factor of the sponsorship office is that the partnerships will have elimination factors depending on the activity and reputation of the sponsor. For example, if a company is known for not believing in global warming, it will not be a sponsor of the *Nike Academy*.

Depending on the type of sponsorship, in terms of financial dimension, there could be a possibility of negotiation between the sponsor and the *Nike Academy*. For example, the *Nike Academy* could offer a discount if the sponsor stayed with the Academy for 3 years. Smaller sponsors won't have the right to negotiate, since the prices that are marked, are the ones that must be paid.

After negotiating the terms, a sponsorship contract will be developed and both parties will sign it. After this, the sponsor must pay the value that was agreed, and the *Nike Academy* will present the sponsor image as it was agreed.

At the opening of the *Nike Academy*, we will create an event where Nike athletes will appear, and we will give the opportunity to young players to try our facilities.

The selection process of this young players will occur in a contest previously held, that will involve sharing the digital channels of the *Nike Academy* and create a video where the young athletes showed why they should be part of the *Nike Academy*. This way, we will create some hype and buzz before the grand opening.

After the opening of the *Nike Academy* we will create events to show the academy and give the opportunity to children to play with some of Nike's sponsored athletes.

12.4. Place

Even though the *Nike Academy* will not charge participation fees to the young athletes, we still must analyze the places and methods that are available to enroll in the *Nike Academy*.

As we explained in the previous point, the enrollment stage will begin in an online competition, where athletes will have to share videos showing their skills on the pitch, while also demonstrating why they will be a good fit for the *Nike Academy*. Even though the youngest tier

in the *Nike Academy* are the under-10 team, we know that nowadays, children are starting to be part of social media from ages such as 10 years old (Ofcom, 2019). For those who don't have social media, due to parental reasons, the *Nike Academy* will also allow contest entries sent to the *Nike Academy* e-mail. In conclusion, the *Nike Academy* will have the enrollment platforms located in its digital channels – Website, Facebook, Instagram and Twitter.

Although the recruitment process will be managed by a department located in the offices of the Nike Academy, interested players won't have physical contact with this department, in this first stage of the recruitment process.

The goal is to have a first recruitment stage that occurs 100% online, to create some buzz and promotion around the academy, and to avoid spending a great amount of resources in this initial stage. As we have previously stated, the goal of the Academy is to have 200 athletes. At the end of this first recruitment stage, we will have 500 kids that will be called to on-the-field try-outs.

12.5. Process

The selection process of the young players will occur in a contest previously held that will involve sharing the digital channels of the *Nike Academy* and create a video where the young athletes showed why they should be part of the *Nike Academy*.

The *Nike Academy* recruitment policy will be based on the talent and personality of the players. The qualities that will be searched are ball control, movement, perception of game space, technique and effort. If two players have the same qualities and similar personalities, the *Nike Academy* will choose the one that lives in the most difficult social-economic conditions. For the recruitment process, the *Nike Academy* will use technology such as GPS, vital signs analysis and interaction with the ball analysis, to evaluate all players. From the video try-outs that the players submit, to the personal try-outs that occur in the academy.

The goal of the Academy is to the following teams: under-10, under-11, under-12; under-13, under-14, under-15, under-16 and under-17. Each team will have 25 players, meaning that the total number of players will be 200.

In terms of competition, the goal is to enter the lowest stages of each championship in federated Portuguese Football, and rise each year, until reaching the top level. As the academy progresses to higher levels, the goal is to play internationally in friendly matches and tournaments, to

Nike Marketing Plan

promote the *Nike Academy* in different countries, and offer the opportunity to players to show their skills to a different live audience.

After a player is accepted in the *Nike Academy*, the next step is to define the accommodation for the player. Permanent accommodation will only be available to players that are part of the under-14 team or above.

For the players that live full time at the Academy, the school selected will be in the area close to the facilities, which will be located at the city of *Oeiras*.

Athletes that are in the Under-10 to Under-13 tiers, do not stay at a permanent basis at the Academy. Recreational Activities will consist of games that have the purpose of creating relations with other players and with the coaches. These activities can occur in the outside pitch or in the recreational areas which will have spaces for e-sports, table tennis and table football. Pitch training sessions will occur in the exterior pitch, where players will learn how to improve their skills and their positioning on the field. Each training session will have 5 coaches.

Social realities classes and Citizenship classes will be aimed at teaching some subjects that students are not thought at their regular schools. The *Nike Academy* will try to explain to these younger athletes the many social and economic realities that exist in our world, and how to behave properly and respectfully to everyone. The psychological support sessions will occur in group, and there will be individual sessions for players that are identified as benefiting the most from this type of support. The evaluations for individual sessions and the group sessions will be conducted by psychologists that are specialized in the sports area. Social realities and Citizen classes will be thought with the support of the Portugal Football School, which is an initiative of the Portuguese Football Federation (Federação Portuguesa de Futebol, 2019c).

From the under-14 tier and forward, players can stay at a permanent basis at the *Nike Academy*. Regular classes will take place in a school near the Academy, located in *Oeiras*. To make sure that the athletes have a good performance at school, the *Nike Academy* will have study sessions to complement what the players learn at school. During Video Training Sessions, coaches will analyze the footage from training and from matches in front of the players, while sharing with them what was good and what can be improved. These sessions will also have the purpose of motivating the athletes to do better in the field, and to teach them that football is not all about caring the ball from A to B.

In these tiers, Pitch training sessions will start to have a tactical component and a more demanding physical component, so the players are better fitted to the level of football that is practiced at these levels.

From the Under-16 tier forward, there will be separate tactical trainings, dedicated fully to this aspect of the game. Gym sessions not only implicate weight training, but also recovery sessions and injury preventing sessions.

All pitch training sessions are accompanied by 5 coaches, and the goalkeepers have different training than the rest of the team. During lunch time, players eat together at the cafeteria with all the staff, with the goal of creating closer relations, and give the opportunity to younger athletes to socialize with the older players.

12.6. Physical Evidence

For Kotler et al., (2009: 678), *“The physical evidence and the experience or servicespace of the service encounter must be managed. Servicescape is the impact on customer and employee behavior of a firm’s physical surroundings or environment.”*

The *servicescape* provides a visual metaphor for an organization’s total offering, assumes a facilitator role, and can serve as a differentiator in signaling the intended market segment and positioning of the organization, and conveying distinctiveness from competitors.

The players will start to contact with the physical evidence of the *Nike Academy*, as they go through the first stage of the recruitment process. At the second stage of this process, the players will be called to show their skills at the grounds of the Academy. In these try-outs, all the coaches will be on the pitch, and this pitch will be divided in different areas with the purpose to evaluate different capabilities such as speed, acceleration, thinking velocity, positioning, teamwork and effort. In the end of each try-out, a match will be organized to see the players in real action. In all the try-outs, the players will be wearing vests and footwear that allow to evaluate GPS positioning, number of complete passes, kilometers made, time with the ball, etc.

For players that are above the Under-14 tier the *Nike Academy* will offer accommodation. These accommodations will take place in the residence made for the athletes, with two players per each room. The *Nike Academy* will have a total of 50 rooms, fitting two athletes each. This number of rooms is meant to fit the 100 players that play in the under-14, under-15, under-16 and under-17 team.

Nike Marketing Plan

Each room will be decorated in a lightly manner, to give the opportunity to athletes to choose the way they want to decorate their rooms, but always maintaining a minimum standard for things that they can modify. Each room will have a shared bathroom. All the players are responsible for the maintenance of their rooms.

For the players that live full time at the Academy, the school selected will be in the area close to the facilities, which will be located at the city of Oeiras. The *Nike Academy* will create a partnership with this school, to allow the players to have a good balance between school, training and matches.

The recreational activities of the Academy will occur in the recreational areas, which will have spaces for e-sports, table tennis, table football and five-a-side football. The spaces for e-sports will have a separate room with sofas and a home cinema screening system. The game that will be played will be EA's FIFA, to facilitate the partnership with this company. Players will be asked to play with fans of the Academy and to participate in online tournaments with them. For the athletes that prefer a more physical recreational activity, the *Nike Academy* will have two tables for playing table tennis and two tables for playing table football.

The *Nike Academy* will also have a small indoor football pitch where players can improve their skills while playing mini games. In the recreational space, the *Nike Academy* will also have a reading space, where players will have to spend a minimum time reading books.

On the real grass pitches, we will have the main training sessions. We will have three pitches, to be able to have several teams practicing at the same time. Each pitch will have the standard measures of 110x70 meters. The main field will have seats for 500 people, protected from the rain, and locker rooms that can host the *Nike Academy* team, the visiting team and the referees.

The *Nike Academy* will also have a space dedicated to teaching Social realities classes and Citizenship classes, where rooms will have the same structure as regular classrooms. These classrooms will also be used to provide the video training sessions.

The psychology department will have a structure that transmits openness and understanding. For this, we will have rooms with different sofas where athletes can share their feelings with others and realize that most of them have the same problems in life. For the individual sessions, the *Nike Academy* will have private rooms to allow the athletes to feel comfortable while sharing information with the psychologists.

The Nike Academy will have two gyms equipped at the level of the top football academies in Europe. These gyms will have all the machinery and equipment needed to enhance performance and to prevent and fix injuries. To help improve skills and analyze player performance, the *Nike Academy* will have a covered, artificial grass pitch, containing interactive walls with technology that makes targets appear in them. Players will be tested in terms of accuracy and speed of response, since the targets will always be changing location. This pitch will also have an automatic ball dispenser, so that players can train alone in this field.

12.7. People

As a football Academy, one of the most important parts is the training staff. The goal of the academy is to have 5 coaches for each team, which in total will represent 40 coaches. These coaches must be trained to teach young athletes and have to share the values of the Academy. To assist these coaches, we will have coaches that are performing internships.

The training staff will also be assisted by a team of data scientists, that will analyze information and patterns that can help improve player performance and team performance.

The cafeteria will also need to have personnel to prepare the meals for athletes and rest of the staff. Since nutrition is such an important factor in sports, the staff that is responsible for determining the menu has to have a background in nutrition, and also need to be in contact with the training staff, to be aware of the nutritious levels such as iron, fiber and protein.

For the psychological sessions, the *Nike Academy* will have psychologists that are specialized in the sports area and have a preference with kids from difficult social-economic backgrounds.

To gain the trust of the athletes, it will be better the psychologists are former high competition athletes themselves, to better understand the struggles of the young athletes who are part of the *Nike Academy*.

To teach Social realities and the citizenships, the *Nike Academy* will need two professors, preferably from a difficult social-economic background. In terms of qualifications, these professors should have higher education and training on dealing with young kids.

In terms of management, the Academy will have a series of departments such as the department responsible for dealing with suppliers and managing the relation with the Portuguese Football Federation, the sponsorships department, the facilities management department, the corporate

Nike Marketing Plan

social responsibility department, the marketing department, the human resources department, the financial department.

The people that will work at these departments will have to be passionate about doing good things for society (background in volunteering will be a plus), passionate about football and sports in general, enthusiastic with a commercial aptitude and with a background in management.

Another characteristic that will be valued, is if they attended a high-level football academy when they were younger. This will allow them to have a term of comparison with the *Nike Academy*, and immediately point out what are the best factors about this Academy.

They will also have to be proactive and spontaneous, since different customers have different personalities and value different things.

While some sponsors are more interested in the psychological support that the Academy will provide, others will be more focused on the support that the Academy gives to players off the pitch.

The people that deliver the service are the ones that must live the values of the Academy. They are the first customized contact that the sponsors have with the academy, so they are responsible to provide information about sponsorship deals, activities of the academy and prices.

Additionally, the *Nike Academy* will offer constant training in areas such as sports management, negotiation, customer service and customer satisfaction.

14. PROJECT CONCLUSIONS

This project aims to contribute in terms of marketing know-how, in the sense of developing solutions that are simultaneously worried about daily consumers' concerns and still generate benefits for the company.

The football academy industry has been perceived, over the years, as a factory for developing young players, with the goal of selling these players to generate profits. In this process, clubs have been decreasing the attention that they give to the athletes' alternative futures and decreasing the attention that they give to the athletes' mental welfare.

This project is a marketing plan for a football academy that shifts its attentions for the problems mentioned in the previous paragraph, worrying more about the benefits that the players can offer to themselves and society, rather the benefits that they offer to football agents and managers.

We performed an internal and external analysis and assessed Nike's competitive position. We analyzed the legally mandatory requirements and the political, economic, social and cultural, technological, ethical and environmental structural factors that will impact our activity.

We analyzed the Portuguese football academy market and its key players. The conclusions are that, in this market, the competition is very strong, which presents difficulties in the entry stage, especially for a company that is not a football club and aims at developing a football academy.

From the information gathered in the literature review stage we understood that in a project such as a football academy, we have different types of consumers, such as the participants, the sponsors and the spectators/fans. We collected information of several sources in order to understand our target consumer.

Football academy participants want the possibility to join a program that can effectively develop their skills, and want a program that already developed high-level players, which works as proof that the program works. Sponsors want to create partnerships with projects that have high visibility. Sponsors also want to create partnerships with projects that favor ideas and actions that the sponsor's consumers might appreciate.

Spectators and fans want to support a project that supports good causes. Our target spectator is moving quickly to the digital channels and eliminating traditional channels, such as television, from their entertainment options.

Nike Marketing Plan

Our project will be implemented by Nike with a partnership with the Portuguese Football Federation. The location of the Academy will be in *Cidade do Futebol* complex, located in the city of *Oeiras*. This partnership can create an example of how Nike can increase the benefits that are generated from sponsoring Football Federations and will also make football federations wanting to create relationships with Nike.

We chose a price that enables full-cost recovery combined with a going-rate pricing strategy. Since the *Nike Academy* won't charge participation fees, the income will come from sponsorships. With this in mind, we designed a price package and a discount package, both for sponsorship agreements and for the selling of broadcasting rights.

Regarding promotion strategies, we focused our attention on digital channels, and in events developed in schools and in the *Nike Academy*.

In terms of place, we constructed this stage by focusing on the places where participants could apply for the Nike Academy. In terms of process, we designed the various steps that occur inside the Nike Academy, showing the physical evidence and people that constitute this project.

This marketing plan is an important instrument to allow Nike to introduce this new football academy project in the Portuguese market, reaching the target consumer in a consistent and effective way. It will allow Nike to reinforce its position as a brand that has social and environmental concerns, and that wants to use sports to change the world for better. This way, Nike can develop notoriety and preference with its target consumer, since it is developing a project that follows the same values that are followed by this target consumer.

Additionally, Nike can improve its brand image through the association with this project, which is socially and environmentally responsible.

The goal of this project is to create a basis that can be implemented in other markets where football has the same dimension that it has in Portugal, such as Spain, England, France, Italy and Brazil. Other markets that also represent good opportunities for expansion are United States of America, India and China, since these are markets where we have great numbers of population, and where football has been increasing its influence over the years.

15. PROJECT LIMITATIONS

The main goal of this project is the development of a launching plan for a football academy. However, it has necessarily some limitations that are important to consider when reading this work.

Firstly, we must mention the lack of information, about the activities that are performed inside the already existing football academies. In such a competitive environment, it's important to keep the secret formulas a secret, but these lead to the non-existence of public information on these topics.

Football academies don't disclose parents' contacts and don't allow interviews with the athletes, to prevent that they share too much information. This leads to the difficulty in creating a survey directed to these people.

Secondly, in a subject such as football, it is difficult to find impartial opinions that ignore preferred clubs, which may change some results from studies or answers from interviews.

Thirdly, financial statements of football clubs don't discriminate how much do they get for each sponsorship agreement, since all sponsorships are all summed and included in the same line.

Finally, Nike doesn't give information to students that are performing this type of projects. Information such as sales growth, production costs, profit margins, Advertising and Promotion budgets are contents that would certainly enrich the study but are not available for the general public.

16. AREAS OF FUTURE RESEARCH

During the elaboration of this project, we understood that there are many topics that may be subject to future research.

Since it is a project about a football academy, developed by a sportswear company, it would be relevant to perform a study about the opinion of football players about this project. It would also be relevant to extent this study to all the people that work in football academies and to the players' parents.

Since we couldn't obtain information about Nike's advertising and promotion budgets, it would be interesting to analyze the relation that exists between this budget and sales volume, considering new advertising and promotion strategies.

It would be also interesting to understand the sports results that would appear if a football academy followed the principles that are proposed in this project. To conduct this research, it would be beneficial to implement these ideas in a real football academy.

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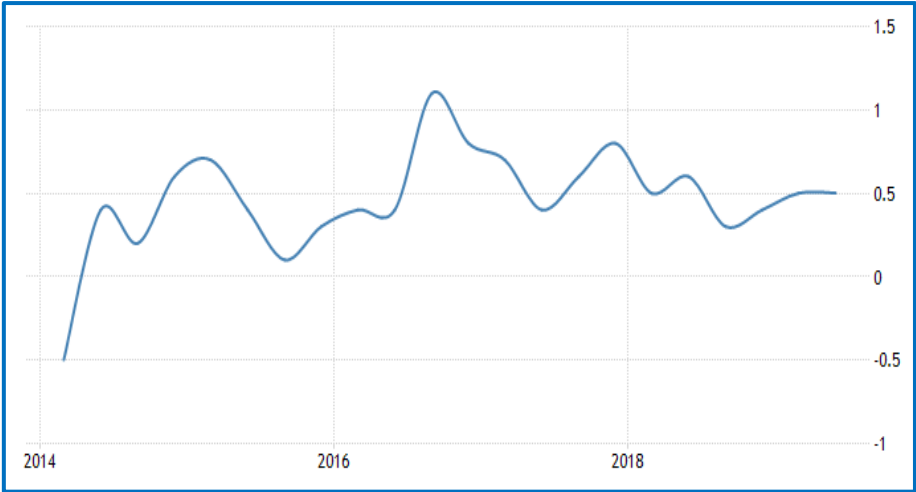
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18. ANNEXES

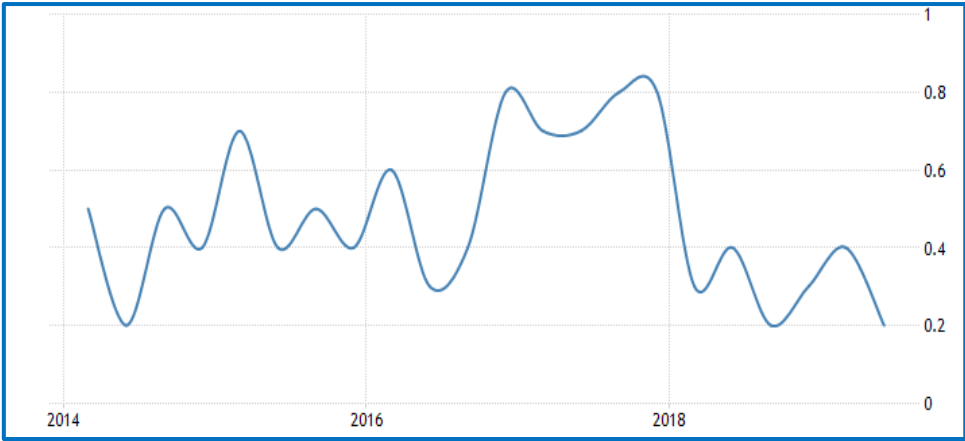
18.1. Economic

Annex 1 - Portugal GDP Growth Rate



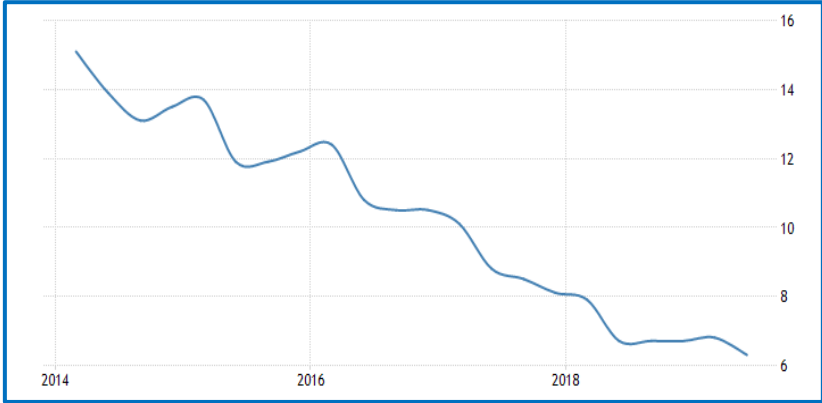
Source: TradingEconomics (2019a)

Annex 2 - European Union GDP Growth Rate



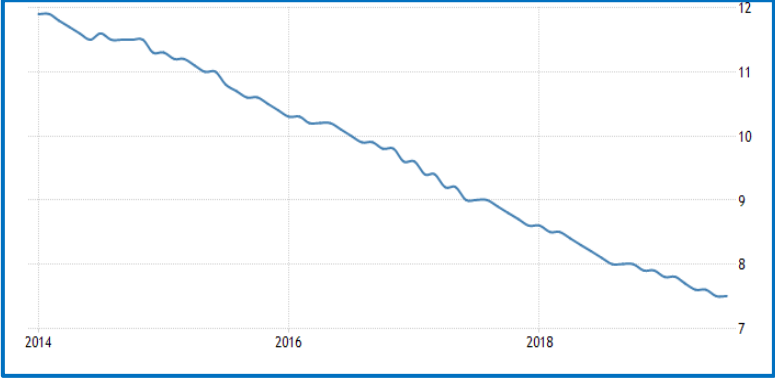
Source: TradingEconomics, (2019b)

Annex 3 - Portugal Unemployment Rate



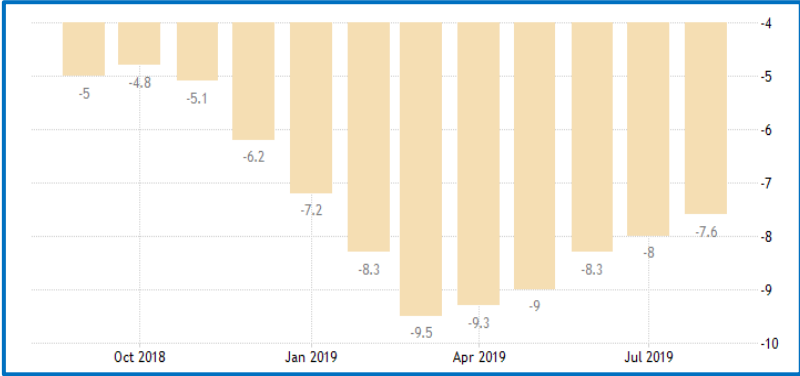
Source: TradingEconomics (2019c)

Annex 4 - European Union Unemployment Rate



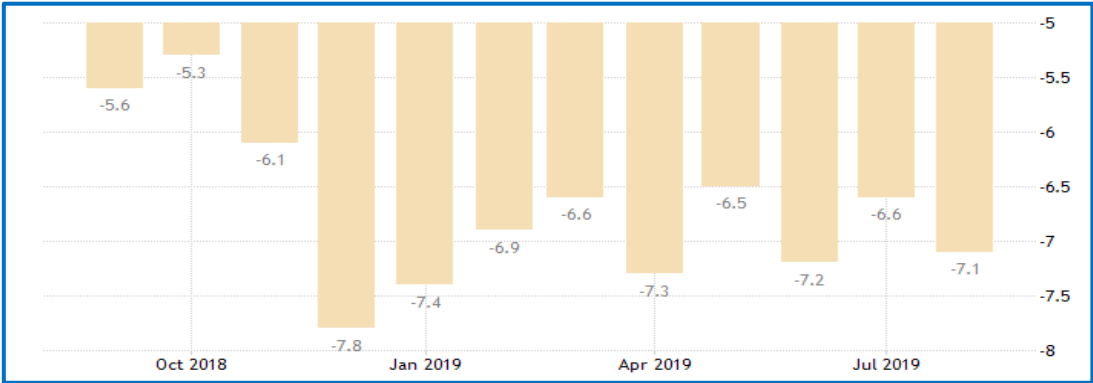
Source: TradingEconomics, (2019d)

Annex 5 - Portugal Consumer Confidence



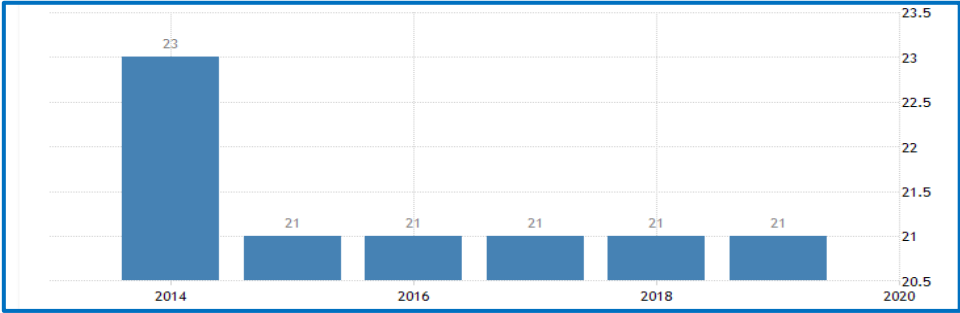
Source: TradingEconomics (2019e)

Annex 6 - European Union Consumer Confidence



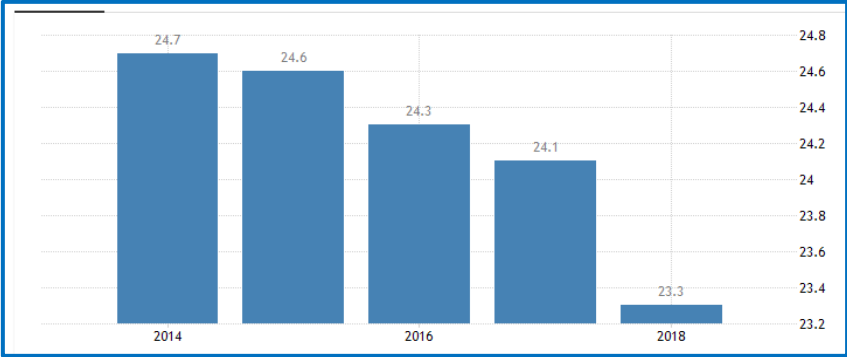
Source: TradingEconomics, (2019f)

Annex 7 - Portugal Corporate Tax Rate



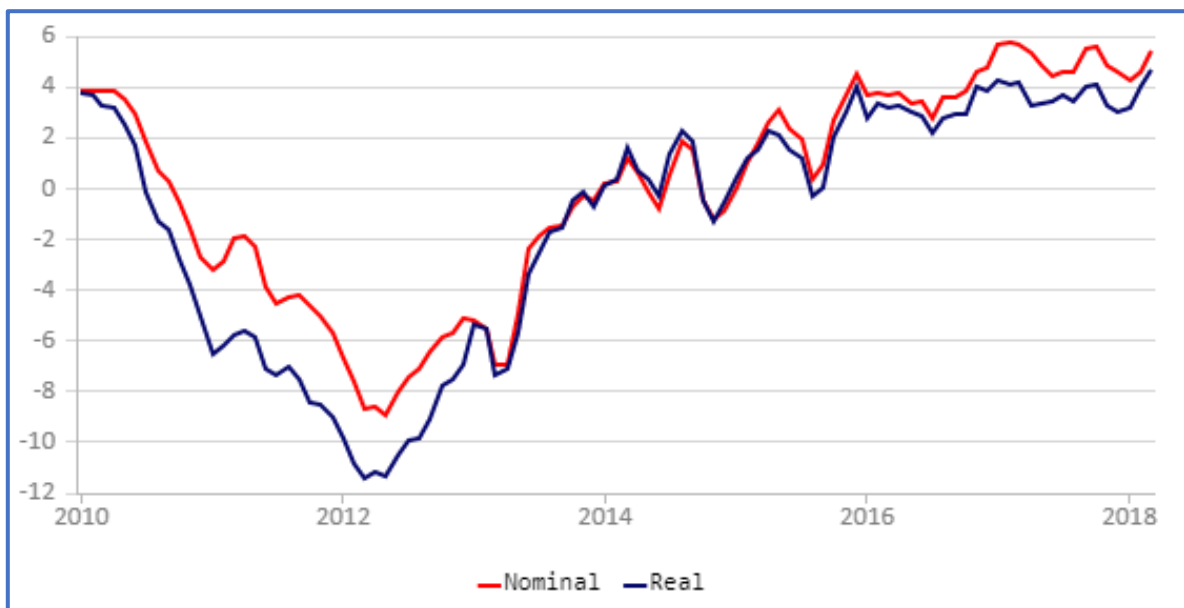
Source: TradingEconomics, (2019g)

Annex 8 - European Union Corporate Tax Rate



Source: TradingEconomics, (2019h)

Annex 9 - House price change. % change over a year earlier



Source: Delmendo, (2019)

18.2. Technological

Annex 10 - Social channels used by Esports fans

Facebook	57%
Twitter	42%
Instagram	36%
Snapchat	34%
Reddit	22%

Source: Nielsen ESports, (2017). Adapted

Annex 11 - EA's FIFA electronic game stats

EA's FIFA	United Kingdom	United States	France	Germany
Hours spent playing per week	8.2h	8.3h	8.0h	7.9h
% Of players that play	n/a	44	38	38
Place in the top 5	4 th	2 nd	2 nd	1 st
Average hours per week worldwide	5.3h			

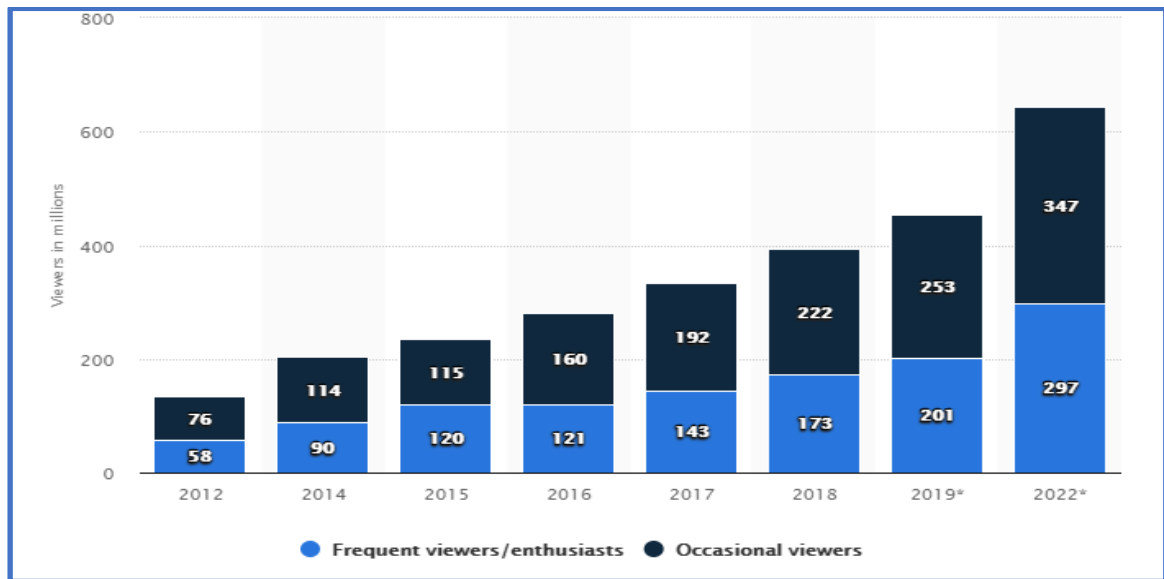
Source: Nielsen ESports, (2017). Adapted

Annex 12 - Attitudes towards brand involvement in Esports

	Positive	Neutral	Negative
United States	58%	37%	5%
United Kingdom	51%	43%	6%
France	57%	43%	8%
Germany	54%	38%	8%

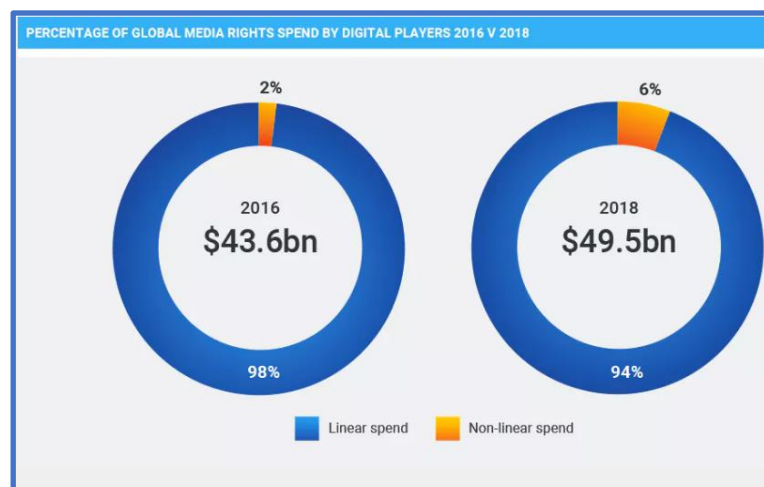
Source: Nielsen ESports, (2017). Adapted

Annex 13 - Esports audience size worldwide from 2012 to 2022, by type of viewers



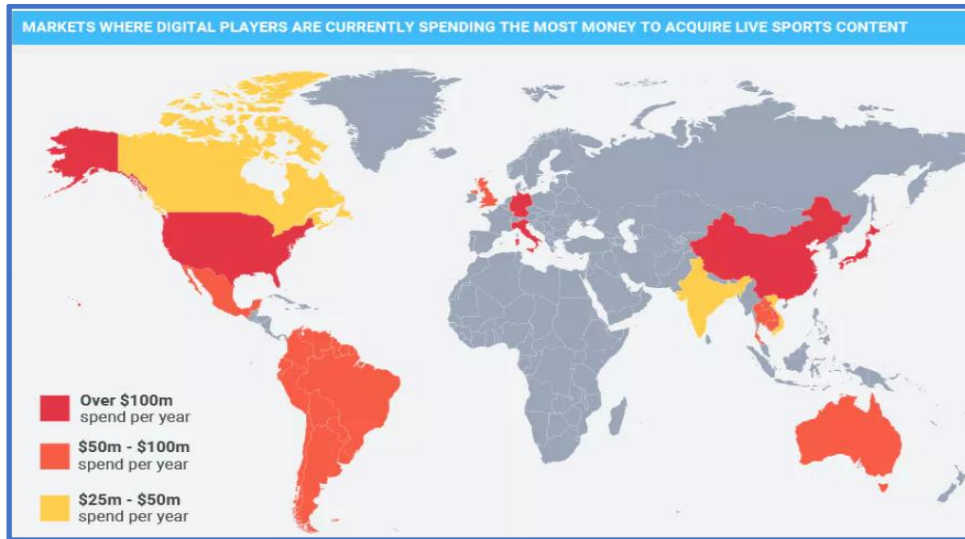
Source: Gough, (2019)

Annex 14 - Percentage of global media rights spend by digital players 2016 vs 2018



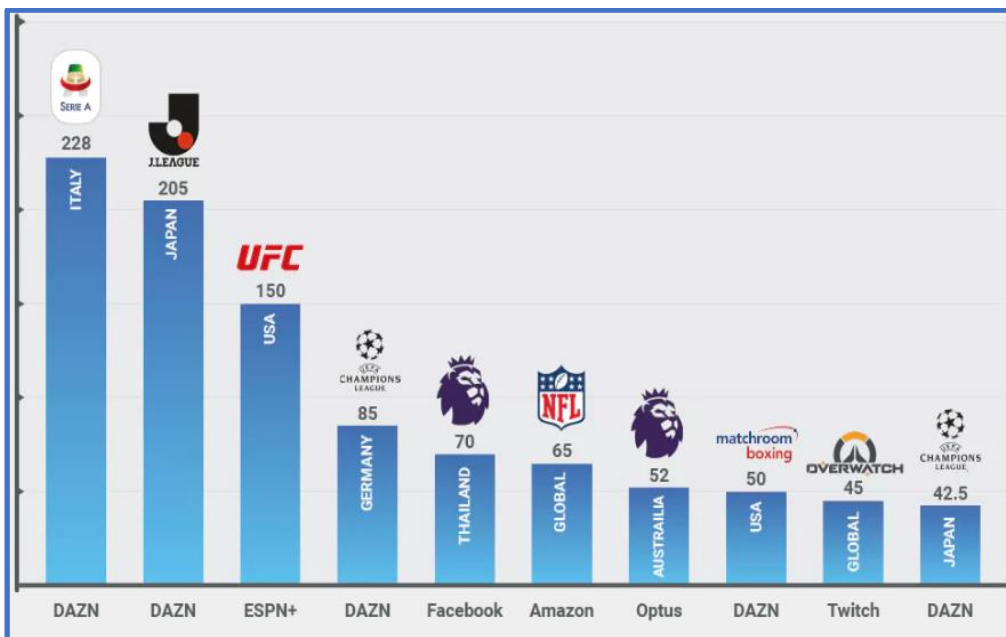
Source: Kiernan, (2018b)

Annex 15 - Digital players expenses on acquiring live sports content



Source: Kiernan, (2018b)

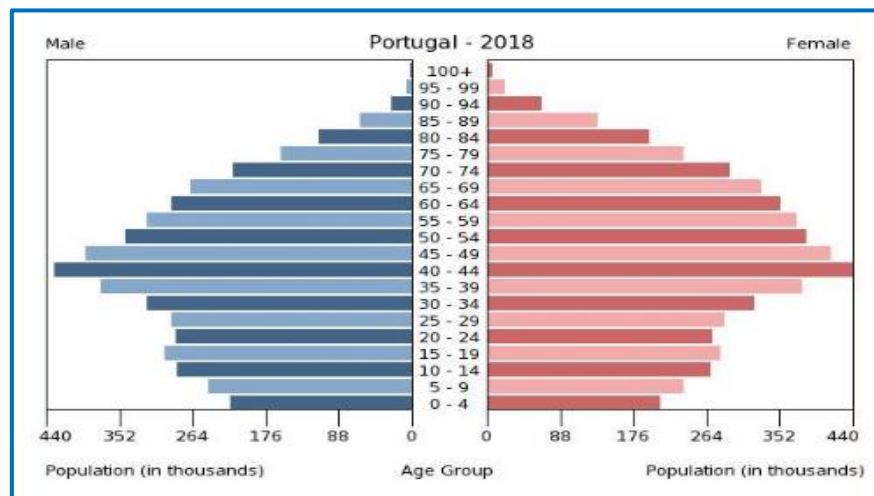
Annex 16 - Deals made by Digital players (millions of dollars, per year)



Source: Kiernan, (2018b)

18.3. Demographic

Annex 17 - Portugal Population Pyramid



Source: Central Intelligence Agency, (2018).

18.4. Football Industry

Annex 18 - Expenses from acquiring players (million €)

	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	Average
SCP	9,77	34,80	47,90	32,60	23,50	29,71
SLB	35,35	43,77	9,95	25,61	43,75	31,87
FCP	43,30	38,80	24,89	33,06	60,00	40,01
FCB	51,00	124,75	374,50	129,10	255	186,87
RM	92,50	30,00	40,50	162,75	307,50	126,65
LFC	126,50	79,90	173,88	182,20	1,90	112,88
BM	89,00	70,00	116,50	10,00	143,50	85,80

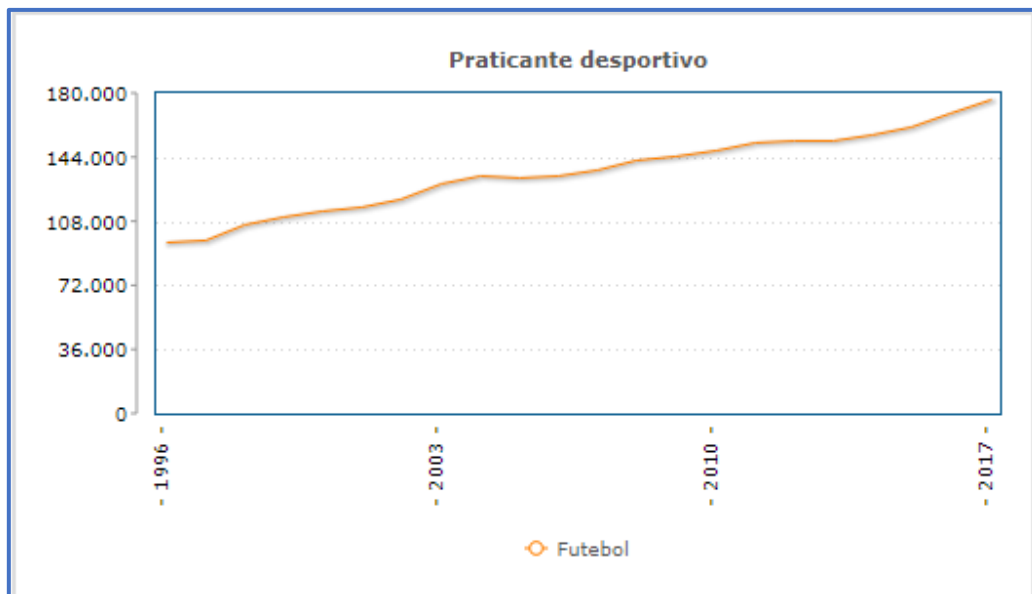
Source: Transfermarkt, (2019). Adapted.

Annex 19 - Most represented expatriate origins – Football Players

	Expatriates	Since 2017	Main destination
1 Brazil	1236	+42	Portugal
2 France	821	+45	England
3 Argentina	760	-26	Chile
4 Serbia	465	-3	Bosnia Herzeg.
5 England	413	-19	Scotland
6 Spain	361	-6	England
7 Croatia	346	+21	Slovenia
. Germany	346	+13	Turkey
9 Colombia	327	+29	Mexico
10 Uruguay	324	+24	Argentina
11 Nigeria	306	+8	Norway
12 Portugal	261	+18	England
13 The Netherlands	256	+25	England
14 Ghana	229	-4	USA
15 Belgium	220	+7	The Netherlands

Source: Poli, Ravenel & Besson, (2018)

Annex 20 - Number of federated football players in Portugal



Source: Pordata, (2018)

18.5. Nike

Annex 21 - Nike, Inc. Selected Quarterly Financial Data

SELECTED QUARTERLY FINANCIAL DATA								
(UNAUDITED)	1ST QUARTER		2ND QUARTER		3RD QUARTER		4TH QUARTER	
(In millions, except per share data)	2019	2018	2019	2018	2019	2018 ⁽¹⁾	2019	2018
Revenues	\$ 9,948	\$ 9,070	\$ 9,374	\$ 8,554	\$ 9,611	\$ 8,984	\$10,184	\$ 9,789
Gross profit	4,397	3,962	4,105	3,678	4,339	3,938	4,633	4,378
Gross margin	44.2%	43.7%	43.8%	43.0%	45.1 %	43.8 %	45.5%	44.7%
Net income (loss)	1,092	950	847	767	1,101	(921)	989	1,137
Earnings (loss) per common share:								
Basic	0.69	0.58	0.54	0.47	0.70	(0.57)	0.63	0.71
Diluted	0.67	0.57	0.52	0.46	0.68	(0.57)	0.62	0.69
Weighted average common shares outstanding	1,594.0	1,639.1	1,581.4	1,627.0	1,572.8	1,623.5	1,570.2	1,605.7
Diluted weighted average common shares outstanding	1,634.4	1,676.9	1,620.7	1,660.9	1,609.6	1,623.5	1,607.5	1,641.2
Cash dividends declared per common share	0.20	0.18	0.22	0.20	0.22	0.20	0.22	0.20

(1) The third quarter of fiscal 2018 reflects the impact from the enactment of the Tax Cuts and Jobs Act. Refer to Note 9 — Income Taxes in the accompanying Notes to the Consolidated Financial Statements for additional information.

Source: Nike, (2019b)

Annex 22 - Nike, Inc. Selected Financial Data

(In millions, except per share data and financial ratios)	FINANCIAL HISTORY				
	2019	2018	2017	2016	2015
Year Ended May 31,					
Revenues	\$ 39,117	\$ 36,397	\$ 34,350	\$ 32,376	\$ 30,601
Gross profit	17,474	15,956	15,312	14,971	14,067
Gross margin	44.7%	43.8%	44.6%	46.2%	46.0%
Net income ⁽¹⁾	4,029	1,933	4,240	3,760	3,273
Earnings per common share: ⁽¹⁾					
Basic	2.55	1.19	2.56	2.21	1.90
Diluted	2.49	1.17	2.51	2.16	1.85
Weighted average common shares outstanding	1,579.7	1,623.8	1,657.8	1,697.9	1,723.5
Diluted weighted average common shares outstanding	1,618.4	1,659.1	1,692.0	1,742.5	1,768.8
Cash dividends declared per common share	0.86	0.78	0.70	0.62	0.54
Cash provided by operations	5,903	4,955	3,846	3,399	4,906
At May 31,					
Cash and equivalents	\$ 4,466	\$ 4,249	\$ 3,808	\$ 3,138	\$ 3,852
Short-term investments	197	996	2,371	2,319	2,072
Inventories	5,622	5,261	5,055	4,838	4,337
Working capital	8,659	9,094	10,587	9,667	9,255
Total assets ⁽²⁾⁽³⁾	23,717	22,536	23,259	21,379	21,590
Long-term debt	3,464	3,468	3,471	1,993	1,072
Capital lease obligations	60	75	27	15	5
Redeemable preferred stock	0.3	0.3	0.3	0.3	0.3
Shareholders' equity ⁽³⁾	9,040	9,812	12,407	12,258	12,707
Market capitalization	120,951	114,983	87,084	92,867	87,044
Financial Ratios:					
Return on equity ⁽¹⁾⁽³⁾	42.7%	17.4%	34.4%	30.1%	27.8%
Return on assets ⁽¹⁾⁽²⁾⁽³⁾	17.4%	8.4%	19.0%	17.5%	16.3%
Inventory turns	4.0	4.0	3.8	3.8	4.0
Current ratio at May 31	2.1	2.5	2.9	2.8	2.5
Price/Earnings ratio at May 31 ⁽¹⁾	31.0	61.4	21.1	25.6	27.5

(1) Fiscal 2018 reflects the impact from the enactment of the Tax Cuts and Jobs Act. Refer to Note 9 — Income Taxes in the accompanying Notes to the Consolidated Financial Statements for additional information.

(2) Fiscal 2019 reflects the impact from the adoption of Accounting Standards Update (ASU) No. 2014-09, Revenue from Contracts with Customers (Topic 606). Refer to Note 1 — Summary of Significant Accounting Policies in the accompanying Notes to the Consolidated Financial Statements for additional information.

(3) Fiscal 2019 reflects the impact from the adoption of ASU No. 2016-16, Income Taxes (Topic 740): Intra-Entity Transfers of Assets Other Than Inventory. Refer to Note 1 — Summary of Significant Accounting Policies in the accompanying Notes to the Consolidated Financial Statements for additional information.

Source: Nike, (2019b)

Annex 23 - 2018 Nike stock prices



Source: Berr, (2018)

18.6. Nike Academy

Annex 24 – Weekly Schedule for Under-10 to Under-13 Teams

	Mon.	Tues.	Wed.	Thur.	Frid.	Sat.	Sun.
08h - 16h	Classes	Classes	Classes	Classes	Classes	Rest	Match
17h - 18h	RA	PTS	PSS	CC	RA	FT	FT
18h - 19h	FT	SRC	RAF	PTS	FT	FT	FT

Source: The Author, (2019)

Annex 25 – Weekly Schedule for Under-14 and Under-15 Teams

	Mon.	Tues.	Wed.	Thur.	Frid.	Sat.	Sun.
08h – 16h	Classes	Classes	Classes	Classes	Classes	Rest	Match
17h - 18h	Study sessions	PTS	SRC	PTC	PSS	Free time	FT
18h - 19h	Gym	VT	Gym	VT	PTS	Free time	FT

Source: The Author, (2019)

Annex 26 – Weekly Schedule for Under-16 and Under-17 Teams

	Mond.	Tues.	Wed.	Thur.	Frid.	Sat.	Sun.
08h – 13h	Classes	Classes	Classes	Classes	Classes	Rest	Match
15h - 16h30	Classes	PHE	Classes	SRCC	Classes	Rest	Match
16h30- 18h	VT	PTS	Gym	PTC	VT	Free time	Family Time
18h - 19h	PSS	Study session	TT	Gym	PTS	Free time	Family time

Source: The Author, (2019)

Schedules caption:

CC – Citizenship classes

FT – Family time

PHE – Preparation for higher education

PSS – Psychological support sessions

PTS – Pitch training sessions

RA – Recreational Activities

RAF – Recreational Activities with family

SRC – Social Realities Classes

SRCC – Social Realities and Citizenship Classes

TT – Tactical Training

VT – Video Training