

**Sport Lisboa Benfica Marketing Expansion Plan in to the USA for
Merchandising, specifically of the Official Jersey**

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Marketing Expansion plan for

Master in International Management

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“A persistência é o caminho do êxito.”

– Charlie Chaplin

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Executive Summary

Este trabalho visa criar um plano de expansão internacional de marketing nos EUA para a SAD-Benfica, relacionado com o equipamento desportivo oficial do seu clube.

Este estudo foi feito com informação na sua grande maioria resultante de pesquisa e sem acesso a informação fornecida pelo SLB, pelo que é um estudo hipotético e pessoal, o qual uma vez apresentado poderá provocar um projeto interno, específico por parte do SLB.

A implementação deste plano poderá sem dúvida contribuir para a obtenção de investidores neste setor. Devo, no entanto, reforçar-se que se trata de uma análise apenas de marketing, que é preliminar a um estudo mais profundo, um Plano de Negócios, no qual incluirá os aspetos financeiros.

O crescimento do futebol na vertente internacional motivou a necessidade de melhorar a comunicação com o público para o qual já se foca normalmente mas também o interesse de outros meios provenientes ações não directamente relacionadas com o desporto, cujos objectivos se distanciavam dos das instituições desportivas como por exemplo o licenciamento das mais diversas marcas. O primeiro grande boom foi nos EUA quando uma empresa de tabaco começou a criar cromos dos jogadores beisebol do país e a vender juntamente com os maços.

Deste modo, colocou-se como questão de investigação: quais os benefícios de um plano de marketing de expansão Internacional do Benfica para Merchandising, especificamente relacionado ao equipamento principal sénior?

A metodologia descreve o método, técnicas e/ou procedimentos utilizados para obter respostas à questão de investigação colocada e respetivos objetivos, é por isso considerado um desenho de investigação onde é elaborado e utilizado um plano lógico que define o tipo de investigação e a forma de controlar as suas variáveis. (Freixo, 2009, pp. 30-82).

Palavras-chave: Benfica, desporto, equipamentos desportivos, merchandising, plano de marketing expansional e performance desportiva

Abstract

This work aims to create an international marketing expansion plan in to the USA for SAD-Benfica, related to their official sports equipment of the club. This study was done with information mostly resulting from research and without access to information provided by the SLB, so it is a hypothetical and personal study, which once presented may provoke a specific internal project by the SLB.

The implementation of this plan could undoubtedly contribute to the acquisition of investors in this sector. However, it should be emphasized that this is only a marketing analysis, which is preliminary to a deeper study, a Business Plan, which will include the financial aspects.

The growth of football on the international side has motivated the need to improve communication with the public to which it already focuses normally, but also the interest of other areas derived from actions not directly related to sport, whose objectives distanced itself from those of sports institutions such as licensing of the most diverse brands. The first big boom was in the US when a tobacco company started creating stickers for the country's baseball players and selling them along with the packs.

Thus, the question arose as to the research: what are the benefits of a Benfica International expansion marketing plan for Merchandising, specifically related to the main senior equipment?

The methodology describes the method, techniques and / or procedures used to obtain answers to the research question and its objectives. It is therefore considered a research design where a logical plan is developed and used that defines the type of research and the form of research. control your variables. (Freixo, 2009, pp. 30-82).

Keywords: Benfica, sport, sports equipment, merchandising, expansional marketing plan and sports performance

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Abbreviations and acronyms

SAD Sports anonymous society

EUA United States of America

Introduction

The international strategy is a set of medium- and long-term goals established in a company and in business, together with the options and actions that the company intends to follow in the foreign market and, based on available resources.

International strategy is part of corporate and strategic business strategies, but it is also a functional and operational strategy (Neamțu & Neamtu, 2010).

The transformation of the character of trade in goods and services is increasingly embedded and results from global value chains made possible by the flow of large amounts of data across borders. These aspects allied to the growth of Internet access, often through mobile devices, are having a major impact on economies and international trade.

The entire success story begins with a plan, the main goal is to write a marketing expansion plan that can create a structure that will accommodate the type of flow expected, like a long-term operational marketing plan.

With the acceleration of the globalization process since 1980, the world is becoming smaller and more domestic. Competition in the markets is increasing due to international competition and, for this reason, there is a strong tendency for companies to internationalize (Cavusgil and Knight 2015).

Many international business researchers agree that the internationalization of firms is a process that has been increasing rapidly, that is, there is an increase in their commercial activities outside countries of origin (Calof and Beamish, 1995).

The relationship between sports performance and the financial performance of professional clubs began to attract academic attention in the mid-1950s in the United States. Since then, not only because of the size of the industry but also because of the profound impact it has on economic, political, cultural and social aspects, among others, the sports industry and, more specifically, sports in general. yes, it has occupied a space with extreme relevance in our days, which has led to the interest of its study, and more concretely of its various interactions and impacts that it has with everything that surrounds it.

"According to Smith (2008), since football became an industry, it began to spark interests that go beyond sports. For Leoncini and Silva (2010), the professionalization became more evident from the moment in that the soccer clubs began to own shares traded in stock exchanges. Rodrigues and Silva (2005) tell us that sponsorship and advertising contracts with major brands of consumer goods and services also ensured, to a certain extent, this professionalization. "

In the present investigation, the work of constructing the object of study was based on theoretical foundations resulting from the revision of the state of the art through previous readings made on the subject matter, by the reflection of the internationalization practices and the new forms of business.

This research will be based on a methodology of the qualitative type based on the collection and bibliographical and documentary analysis, constituting, therefore, an interpretative study fruit of a bibliographical review narrative. In the first stage of the investigation, a bibliographical survey of historical, socioeconomic, cultural and demographic aspects was carried out on the concept of international business processes that would be based on the contextualization and framing of the importance of platforms and other tools in this process, as well as to the set of components underlying it.

Thus, the following question was raised: What are the benefits of Sport Lisboa e Benfica marketing expansion plan into the USA for Merchandising, specifically related to senior equipment?

The methodology describes the method, techniques and / or procedures used to obtain answers to the research question and its objectives. It is therefore considered a research design where a logical plan is developed and used that defines the type of research and the form of research. control your variables. (Freixo, 2009, pp. 30-82).

The specific objectives were: to determine the benefits of the Marketing plan of Sport Lisboa e Benfica; determine which SAD - Benfica 's main international strategies are the benefits, disadvantages and difficulties.

It is not a specific literature review, but rather presents elements that could lead to this classification, since one of the functions of this work is to identify, know and follow the development of the research in a certain area of knowledge. Also looking to identify some perspectives for future research.

1 - Literature review

Entrepreneurial Internationality

1.1 Contextualization and definition

Internationalization can take the form of investment when, in response to a variety of factors, a company needs to sell a product, sell a division, sell foreign production. In general, Calof and Beamish (1995: 116) defined internationalization as the "process of adapting business operations, such as strategy, structure and resources for international environments."

Subsequently, Mathews (2006: 16) assumes that the process of internationalization represents the connection of the global economy that attracts companies to involvement across national boundaries, and through contracting, licensing, or other transaction relationships.

According to Ruzzier et al. (2006), internationalization is a synonym of geographical expansion of economic activities in the country across borders (Ruzzier, Hisrich and Antoncic 2006, 477).

According to Zahra and George (2002) the term "international entrepreneurship" first appeared in a short article by Morrow (1988), which highlighted the recent technological advances and cultural awareness that opened previously unexplored foreign markets and new ventures.

Subsequently, McDougall's (1989) empirical study compared new ventures that paved the way for academic study in international entrepreneurship.

International business scholars, Wright and Ricks (1994) have highlighted entrepreneurship as an emerging research direction, and have made it clear that this area includes: (1) comparisons of entrepreneurial behavior in various countries and cultures, as well as organizational behavior that extends beyond national boundaries and is entrepreneurial.

Based on internationalization theories, the reason why production is done by one company rather than many in many places is that it becomes more profitable. And in explaining the advantage of the internationalization process is that it emphasizes the importance of technology transfer.

Research has focused primarily on export capacity as a marker of virtuous company performance. The results show that the companies that export are different in size (Wagner, 2007).

Internationalization is defined as the process of increasing the commitments of a company outside the country of origin and transferring services, products or resources beyond the borders of its country of origin. In a broader sense, an internationalized enterprise is one that performs any operation of its value chain in a country that is not local (Welch & Luostarinen, 1988).

Internationalization includes several phenomena, because the international economic relations that a company establishes differ according to their nature. For more than three decades, the academic community has studied the internationalization process and its implications for company performance (Aaby & Slater, 1989, Bilkey 1978, Chetty & Hamilton 1993, Peng 2001, Fong & Ocampo, 2010; Roxas & Chadee, 2011; Jiang, Yang, Li & Wang, 2011), pointing out that export activity could be considered as a strategy to achieve better financial and economic performance.

1.2 The importance of recognition of opportunity

Based on the background of the recognition of entrepreneurial opportunities, it is the unique motivation, prior knowledge and social network that can distinguish the capacity of recognition of opportunity. Therefore, it is fundamental to investigate the outcome variable of entrepreneurial opportunity recognition at the individual level.

Recognition of entrepreneurial opportunities emphasizes an individual's ability to recognize and exploit potential business ideas and opportunities, as a strategic entrepreneur of resource identification to generate innovative results (Manev et al., 2005).

It is increasingly recognized that business opportunities are at the heart of entrepreneurship (Davidsson, 2004; Shane, 2003; Short et al., 2010). According to Short et al. (2010) the potential entrepreneur can be extremely creative and hardworking, but if he has difficulty in identifying an opportunity for the characteristics, the entrepreneurial activities can not be carried out (pp. 40).

According to Ardichviliet al. (2003), Shepherd and DeTienne (2005), identifying and selecting the right opportunities for new businesses are among the most important skills of a successful

is important entrepreneur. In addition, understanding entrepreneurial opportunities because the characteristics of opportunity influence the entrepreneurial process (Shane, 2003).

Thus, the study of opportunities is essential and central to research on entrepreneurship (Davidsson, 2004; Shane and Venkataraman, 2000). However, many entrepreneurship studies have focused on entrepreneurs and their behaviors in creating new ventures, but little attention has been paid to "opportunity" (Eckhardt & Shane, 2003).

Nowadays, entrepreneurship is one of the most dynamic fields, with different points of view, thoughts and approaches that lead to different academic traditions or schools of thought, to understand what entrepreneurship really means (Audretsch 2012).

Despite the different definitions provided, some studies point out that the recognition of opportunities is subjectively perceived and in contrast, others argue that it is objectively identified. Thus, the recognition of opportunities is an objective concept that suggests that the opportunities arise from different technological, political, regulatory and sociodemographic changes (Davidsson 2004; Shane 2003).

On the other hand, according to Alvarez & Barney (2007); Shepherd et al. (2010), the recognition of opportunities is a subjective phenomenon that arises from the subjective interpretations and creative actions of individuals. However, MaijaRenko et al. (2012) have established that the elements of both perspectives can be found in all entrepreneurial opportunities. In addition to the dichotomy of opportunities, the recent research on entrepreneurship has focused on another contrast of opportunities, namely first-person opportunities and third-person opportunities. First-person opportunities are opportunities that relate to the formation of subjective beliefs that there is an opportunity for these individuals with the relevant knowledge and motivation to exploit it (Gregoire et al., 2010). The third person, concerns the assessment of the opportunity to consider whether the relevant person has the motivation and the knowledge to successfully exploit the opportunity. So the third person opportunity is a potential opportunity not just for him / her but for anyone with the ability to perceive and interpret the signs.

In contrast, the first person is purely for himself. In this case, the entrepreneur is involved in a decision-making process and evaluates the opportunity according to the promising and viable

and what the potential reward for this opportunity (Gregoire et al., 2010; McMullen & Shepherd, 2006).

1.3 International entrepreneurship in sport

Today, new companies are born and survive based on their capacity for innovation. Business activities are fueled by the skills of its founders, by knowledge, creativity, imagination and alertness of opportunities (Farooq, 2012). In general, managers have an incentive to foster entrepreneurial activities as a means of wealth creation, and it is these activities that allow companies to develop and enter into new market niches, at the same time, creating and introducing new products and innovative business models (Zahra, Filatotchev & Wright, 2009).

The literature describes that the emergence of Entrepreneurship is justified to explain and predict behavior within organizations already established. To this end, Covin & Miles (1999) define Entrepreneurship as the presence of innovation or rejuvenation objective of organizations. For a number of years, organizations have been the subject of study by many researchers. These studies have shown that trends for the future are complex. Constant changes and global economic crises lead to the development of new organizational practices as emerging needs, in order to adapt to new organizational management processes and their own conditions (Anton, 2001; Chang, 2001).

Castrogiovanni, Urbano, & Loras (2011) conducted a study on the subject and demonstrated that Entrepreneurship is one of the main methods to align strategic options while refining the business concept, responding to the new needs and expectations of clients, thus strengthening its competitive position. According to the authors' point of view, Entrepreneurship is classified according to three dimensions: (1) new business (corporate risks), (2) innovation capacity and (3) Strategic renewal.

Many entrepreneurs explore opportunities through strategic, technical or strategic marketing innovations, philosophies and the application of the method to differentiate sports entrepreneurs from entrepreneurs from other industries (Chadwick et al., 2009)

In the past decade, the various disciplines of sports management and entrepreneurship have grown significantly. Change and innovation are key elements of sport, making sport an entrepreneurial process (Chadwick et al., 2009; Ratten, 2011)

Change and innovation are key centers of sports in rapidly changing global business in the environment. The global sport industry is increasing and includes a number of associated companies such as sports production, merchandising, media and hospitality, local infrastructures and tourism (Munoz, 2014)

Today, in sports entrepreneurship, football is an international and profitable industry, and international trade, sports are among the exceptions that customers pay to watch, not to buy or consume.³¹ Football is known to be one of the games most important contemporary ball games, since the role of economic factors in football is significant; is the presence and support of supporters who contribute to club income and economic improvement (Ghosh, 2014).

There is an interaction between sports and the economy. In addition, governments and businesses, by investing in sports, can benefit from the appeal of people for sport, and sport can play an important role in the country's economy.

The role of the football manager differs greatly between clubs, as some of these have considerable autonomy over all aspects of business, others only operate in a business and management area of the club.

Some previous theorists have associated this functioning with that of a military officer, charitable patriarch (Dunphy, 1986; Gurney, 1997; Morris, 1981). All these papers have some validity. In addition, the struggle for influence over potentially powerful groups, the record press conferences, and the short-term nature of the post have also created new parallels. In short, football managers also used to be more closely associated with a diplomat or politician.

The sport industry is extensive and growing globally. While the global recession impacted on sport, opportunities did not cease to exist (Plunkett, 2009).

Numerous factors affect the consumption of sport. Standeven and Deknop (1999) refer to the sport of society, by changes, values and attitudes, as well as by politics and economics.

Sports products can be differentiated from other businesses and consumers in different ways. As an industry, sport is unique in terms of products, markets, finance and promotion (Mullin, Hardy & Sutton, 2007).

The uniqueness of its relationship with consumers further differentiates sport from other sectors. according to Mullin et al. (2007) people tend to classify sports experiences as special, so consumption is emotional.

Mason (1999) points out that while the stadium leases television rights, and contracts with players, the relationship that sport has with its consumer is more remarkable. Richelieu and Boulaire (2005) point out that "with the exception of music, cinema and religion, there is probably no other field of activity that generates such passion among its clients as sport" (24).

Some sports writers such as Stephen Hardy (1986) and Dilwyn Porter (2009) have addressed sports entrepreneurship in the context of interrelated business and sport histories, recognizing that club business is the basis for survival.

Mullin et al. (2007) suggest that as a sector, sport is unique in terms of product, market, finance and promotion, and people tend to view sport-related experiences as "special" or hold a "special place in their lives "(p.17). Sports organizations have direct contact with clients as well as a continuous stream of new clients (Ioakimidis, 2007), which provides an opportunity to present communications with impact, positioning to proactively act as agents of change. Sports organizations can undertake and demonstrate proactivity in a variety of ways, including addressing areas such as product marketing, sustainability, and social change.

1.3.1 China Market

Since the second half of 2014, when the Chinese government announced the policy of increasing sports consumption in China, the growth of the Chinese sports industry began to accelerate and attracted much attention. In the past two years, the industry has undergone attractive changes and a lot of developments in many areas. There was also a new industry.

So it was not just LesSports but also many other digital sports companies, including Tencent Sports, PPTV and Alisports, which are playing the same role in the Chinese market as traditional TV stations do in developed countries, provide sufficient funds for events and sports organizations.

But a new wave of online media companies has emerged, reflecting consumer appetites and evolving technology, to challenge the historical dominance of national and international sports

rights. These emerging giants are increasingly integrating live streaming of sports into a set of services, including messaging platforms and the sale of club sports equipment.

Of China's 1.37 billion population, there are currently 680 million active Internet users, with 653 million active social media users. 577 million of these people are active on social platforms through a mobile phone. While television is still a primary source of information for much of China's population, particularly in non-urban areas, the mobile phone is now close in terms of devices used to access online sports content.

As Western economies are becoming more mature, sports equipment providers have recognized that emerging markets are a requirement for growth rather than just a complementary source of revenue. Emerging Asian countries, including China, India and Indonesia, are also highly sought after and should continue to increase market share for sports goods consumption.

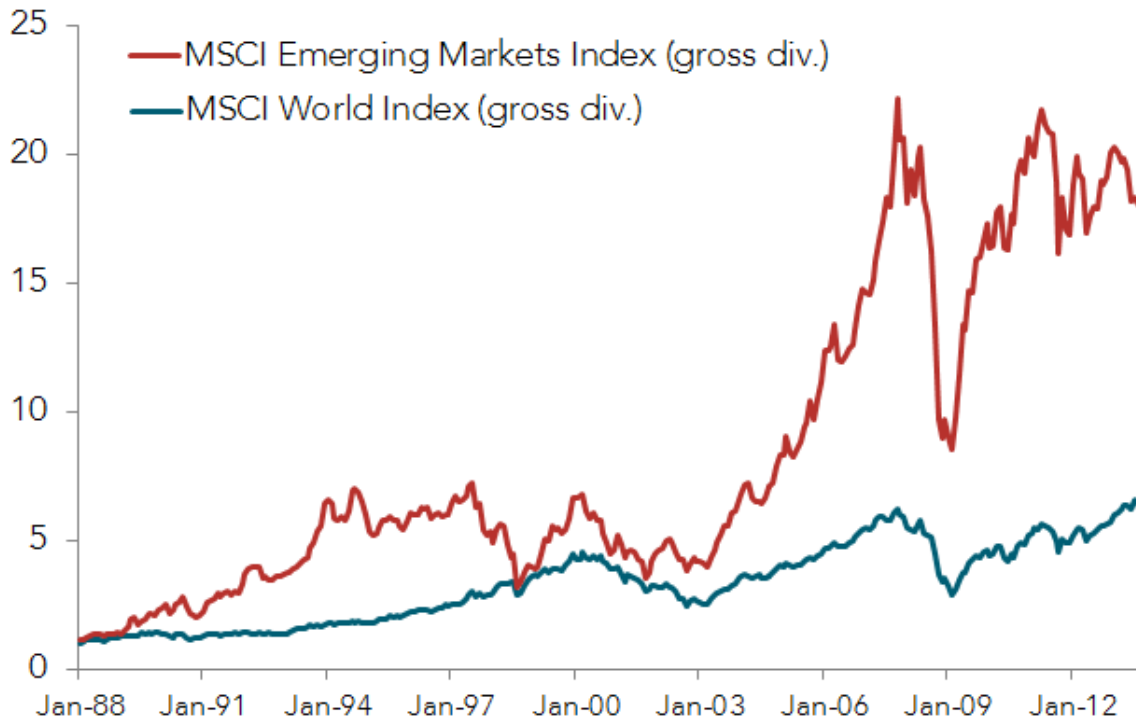
China is already the third largest market and is expected to surpass Japan by 2023 with a total market forecast of nearly € 40 billion. Among the fastest growing markets, Singapore, Sweden and South Korea stand out on a larger scale.

Tabela 1 - Top 10 countries in 2013 (€m before VAT)

Country	Sport market in 2013	Sport market in 2023	Annual growth rate
United states	76.800	100.800	3%
Japan	23.000	21.200	-1%
China	14.200	38.900	11%
Germany	11.000	14.800	3%
France	9.600	12.100	2%
Italy	7.100	7.600	1%
UK	6.500	7.600	2%

Source: Capitalmind estimates

The sporting goods market has historically outperformed the world economy (see figure 4). While the MSCI World Index grew 9% a year over the past four years, the S & P Retail Select Industry Index increased by 26%. The sports goods index has done slightly better than the Index of Trade, with a balance of 28% CAGR during the same period.



Source: MSCI data copyright MSCI 2013, all rights reserved.

Figure 1 – Investment in emerging markets

Many investors have fallen in emerging markets in recent years, when they have delivered considerable returns. More recently, the associated risk has reasserted itself and the passion has disappeared.

China was not a well-known sports market in the world until Stephon Marbury succeeded. The NBA's two-time All-Star, who suffered from depression after a flaw with his team and fans, left the NBA, and rebuilt his life in China. After two mediocre seasons with Shanxi and Foshan, Marbury joined the Beijing Ducks and helped the team win three championships within four years. Most importantly, it conquered the heart of the city. His social media account now has four million followers, and he has a museum that demonstrates his career, sitting just five miles away from the Tiananmen (Golliver, 2015).

In April 2016, Zhang Jiandong, the deputy mayor of Beijing, handed over his permanent residence card to the basketball star at the Beijing prefecture, acknowledging his "significant and extraordinary contribution to China.

As the world has become more interconnected, international sporting events and stories about these events are also coming into China, mainly via television and the Internet. After insisting

on the superiority of the socialist model for decades, the public came to recognize the advantages of the Western sports model and to push for a more targeted market. The case for deregulation dates back to the 2008 Olympics, but this anti-all-important argument was then repressed by the state.¹⁴ Two weeks after the Beijing Olympics closed, many netizens unleashed their skepticism against the *jugu tizhi*, the totalitarian sports system, during an online chat with an official of the State General Sports Administration (SGAS)

Since the establishment of the People's Republic of China, sports policy has always served for political purposes and therefore often paralleled with more scope of transitions within Chinese society. Fan Wei, Fan Hong and Lu Zhouxiang reflect on the trajectory of CCP sports policies since the 1920s.

Even before 1949, the Communists promoted sports exercises as part of their political campaign.²⁹ The Red Army in the mountainous areas of Jiangxi initiated the Red Sports Movement (RSM) in schools, factories, and the military in the 1920s, and expanded it to the New Sports Movement.

China's huge football fan base makes sport so profitable that the private sector's efforts to exploit each sub-sector of it is increasing. On the one hand, direct rivalries within the same category compete aggressively for scarce profitable resources, such as sponsorship rights of the major professional leagues; on the other hand, these companies connect with each other and work as a group against the state monopoly. Such examples can be observed as China's emerging technology companies have gradually outperformed the state and provincial media and as teams investors and league sponsors who have gained more and more influence in the market. The private sector financial sector, capacity and profit-oriented strategy have appealed to the general public and the state. The alliance with these actors gave the private sector a boost in its battle against the conservative bureaucracy.

1.4.2 Sports Market in the United States of America

The American companies that make up the consumer goods industry are as varied as the industry subsectors. Opportunities exist for companies large and small across the spectrum of subsectors that make up the consumer products industry. As the US market is broad and open, the typical American consumer is receptive to domestic and imported brands

Participation in sport requires equipment, fees and, potentially, travel, and generates economic activity. Attending a sporting event involves buying tickets, travel and perhaps other purchases such as food and souvenirs. Watching or listening to sporting events requires equipment in the form of televisions, radios or computers, as well as broadcast service subscriptions. As all these economic activities increase with the number of revenues for the club.

Because American sports training and culture seem to be different, American writers have come to speak of "America's most exceptional sport" (Markovits & Hellerman, 2001: 39-51; Sparvero, Chalip & Green, 2008: 269). This aspect is related to American self-image and pride of being fundamentally unique, different from the rest of the world.

The academic literature on American exceptionalism turns to classical studies such as De Tocqueville's *De la démocratie en Amérique* (1835-1840) and Sombart's *Warom gibt es in den Vereinigten Staaten keinen Sozialismus?* (1906). The thesis of the exceptional United States, however, also became a subject of considerable debate; not only with regard to the causes of the American claim and its uniqueness but also - more fundamentally - whether this concept is a reality or a myth, and what empirical evidence can be found for both positions (Lipset, 1997; Lockhart, 2003; Shafer, 1991; Tyrrell, 1991).

The business of the US sports industry consists of several segments, namely sports tourism, sports goods, sports apparel, professional and amateur sports, recreation, outdoor sports, sports marketing.

It is an industry in which a person can often find success by linking an interest in sports with an interest in the marketing of related products. For example, a person interested in sports shoe engineering can design sports shoes as a career (Szymanski, 2008)

The sportswear industry in the USA is an example of an industry that comprises many related products. It includes all products sold as goods, equipment and clothing for use in sports, recreation and fitness activities. This industry can be subdivided into multiple segments using different ways of defining those segments. Many segments of the sporting goods industry within a sporting goods store. has departments, representative segments of the industry, for a variety of sports and activities, categorized according to their similarities, such as water sports, activities, and football clothing. However, local sports products are always found in specialized stores (Stokvis, 2009).

To classify a company as a sports company, then, does not necessarily mean that it is a company that sells sport. It can be a company in the sports marketing research business, a sports tourism company that sells ski packages in the snow, a sports company on the Web that sells World Cup souvenirs through the world wide web, a corporate sponsorship company specialized in the management of sports sponsorship, or a sports goods company that manufactures football equipment.

The Predictive Association Group (Comte and Stogel, 1990), the books by Parks, et al (1998), and a study by Meek (1997) provide descriptions of the many different products and businesses that make up the US sports industry. The focus is mainly on products and business, fitness, recreation or leisure products

There are many different groups of consumers for these products, they can be broadly classified as end consumers or business consumers.

Based on this research and the definitions of sport and industry presented earlier, the sport industry is the market in which the products offered to its purchasers of fitness, recreation or leisure and can be activities, goods, services, people, places or ideas.

In the US, the sports business industry experienced phenomenal growth over a relatively short period. Although sports and recreational activities, events and business have been around for a very long time, there has never been a period of explosive growth like the last 30 years. There are many reasons for this growth. These changes represent a horizontal and vertical expansion. Horizontal growth involves the addition of new markets and new products, such as new sports businesses, such as sports marketing research companies. Vertical growth involves the growth of existing markets and products, such as the explosion of women in traditional sports such as basketball and soccer.

According to the United States Census 2002 (U.S. Census Bureau, 2002), there were about 819 professional sports, teams or clubs affiliated with various leagues in the two major and minor leagues. As sports production firms, individual professionals, sports teams or "franchises" are responsible for the production of games to meet the needs and interest of consumers in sports entertainment. Each team generally has an exclusive right to market and operate in a designated area. Box office receipts, front-line sales and luxury suites, parking and concession, corporate sponsorship, and sales of local broadcast and broadcast rights are the revenue streams teams

receive to sustain their operations. In the United States, most professional sports teams are owned by individuals and established as partnerships.

Economically developed countries, such as Europe and the United States, the sports industry is in a crucial position in the national economy. British sports industry added value of 15.2 billion pounds in 2000 to 1.8% of the UK economy and attracted employment in the population of 450000. And the British government receives tax off the sports leisure industry 2.4 billion pounds each year, which is five times more than the government for sports spending. The added value of the US sports industry in 2001 was \$ 194.64 billion, accounting for 2% of US GDP and attracted employment of 2.949 million people. According to expert analysis, in 2007 United States and European Union, the output value of the two sports industry economies is \$ 800 billion, plus the economically developed countries such as Canada and Japan, the value of Global sports industry output should be more than \$ 800 billion.

1.4.3 India Market

India's potential for economic growth, thanks to a large youth population, is of interest to the world. Instilling a healthy sports culture among your youth to build a physically and mentally healthy state is essential to ensure the sustainable growth of the future. According to a survey conducted by EduSports in 2011-12 covering more than 49,000 across the country, obesity is increasing among schoolchildren in urban India with one in four in subways and one in six in non-metros overweight .

India is not considered a sporting nation and sits in most sports, only at the national level. His performance has not been highlighted in international events such as the Olympic Games. However, the level India stands out in some sports like boxing, badminton, cricket, tennis, shooting and wrestling.

With the high growth of the domestic market in India and the recession in major sports markets such as the US and EU, global and Indian traders as well as manufacturers are focusing on the Indian market.

The Indian companies that have ventured into the trade in recent years have also diversified into the commerce and sports industry as these are a niche market in the present.

According to one estimate, the total size of the Indian trade market was \$ 372 billion in 2008, of which the sport trade was around 3%. However, their share in organized trade was about 10%. Estimates of the manufacturing industry of sports goods / equipment is available from SGEPC, which shows that the industry has grown at an annual rate of 10 to 12% in the last 5 years.

Over the years, India has developed as a hub for providing sports products and the focus of the manufacturing sector has been on exports. The size of the domestic market is small because Indian society is oriented towards education and sports, which are treated as a distraction from education.

Sports are not yet treated as a means of subsistence; instead, it is still considered a source of entertainment. This has led to poor sports participation. There are other barriers, such as the unavailability of infrastructure and the inability to pay for facilities and to buy sports products. However, Indians are spending more on sports goods, albeit on a small percentage.

It is projected to grow at a rate of 8.9 per year, from \$ 1 billion in 2005 to \$ 6 billion in 2025 (Figure 1.3). With an increase in income, there has been a decline in basic food consumption needs and, if India continues with its high rate of growth, recreational spending will grow.

While some sports in India are treated as competitive sports, attracting audience and sponsorship, others are played for leisure or fitness. Some such as ice hockey and skiing are niche sports that are located in specific places (northern India), while others, such the cricket and soccer, are played in the center of the country.

Football is the second most popular team sport after cricket. India is a manufacturing center for soccer balls, but the country does not have strong indigenous brands. For all major events, footballs and other equipment approved by the Federation Internationale de Football Association (FIFA) are used. In recent years, there has been an increase in sponsorships, and broadcasters have shown interest in broadcasting the game from top sports brands.

1.5 Sports Marketing

Sports marketing according to Eze (2007) is the transaction of goods and services with mutual gain for the buyer and the seller.

David Beckham is a good example of an athlete who was inspired by his success in football. He has been involved in several companies, including endorsements of H & M and Belstaff clothing (Gaines, 2014). Along with his wife Victoria marketed a perfume under the Beckham brand and announced a range of products, from beauty treatments to alcoholic beverages (Gaines, 2014). More recently purchased part of the ownership of a Major League Soccer team in Miami as part of its business activities (Edwards, 2014).

It should be noted that athletes use innovation as a means of marketing and differentiating themselves in the marketing of products. In addition, the use of internet marketing channels has increased the ability of athletes to be seen as a human brand (Carlson and Donovan, 2013).

Goldman and Johns (2009: 125) argue that the sport business is "an economic sector at the individual, organizational and national level and is a major contributor to economic activity and wealth creation." Sport has become increasingly marketed and internationalized over the last decade (Bauer et al., 2005), has been the result of enterprising marketing ventures created within the sport. Companies in today's global marketplace need to be progressive service sellers, with the aim of competing with other leisure activities (Bauer et al., 2005) and sports entrepreneurship that are successful in the competitive marketplace.

Sports marketing is an important aspect of international sporting endeavors, as it is necessary for the growth of sports-related companies. Many sports teams collaborate with companies through their international marketing campaigns (Ratten, 2010).

In an international perspective, sports marketing is defined as the opportunity for the corporation or organization to advertise its services in a related context. This may include the purchase of stadium naming rights, sponsoring individual athletes, or the provision of sports clothing and equipment.

Sports marketing is broadly defined and divided into two categories, sports marketing and product marketing (Shannon, 1999). The marketing of sport includes the marketing of sporting events and equipment for fans and participants (Goldman and Johns, 2009)

Product marketing includes the promotion of non-sports products and services. Athletes like David Beckham, Greg Norman and Tiger Woods are examples of how corporations are involved in international marketing. As an example, Greg Norman used his knowledge of sports business to create Greg Norman Enterprises, which develops and markets golf courses, clothing and restaurants. Tiger Woods has become a global brand and has engaged in major marketing campaigns for companies such as Nike, Gatorade and Accenture (Ratten, 2010).

International sports marketing is a rich area for academic and professional research because it has the ability to appeal to different generations of people and from various geographic locations. An increasing number of people are able to see the events of the internet, which has helped to globalize a diverse set of sports including cricket, football and surfing. However, as the ability of people to play and watch professional sports is influenced by the socio-economic conditions of their country, research on international sport and in particular on professional sports, such as the National Basketball Association, National League of Hockey and Major League Baseball come from North America, Europe and Oceania. And, most of the contributions to international sports marketing have been from developed economies and less well known from an emerging market perspective (Goldman and Johns, 2009).

1.6 Merchandising in football

In recent years, the world of football has been increasingly referred to as an industry for its own good. Its features are getting closer to the entertainment services. The ranking of football as a business activity has increased in the economies of countries where football is promoted as a national sport.

In many of these countries today it accounts for a large percentage of a nation's GDP because football events also have a considerable number of other sectors, such as average and different services such as catering and transportation. The globalization of the football industry has led to a concentration of resources in the hands of some large European and South American Clubs that have had the capacity and the more economic resources to face growing competition from clubs and other businesses in the entertainment industry.

Soccer clubs have increasingly entered the international market, mainly because of the need for more profits to gain competitive advantage. Football clubs have thus begun to explore all possible business alternatives: they have developed strategic alliances with partners in support industries such as sports equipment, they have begun to be cited in the stock market, they have established alliances among the major clubs, increased international transactions of players, and pressed more to enter new and lucrative markets abroad. This development was supported by the implementation and extension of several international competitions in Europe, supported by the governing body of football, UEFA (Union of European Football Associations) such as UEFA-Cup, Champions League, Champions Cup and Europe.

Most business concepts assume that the company develops, produces and sells products to a consumer or buyer based on a mutually agreed upon price. The service society, which characterizes the economy of the OECD countries, requires a tangible product combined with a certain set of successful services (Normann, 2001).

Companies in the consumer goods industry have realized the opportunities that foreign countries represent. As in many industries, today the brand represents the most important asset of a sports club. This brand is made up of intangible benefits like the emotions of the fans and tangible benefits like the result of merchandising. The crux is that teams often sacrifice customer loyalty and long-term association for short-term revenue growth.

The mark is an identifying and distinctive sign of the companies and products that allows the consumer to identify it and associate it with a certain organization and product, along with a series of characteristics attributed to it.

As can be seen on the website of INPI - National Institute of Industrial Property (2015), the brand is a sign that identifies in the market the goods or services of a company, distinguishing them from those of other companies.

According to the American Marketing Association (2008), the brand is a name, term, design, symbol, or some other characteristic that identifies the goods and / or services of those who sell, distinguishing it from other sellers. This organization understands that the brand can identify a good or service as well as a family of goods or services or all goods or services of a company.

Other authors such as Pimentel (2007) understand that the brand is something intangible, but that, it can be transmitted through attributes that make it almost as real as the product, nevertheless, it is a myth or construction in the imagination of each consumer .

The brand acts as a means of communication between the company and the consumer as the company issues a message about the brand that aims to convey the identity and values of the brand and that should be understood by the recipient / consumer. The consumer, as the recipient of this message, creates what for him is the image of the brand, that is, a whole set of attributes that understands that the brand has and that contributes to have a certain opinion and even image about what this brand brand means. The brand image is often a result of the efficiency of the signals emitted, that is, each consumer interprets the signals and messages in a certain way, but when the brand is cohesively emitting the information it wants, the brand image of the brand appears. brand (De Charnetony and Riley, 1998, Bauer, 2007, Aaker, 1996).

The feedback of the consumer has an important value in the sense that the company can verify if it is correctly passing the message and, in case of failures, to be able to correct or redirect to the best form what it intends to transmit.

The truth is that the products themselves do not have a voice, that is, they need a tool that makes them visible and attractive, being the brand that communicates the intention and values.

Kapferer (2000) mentions that 1 brand = 1 product = 1 promise, showing well this approach the weight that the brand represents in product communication and the creation of a relationship with the customer.

The construction of the brand thus has as its starting point the communication of the product and the satisfaction of the consumer.

In this way, brand managers must be constantly alert to market changes, ensuring that they can keep up with and anticipate needs and changes, anticipating and differentiating themselves from competitors (Kapferer, 2000).

In this sense, the brands work in a positive way in the production of benefits for both the company and the consumer, and therefore must receive great attention from the marketing management.

As it happens given the weight and value of the brand for the companies, there are fundamental aspects in your branding or management that should be taken into consideration. First and foremost, the brand is a brand image, symbol of the company and as such represents its values and position vis-à-vis the market.

Then, the brand is a message since, through the various advertising campaigns and marketing actions, as well as the relations with customers and employees, information and messages are sent that should convey what the company intends.

Finally, the brand is the ultimate promise for customers, who create a relationship of trust with the company and around it create certain expectations that they expect to be fulfilled (Gunelius, 2012).

Elwood (2006), advances with three tendencies of the current societies that influence the branding and of which the managers must be conscious of ways to define the best actions:

- Individualism: increasingly in Western societies there is a fragmentation of personal and social identity, leading to an increase in the need for the search for the "I", and this identity is built more and more based on what people buy;
- Globalization: Consumers are increasingly living in a global society; companies must use tools that capture and guide consumers to choose their products or services;
- The weight of experience: more and more consumers are looking for the acquisition of goods and services, a unique and valuable experience,
- It is therefore important to create links to emotions, symbolism, as well as a link to the image created in the minds of consumers about particular experience and sensation.

Branding is like this, a process that allows to create a relationship with the consumer and that evolves through several stages that begins with the identification of the brand and assimilation of the information that it represents, followed by a phase in which if the consumer's expectations are met, the brand adopts an attitude of respect, friendship and trust, increasing the regularity of the purchase and developing loyalty or loyalty to the brand (Temporal, 2002).

For Clifton and Simmons (2005), the process of brand management is influenced by two factors, as we can see in the following figure:

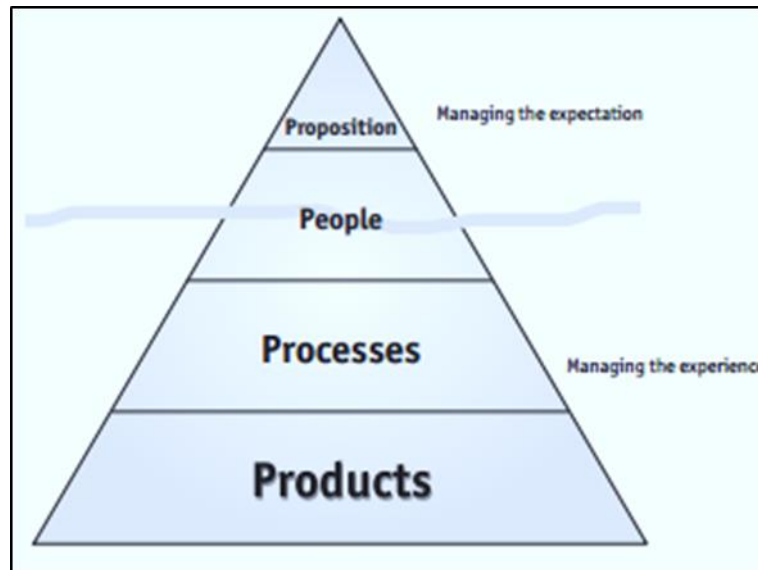


Figure 2 - Iceberg Brand Management.

Font: Clifton e Simmons, 2005, p.101.

At the center since model named "Iceberg brand management" we see consumers, targets the value proposition created by people with a close relationship with the management processes as well as with the products or services offered.

In this way, the brand management process implies understanding the needs and desires of the stakeholders, developing a brand platform, that is, defining the medium / long term strategy; develop the consumer experience in detail by formatting the value proposition that must be offered to consumers.

Finally, it is important to communicate internal and external value proposition so that all communication is issued in unison and, for this, implies that all the people involved understand perfectly the company's position in the management of the brand.

By defining a strong team identity that is the first of the three steps of the general model for the development of the fairness brand in sport, ie a team supports its own registration, positioning of the sports team in the market and the accomplishment of marketing actions consistent with the team's identity and position.

Inspired by the literature on the internationalization of the company, some authors reflected on the internationalization of brands, both as a process and as a set of strategies. Their contribution

helps to improve understanding of how the brand could move and identifies the catalyzing factors in the process of brand internationalization.

From the point of view of the process, Anderson et al. (1998) identified five stages of internationalization of a brand:

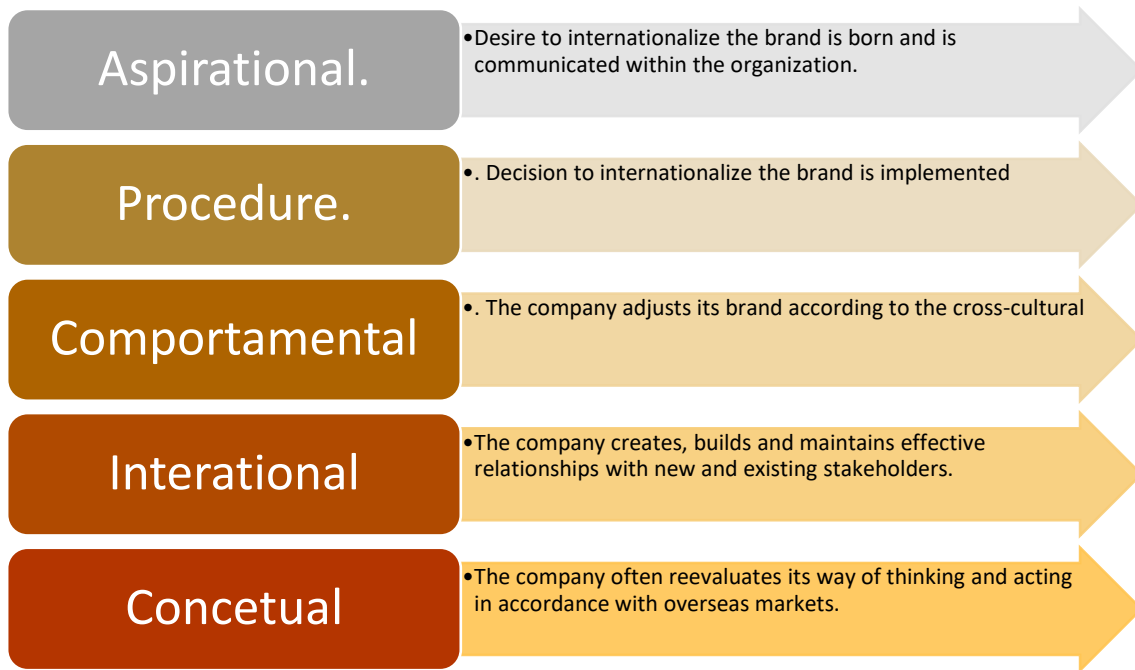


Figure 3 - five stages of internationalization of a brand

Para internacionalizar a sua marca, uma equipa desportiva pode escolher entre quatro estratégias que parecem ser o mais relevante para o campo desportivo. Estas estratégias, não excluem as equipas e os seus equipamentos desportivos.

As quatro principais estratégias relevantes para estabelecer uma equipa desportiva como uma marca são: (Richelieu et al., 2008)



Figure 4 - four main strategies relevant to establishing a sports team as a brand

In a period of great economic transformation, professional sports teams have realized the power that the brand of their clubs has for international marketing.

For most marketers, clubs generate their planning through multiple factors, finance, merchandise planning, merchandising, sales, which are responsible for part of the plan. These functions operate independently throughout the market, from the initial strategy to the development of the product

Everything starts with a solid Merchandising Plan from the senior management and the planning teams. This plan becomes the framework for all decisions, from cash flow to factory selection. The plan must be approved within the deadline set by the corporate planning calendar so that merchandising, product design and product development teams can succeed.

1.7 The marketing model in sport

The Marketing model integrates the organizational and financial architecture, although the model can become a business plan. It makes implicit assumptions about customers, revenue behaviors, and the changing nature of audience needs. Describes the business logic needed to achieve profits and defines how the organization positions itself in the marketplace.

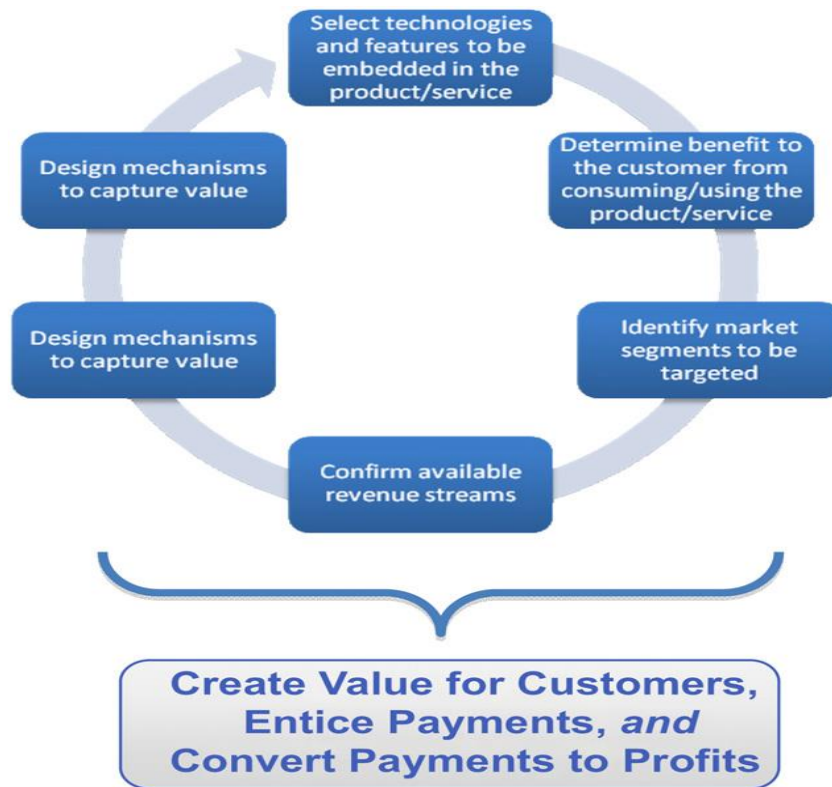


Figure 5 - main business elements

Fonte: Teece, 2010

Business models related to sport represent important components of market economies, where there is a great heterogeneity of consumers and producers, competition and search for profit (Teece, 2010).

As a rather significant example today, the transformation of football clubs into commercial enterprises has encouraged investors to take prominent positions in the capital of these companies by investing large amounts. The creation of the Champions League resulted in a competition that brought together the main clubs in Europe and generated around 610 million euros in revenues in the 2005/2006 season and 437 million euros in 2007, which were distributed among the 32 participants competition (Deloitte & Touche, 2007).

The strong growth of the sports industry has attracted the attention of the academic community in order to analyze issues related to the performance and management of sports clubs. The research conducted to date has focused essentially on analyzing the determinants of performance. According to Szymanski (1998) performance, market-oriented club management (Ozawa, Cross & Henderson, 2004), player skills (Gerrard, 2005) and coaches (Dawson & Dobson, 2002), market size Buraimo, Forrest & Simmons, 2007), the strategic actions undertaken by the clubs (Heij, Vermeulen & Teunter, 2006).

Methodology. Research paradigm

II – Sport Lisboa e Benfica marketing expansion plan for USA

2.1 Presentation of the business idea

Sport is a product and a social service, because it is often marketed in a community of people (Traquatrini et al., 2015). Sports marketing needs to identify the most prominent traits that attract viewers, the participants (Ratten, 2015). It is therefore important to understand how consumers identify with sport to market it more effectively (Ratten, 2011). Often, consumers present a subjective perception of sports marketing because they associate it with the teams and athletes with whom they most identify.

The merchandising, is like scientific tool of Marketing. Faced with the worst economic recession of the twentieth century, the public sector industry realized the need to use new techniques and specific procedures to increase profits (Herrera, 2006).

Among the definitions found for merchandising according to Regina Blessa (2006, In Borges & Leite, 2007, pp. 18) it is possible to state that: merchandising "It is any technique, action or promotional material used at the point of sale that provides information and better visibility to products, brands and services, with the purpose of motivating and influencing consumers' purchasing and decisions.

With regard to merchandising developed by the sports industry there is a differential, considering the merchandising in general, this because it involves a socialization situation focused on a homogeneous group of people who seeks to demonstrate the existence of a strong connection with the club (Özer & Argan, 2006).

Sports merchandising is translated "in the reproduction of an image, or part of it, belonging to a club, athlete, event, modality or company" (Sá & Sá, 2002, p 235). In this case, the image can be used to sell all kinds of products or services that helps to monetize the earnings of an entity, in this case a football club. The popular way to do this in the field of sport is to promote your products internationally.

The objective of the marketing plan is to implement at an international level, the equipment of the Benfica club that currently focuses exclusively on producing locally. Expansion plans include creating distribution and manufacturing relationships in New York and Europe, where the company plans to gain greater market penetration and this will be the first step before doing the same in China and India.

Industry research has found that American consumers also support the club and adhere to a brand based on an important and appropriate variable. Given this statistic, the company's designs focus on providing the best fit based on the slogan "Support Your Heart Club".

To further leverage this perception, the company will launch a bespoke customized option in which users can order custom tuning equipment through an online portal and also the placement of one stores in the USA where there are many Portuguese emigrants who support the club and are fans of football.



Figure 6 - Benfica sports equipment

2.2 Scope of business

Benfica SAD systematically monitors its activity, in order to ensure compliance with the criteria established by the Fair Play Financial, namely regarding the balance of the financial statements and the absence of debts to clubs, athletes or State

Thus, the project of Sport Lisboa e Benfica will be the placement of a physical store in EUA, (similar to Benfica Megastore in the Stadium of Light), a country where there is a large number of Portuguese football fans. And, also the online sale of the equipment.

The purpose of this proposal is to increase the reputation of the Benfica brand in EUA, India and China, to attract new fans and increase the loyalty of existing fans.

Target customer - Male from 25 to 65 years, high / medium-high social class, high incomes, football and / or Benfica supporter.

2.3 Characterization of the company



Figure 7 - Logo of the company Benfica - SAD

"Grupo Benfica SAD" The group formed by Sport Lisboa e Benfica - Futebol, SAD and by the entities that are in a relationship of dominion or group.

Benfica SAD is an SAD that is governed, at the present date, by the special legal regime established in Decree-Law no. 67/97, of April 3, and its subsequent amendments. Decree-Law no. 10/2013, of January 25, has already been published, which repeals and replaces Decree-Law no. 67/97, of April 3, and whose date of entry into force was scheduled for 1 of July 2013. However, the Council of Ministers approved on March 13, 2013 an amendment to this law and, while maintaining the intention to apply the new regime to sports companies wishing to

participate in professional competitions during the 2013 / 2014, opted to anticipate its entry into force for May 1, 2013 (source: www.portugal.gov.pt)

Benfica SAD is the parent entity of the Benfica SAD Group, a group formed by Benfica SAD and by companies that are in a control or group relationship, in accordance with article 21 of the Securities Code.

In relation to Benfica Estádio, SAD, as the parent company, is responsible for coordinating its activities, ensuring representation of common interests. With regard to the remaining companies, excluding Benfica Seguros, the Issuer exercises a significant influence.

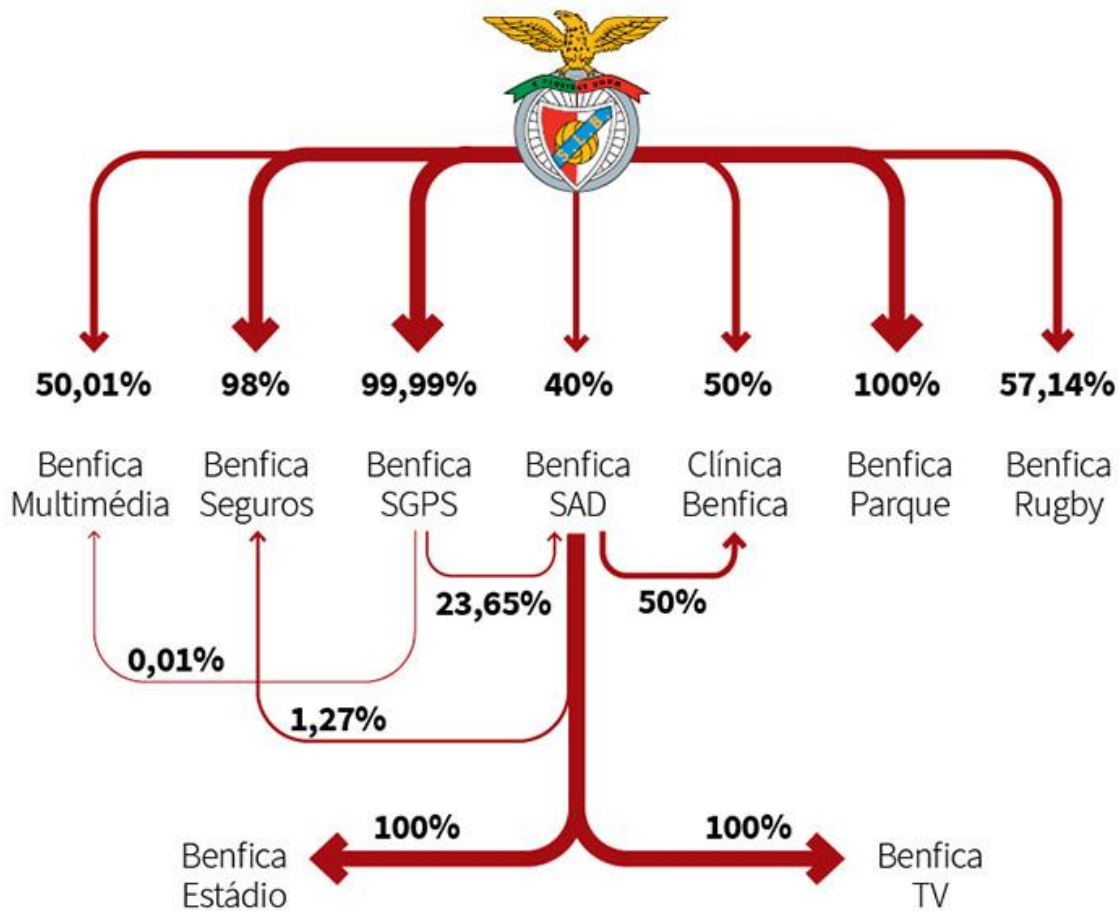


Figure 8 - coordination of SAD – Benfica

2.4 Mission Statement

The object of Benfica SAD is, according to its Statutes, "participation in professional football competitions, promotion and organization of sports shows and the promotion or development of activities related to the professional practice of football."

2.5 Services provided

In relation to Benfica Estádio, SAD Benfica, as the parent company, is responsible for coordinating its activities, ensuring representation of common interests. With regard to the remaining companies, excluding Benfica Seguros, SAD Benfica has a significant influence.

Benfica SAD was formed by legal personalization of the professional soccer team of Sport Lisboa e Benfica, and assures all the functions inherent in the professional management of the football team, namely: Participation in professional soccer sports competitions nationally and internationally;

- Training of soccer players;
- Exploitation of television rights in open and closed channels;
- Management of players' image rights;
- Exploitation of the "Benfica" brand by the professional football team and at sporting events;
- Management of the exploitation rights of the Sport Complex of the Estádio do Sport Lisboa e Benfica required to practice professional football

2.6 Potential Market

When analyzing the evolution of portuguese arrivals in the main destination countries in 2016, there is a retraction of emigration to the United Kingdom, however, the main destination of Portuguese emigration, had a 5% fall in relation to the 2015 year

With regard to the US, in 2016, the arrival of Portuguese emigrants in this country increased by 17%, which means that it has once again surpassed the 1,000 entries for the first time since 2007, according to the Emigration Observatory

Thus, the International Marketing Expansion Plan for Sport Lisboa e Benfica is based on all these immigrants residing in EUA.

Football is a product that competes in a very difficult market, the entertainment market competes for the time and money of the consumers and the investment of the sponsors. Any sports organization today is in the race to identify new revenue streams that create long-term economic stability.

2.7 Innovative and Winning Proposal

The proposal put in this international plan is the possibility of each member member, to design the new equipment for 2018/2019.

Among several measures that seek to bring Benfica closer to fans in other countries, there are some curious measures, namely by proposing an annual design contest open only to members, can present proposals and then choose the alternative equipment of the main football team.

This proposal covers a group of existing and new adepts, with the possibility of increasing their brand loyalty at international level.

There are, in this context, some authors who consider the emotions as a fundamental element of attraction for the consumers of sport (Sá and Sá, 2008).

2.8 Organizational structure

The organizational structure of the company is presented by the organizational chart expressed in the following figure.

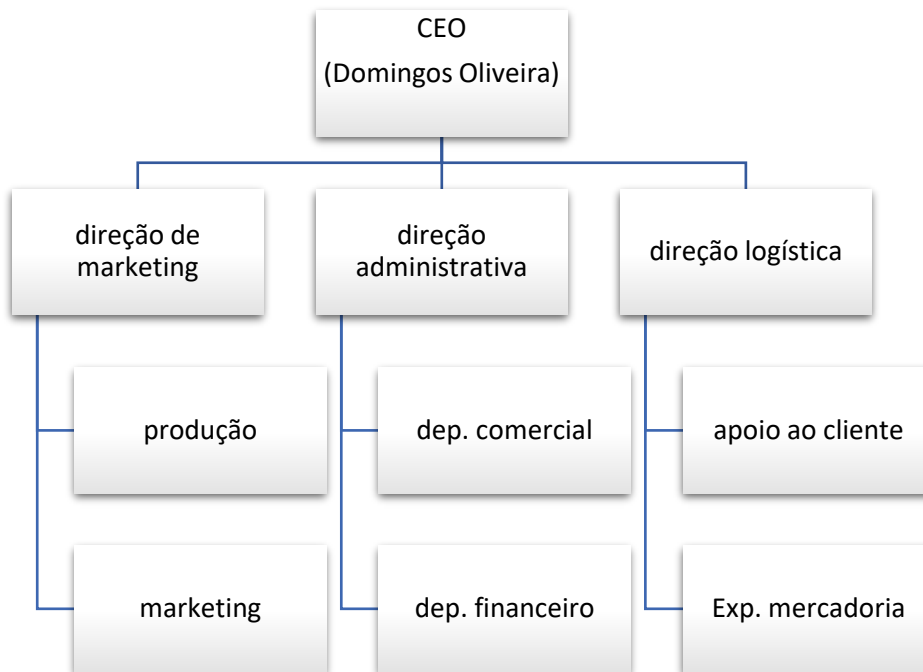


Figure 9 - Organizational structure of SAD – Benfica

2.9 Presentation of the entrepreneur

Domingos Soares de Oliveira was born in the 4th of June 1960 and has attended the University of Paris in 1983.

Before he arrived to Sport Lisboa e Benfica he had been working in severall prestigious companies, he's last job was CEO of Portugal and Spain in Cap Gemini.

He arrived at Sport Lisboa e Benfica in 2004 and since then with the help of the CFO Miguel Moreia and the President Luís Filipe Vieira he was able to push the Benfica Brand as we Know today.

2.10 Market Segmentation

Market segmentation is a key concept in that it creates the bridge between analysis and management action. According to Mullin et al. (2007) provides a concetual platform through which the marketer builds the promotional strategies. In this way, market segmentation is the

process of dividing a heterogeneous group of people, who have desires, equivalent needs or demographic profiles, for which a product can be the target (Mullin et al., 2007).

The unequal relationship between the organization and consumers, the goal to be achieved is to establish trust between those who produce sports equipment services and those who consume them. This premise comprises the needs and behaviors of people and decisions at different levels, which can thus nourish reciprocity between the club and its members. The challenge for sports organizations is to bring people closer to the objectives to be achieved, the modalities, the possible timetables, the desired forms of management, the desired places and the appropriate prices.

SAD - Benfica aims to meet the needs of a market segment made up of club supporters and other supporters in an efficient way.

2.11 Potential customers

The strategy of the company is a greater bet on direct customers, which prove more faithful and also the realization of the value of the sale to be charged immediately.

In the selection of targeting, there are four specific targeting criteria for the final consumer:

Geographic: the international countries, China, EUA, and Índia of with greater incidence in the places where the sport centers and local points of sale are located.

Sociodemographic: Men and Women, aged between 18 and 55 years, children, juniors and adolescents, both genders from 0 to 17 years of age, national or international who want sports equipment at affordable prices and the proposal to have a sweater with your name

Psychic: For a middle class - C, various lifestyles (classic, modern, trendy, sporty, casual, conservative, among others), varied sporting occasions depending on the characteristics and tastes of each

Behavioral: Depending on the occasion of purchase, reason for purchase, needs and expected benefits of the product (comfort, value for money, design, fashion), the consumer essentially seeks the difference and support the club at an affordable price.

2.12 Environmental analysis

The environmental analysis represents the collection of information, as accurate as possible, about the environment where the company belongs. This survey is divided into three environments, external, internal and consumer (Ferrel et al., 2000).

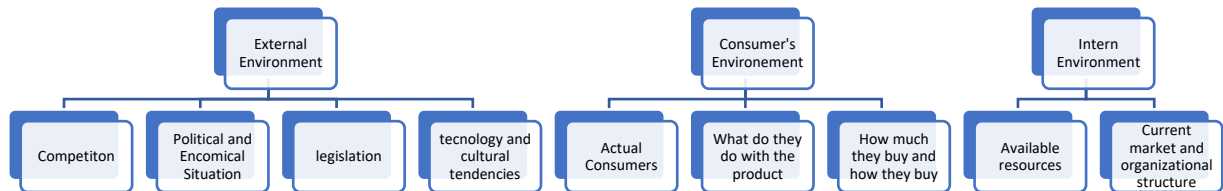


Figure 10 - Environmental analysis

Considering that the client of sports equipment likes to feel important for the company, and appreciates the personal relationship, Lauterborn (1993, p.12) proposed a classification of 4Cs that focuses on the consumer perspective in order to achieve the your satisfaction.

In the past, technical issues such as interconnection, interoperability, were the main concerns of e-business companies. Many companies nowadays aim to create the necessary business environment, ie competitiveness, structure and market access, to stimulate the emergence of a new market. The situation has changed with the growth of the internet, now the common practice for companies to use the Web to advertise and promote their products and services. E-businesses involve greater concerns about legislative actions, such as liability, jurisdiction, taxation, tutorial rights, data protection and consumer rights, in order to safeguard the interests of all parties with a sound technology base and business infrastructure (Pitney Bowes , 2012)

E-cash, similar to regular money, allows transactions between customers without the need for a third party. When used, e-cash is transferred directly and immediately to merchants. E-money is a safe and convincing alternative to notes.

2.13 Economic Envelope Analysis

2.1.3.1 EUA

Over the last few decades, the global economic environment has been dramatically transformed. The challenges of reducing high unemployment and public sector debt levels, reducing socio-economic inequalities and generating sustainable and balanced growth, the world economy must be reconciled and addressed in a satisfactory manner. Consequently, a considerable body of economic research literature has discussed whether reducing inequality affects economic growth positively, negatively, or at all. Thus, theoretical and empirical studies on the relationship between the extent of inequality and growth rates have yielded conflicting results. Most of them have suggested that equality is beneficial to growth, while some claim otherwise. Through a brief review of the theoretical and empirical literature, Cingano (2014) summarizes the conditions under which greater inequality can reduce or increase growth, pointing out that there is no consensus on the signal and strength of this relationship.

The Bureau of Economic Analysis (BEA). As one of the top 13 federal statistical agencies, BEA promotes a better understanding of the US economy by providing timely, relevant and accurate economic account data. BEA's national, sectoral, regional, and international economic accounts present valuable information on key issues such as US economic growth, regional economic development, intersectoral relations and the position of the economy in the nation and the world. Some of the statistical measures widely used by the BEA include gross domestic product (GDP), personal income and expenditure, corporate profits, GDP by state and by metropolitan area, balance of payments and GDP by sector. These statistics are used by federal, state and local governments for development and budget projections; by the Federal Reserve for monetary policy; by the business sector for planning and investment; and by the American public to follow and understand the performance of the nation's economy. BEA's strategic vision is to remain the most respected producer of economic accounts in the world.

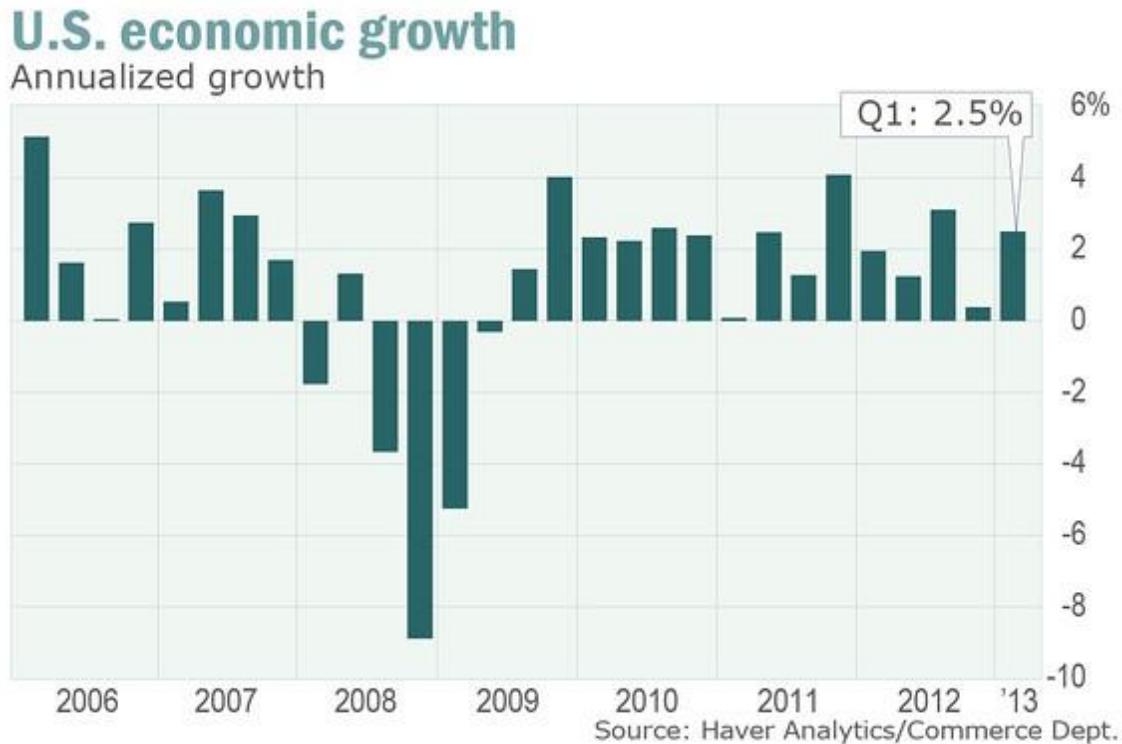


Figure 11 – US economic growth

The US increased its growth in the first three months of 2013 with rising consumer spending, but the details of the nation's latest health survey underscore the fragile nature of the economy (BEA, 2014).

BEA Statistics on Information and Communication Technology (ICT) Trade and potentially ICT-compatible services complement the standard presentation of international trade statistics, examining the extent to which ICT can be used to facilitate trade in services. ICT services are those used to facilitate the processing and communication of information; potentially ICT-enabled services are services that can be delivered predominantly remotely through ICT networks. The BEA measures potentially ICT-enabled services rather than ICT-enabled services because, for many types of services, the actual mode of delivery is unknown.

2.1.3.2. China

China rises from a poor developing country to a great economic power in about four decades has been spectacular. From 1979 (when economic reforms began) to 2017, China's real Gross Domestic Product (GDP) grew at an average annual rate of almost 10%.

According to the World Bank, China "experienced the fastest expansion sustained by an economy in history - and took more than 800 million people out of poverty."

China has emerged as a major global economic powerhouse. For example, it ranks first in terms of economic size on the basis of purchasing power parity (PPP), value-added production, trade in goods, and foreign exchange reserves.

China's rapid economic growth has led to a substantial increase in bilateral trade ties with the United States. According to US trade data, total trade between the two countries grew from about \$ 5 billion in 1980 to an estimated \$ 634 billion in 2017. China is currently the largest trading partner of commodities, its third largest and its higher imports. Many US companies have extensive operations in China to sell their products in the booming Chinese market and to take advantage of the low-cost workforce for these operations have helped some US companies stay internationally competitive and have provided US consumers with a In large-scale China, purchases of US Treasury bonds (which totaled \$ 1.2 trillion in November 2017) have allowed the federal government to finance its budget deficits, which helps keep the US interest in relatively low rates.

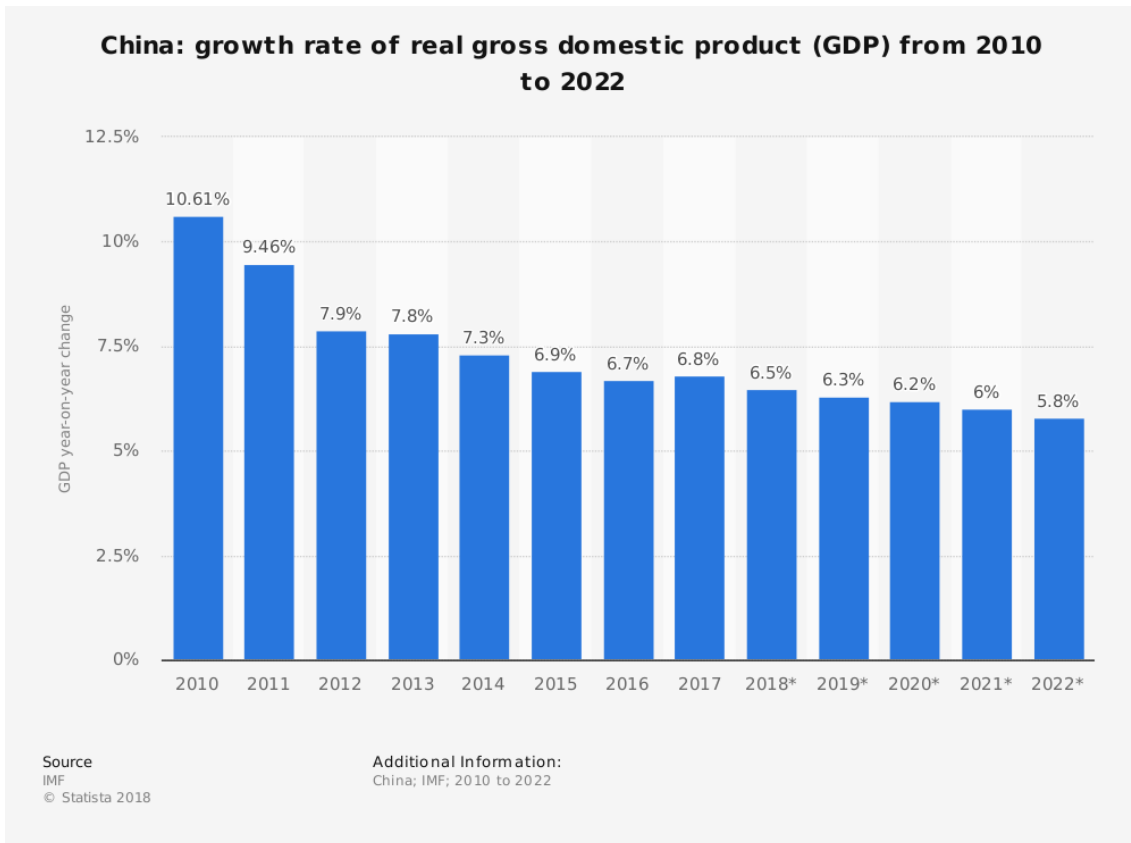


Figure 12 – PIB China

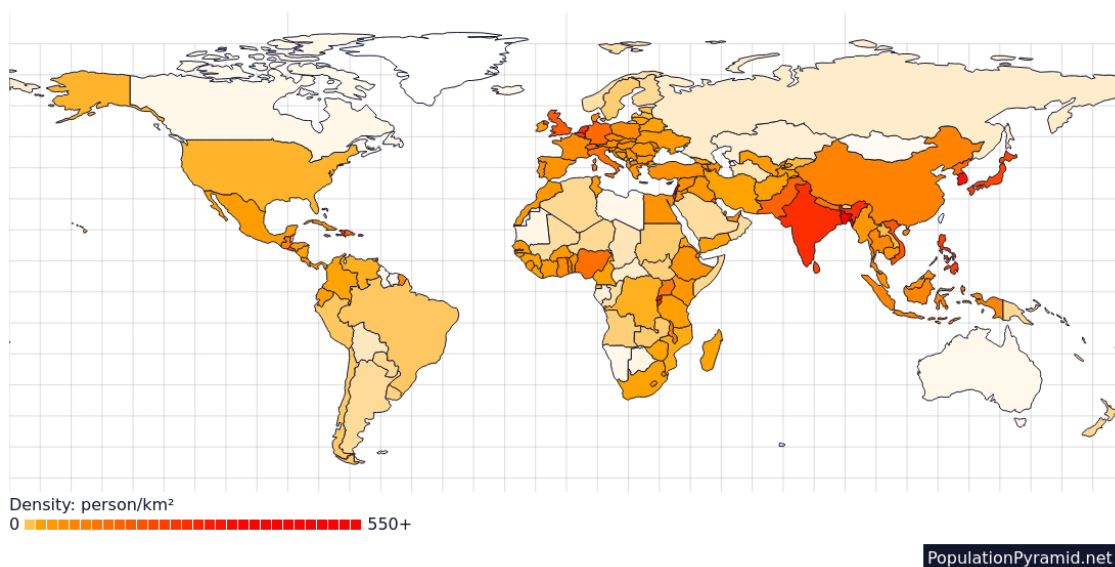
The graph shows the change in real gross domestic product (GDP) in China until 2017, with IMF forecasts until 2022. In 2017, China's real GDP change amounted to about 6.8 percent.

As of 2014, China was among the top three countries with the largest gross domestic product worldwide, second only to the United States which had a GDP volume of almost 17 trillion U.S. dollars. The Chinese GDP has shown remarkable growth over the past years. Upon closer examination of the distribution of GDP across economic sectors, a gradual shift from an economy heavily based on industrial production towards an economy focused on services becomes visible, with the service industry outpacing the manufacturing sector in terms of GDP contribution.

2.14 Analysis of the Socio-Cultural Environment

In the sociocultural context we find present aspects such as the lifestyle of the populations, birth rates, illiteracy, educational level, ethnic composition, etc. In this context, the main influences on the company can be positive, as more and more people need to buy pop-culture-related articles, and their purchasing power has increased as well. This change in lifestyle influences this business positively. In this particular case the products focus mainly on the younger age group, although the older ones also desire it (Pitney Bowes, 2012).

2017
Population Density



COUNTRY DENSITY SURFACE POPULATION

China	145.17	China,	1388.23
EUA	33.21	EUA	3287.27
Índia	408.4	Índia	1342.78

Figure 13 - population

Most studies on the need for football consider population and per capita income in cities where games are played as two very significant long-term determinants. Some authors corroborate the hypothesis that income is an important explanatory variable of soccer consumption and that the richer supporters can offer larger audiences and, consequently, higher revenues.

Existing studies use different measures to represent the size of the market, although the variables most used are population, and GDP per capita. Given the unequal size of the populations served by European clubs, it makes sense to analyze the role played by the size of the market and the local economic environment as factors determining the success of a football team in the city and its relationship with supporters.

First, among the elite cities that, theoretically, should not be in this group, we can distinguish two main categories: (i) Cities that according to the criterion adopted are considered belonging to the elite group due to appearances (one or two) of the his teams in the UEFA Champions League: Newcastle (United Kingdom), Seville and Palma (Spain) and Florence (Italy); 25 and (ii) Cities with the most frequent appearances in the UEFA Champions League training group: Bremen, Liverpool, Eindhoven, Bruges, Gothenburg, Porto and Glasgow.

2.15 Analysis of the Technological Environment

The presence of technologies is changing almost every sector. Since the internet is accessible in all places, the creation and mobile applications of brands, essentially pop culture products, there is an increase in technological development.

Similarly, the growing development of social network is a point of contact between consumers and brands. These will provide a greater area of contact with the main consumers of this sector and a greater power of choice.

It should be noted that with the presence of social networks, consumers share online what they want to acquire, providing greater involvement and dynamics with product brands. It has become increasingly present online shopping.

At the national level, the social network that the French most use in the year 201/2016 is Facebook, with the presence of more than 4,100 thousand users, accompanied by LinkedIn with 1,100 thousand users and Instagram with more than 465 thousand of users

In the case of products from around the world, new technologies have a strong impact on the distribution process. According to the Recent Digital 2017 report, Southern Europe, of the global creative agency We Are Social for HootSuite, a content management and analytics platform for social networks, reveals that currently Portugal has more than 7.2 million active users in internet, 20% already use their smartphone to search for information about a particular product or service.

With a Consumer Readiness Score of 82.44 out of 100, and when analyzing the e-commerce activity in the last 30 days prior to the surveys, 6 in 10 Portuguese claim to have searched online for a product or service to buy, and 56% confirm have visited an online store from a retailer.

While it may be argued that advertising is part of the promotion, advertising is the communication of a persuasive message by an identified sponsor for the purpose and non-personal promotion of the product or service to the customer.

According to Bilmer and Raskar (2005) the Augmented Reality Apps are built on three blocks, diagnostics, registration and display technology. These blocks represent the challenges when developing an augmented reality application. The system has to constantly determine the position in the user environment surrounding the virtual object that must appear fixed. This technology has the ability to put a set of graphic elements on the real environment quickly and realistically (Diez-Diaz et al., 2007). Nowadays, with the use of the mobile phone is rich digital information and connected to a certain object. Using RA dramatically changes the way marketers and managers present their products to end users.

According to Pitney Bowes (2012) marketing refers to any marketing activity designed specifically for an audience. These marketing means have evolved for more than a decade mainly through SMS advertising to customers.

Traditionally, mobile marketing encompasses several key areas in marketing, such as advertising, SMS and email marketing, as well as App marketing. Several E-Marketers surveys predicted that in the year 2014 the mobile phone would go beyond Internet use on the desktop, which would mean that most marketers will use social content on mobile devices to invest in marketing (Warden, Chris 2014).

Mobile marketing is a powerful way to increase sales and market for customers. It differs from other marketing initiatives where mobile customers are on the go. Due to the vast majority of customers, who carry their mobile phone at almost all times, mobile marketing is also instant and very personal (Key, 2012).

Start-ups such as MagicLeap, Lensar and NantMobile, among others, plan to launch their own offers in the near future. The first use cases focus on consumer scenarios such as games, entertainment videos, and social / media collaboration.

The expectation of the consumer will increasingly lead companies to digitally improve the moment of the experiences. Businesses in all industries, such as tourism, travel, entertainment, finance and B2B, feel the need to provide relevant information and useful functionality, using the power of augmented reality. Each point of contact with the consumer will provide an opportunity for a deeper customer relationship, such as:

- An art museum can provide information on individual artists and items for sale in the gift shop.
- A hotel could offer a virtual tour of its facilities, complete in real time, updates on personalized amenities and upcoming events.
- A boutique could offer a virtual locker room that allows buyers to combine accessories with an outfit without ever leaving the showfloor.
- A restaurant can display a virtual menu, perhaps with coupons for passers-by.
- A cosmetics company could give virtual makeovers.
- An interior design company can show how a room could be transformed with new paint colors.

Currently, for example, shoes have become more than just footwear, have become an identity, which defines the user. Understanding the needs of a particular lifestyle has led large companies to communicate differently, linking this lifestyle to a strategic one. One of the great strategies for selling shoes, is to sell a replica of used footwear by public figures, such as an athlete or a rockstar. Like, the Nike Air Jordan, a model of shoes that was worn by a basketball legend, Michael Jordan (Ladjar, 2014).

This communication model is used to attract consumers and has Brand Equity effect. Shoe lovers, especially those who practice basketball, are always expecting the new version of Air Jordan from Nike. They are consumers who feel related to the spirit of the products, and become loyal to the brand. According to Sharma, Herzog, & Melfi (2008) target audience segmentation is required.

The social average should be able to make good communication between users. The mobile gadget plays an important role in helping users to access social media on the go (Klasik et al., 2010).

2.16 Sector Analysis

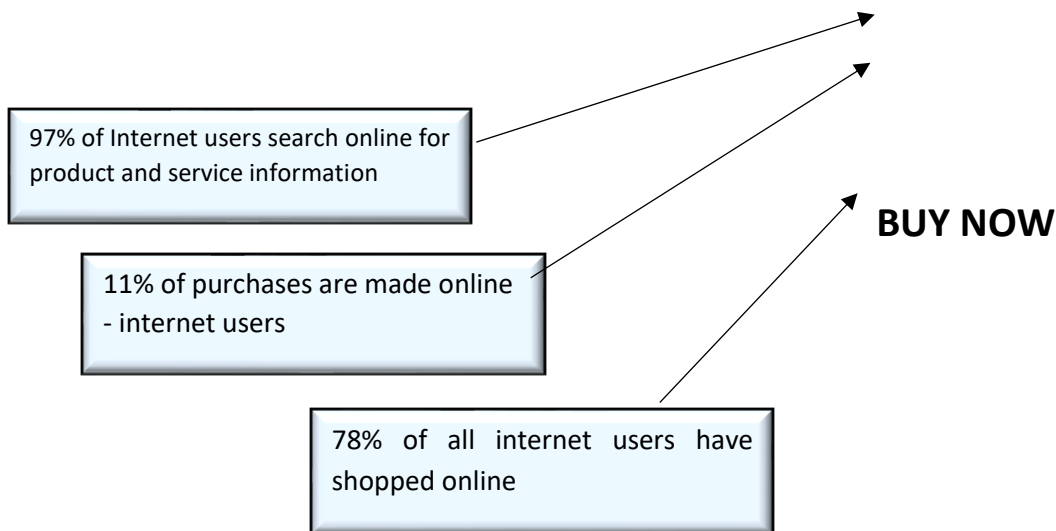


Figure 14 - social analysis

The brand is an identifying and distinctive sign of the companies and products that allows the consumer to identify it and associate it with a certain organization and product, along with a series of characteristics attributed to it.

A brand can be seen on the website of INPI - National Institute of Industrial Property (2015), the brand is a sign that identifies in the market the goods or services of a company, distinguishing them from those of other companies.

According to the American Marketing Association (2008), the brand is a name, term, design, symbol, or some other characteristic that identifies the goods and / or services of those who sell, distinguishing it from other sellers. This organization understands that the brand can identify a good or service as well as a family of goods or services or all goods or services of a company.

Other authors such as Pimentel (2007) understand that the brand is something intangible, but that, it can be transmitted through attributes that make it almost as real as the product, nevertheless, it is a myth or construction in the imagination of each consumer .

The brand acts as a means of communication between the company and the consumer as the company issues a message about the brand that aims to convey the identity and values of the brand and that should be understood by the recipient / consumer. The consumer, as the recipient of this message, creates what for him is the image of the brand, that is, a whole set of attributes that understands that the brand has and that contributes to have a certain opinion and even image about what this brand brand means. The brand image is often a result of the efficiency of the signals emitted, that is, each consumer interprets the signals and messages in a certain way, but when the brand is cohesively emitting the information it wants, the brand image of the brand appears. brand (De Charnetony and Riley, 1998, Bauer, 2007, Aaker, 1996).

The feedback of the consumer has an important value in the sense that the company can verify if it is correctly passing the message and, in case of failures, to be able to correct or redirect to the best form what it intends to transmit.

The truth is that the products themselves do not have a voice, that is, they need a tool that makes them visible and attractive, being the brand that communicates the intention and values.

Kapferer (2000) mentions that 1 brand = 1 product = 1 promise, showing well this approach the weight that the brand represents in product communication and the creation of a relationship with the customer.

The construction of the brand thus has as its starting point the communication of the product and the satisfaction of the consumer.

In this way, brand managers must be constantly alert to market changes, ensuring that they can keep up with and anticipate needs and changes, anticipating and differentiating themselves from competitors (Kapferer, 2000).

In this sense, the brands work in a positive way in the production of benefits for both the company and the consumer, and therefore must receive great attention from the marketing management.

As it happens given the weight and value of the brand for the companies, there are fundamental aspects in your branding or management that should be taken into consideration. First and foremost, the brand is a brand image, symbol of the company and as such represents its values and position vis-à-vis the market.

Then, the brand is a message since, through the various advertising campaigns and marketing actions, as well as the relations with customers and employees, information and messages are sent that should convey what the company intends.

Finally, the brand is the ultimate promise for customers, who create a relationship of trust with the company and around it create certain expectations that they expect to be fulfilled (Gunelius, 2012).

Elwood (2006), advances with three tendencies of the current societies that influence the branding and of which the managers must be conscious of ways to define the best actions:

- Individualism: increasingly in Western societies there is a fragmentation of personal and social identity, leading to an increase in the need for the search for the "I", and this identity is built more and more based on what people buy;
- Globalization: Consumers are increasingly living in a global society; companies must use tools that capture and guide consumers to choose their products or services;

- The weight of experience: more and more consumers are looking for the acquisition of goods and services, a unique and valuable experience,
- It is therefore important to create links to emotions, symbolism, as well as a link to the image created in the minds of consumers about particular experience and sensation.

Branding is like this, a process that allows to create a relationship with the consumer and that evolves through several stages that begins with the identification of the brand and assimilation of the information that it represents, followed by a phase in which if the consumer's expectations are met, the brand adopts an attitude of respect, friendship and trust, increasing the regularity of the purchase and developing loyalty or loyalty to the brand (Temporal, 2002).

Today, with the proliferation of mobile networks and applications, customers have direct access to more knowledge and more insights than ever before. This information is shaping your preferences about products and services as well as your search expectations.

Augmented, broadly defined reality refers to the overlap of environments with digital content and images to provide users with an enhanced reality experience. Due to the wide adoption of smartphones, mobile internet and devices, managers now have the opportunity to present their products, catalogs, shop windows in ways never before unimaginable. It is an approach to pursue digital customers, for whom traditional marketing no longer works (Dean, 2014).

Evidence suggests that customers are clearly ready for this approach. Accenture Research from the year 2014 shows that about 59% have never had the opportunity to experience augmented reality, only 30% do not know how it works and 23% do not find it useful.

Consumers easily find the products they want through a specific application on Google. In supermarket products, they visualize the aisles with shelves and promotions that pop up. Another augmented reality solution allows buyers to receive the personalized information, recommendations, recipes and comments that are scanned for the products they consume.

According to Kotler et al. (2012), marketing is not only advertising and promotion, but also aspects of competitive pricing, effective communication with potential products and services. According to Drucker's (1969) definition, "marketing is not just about selling, it's about the whole business. It's all business seen from the point of view of its end result, the customer's point of view. " That is, all elements of the organization are involved in marketing.

Marketing is used as a tool to understand customers' needs and desires. The marketing mix is one of the most important tools used by marketers and managers. A term first mentioned by Borden (1964), incorporating the words of Culliton (1948), which suggested that an executive represents "a mixture of ingredients." It constituted the marketing mix model as one of the most important tools in marketing management. Later, Goi (2009) described McCarthy's work (1960) and defined the marketing mix as a "combination of all the factors the manager uses to satisfy the market." That is, the marketing mix is designed before the business to be able to define the key concepts in the business that will be vital to satisfy the needs and desires of the customers.

The marketing campaigns present several steps until the user reacts to the concept of marketing. First, the "virus" has to be implemented in a small target audience. And by being a well-planned campaign the virus can grow to other people. There are thus three methods to promote a reality, a brochure, presentations at school, and a Facebook page. Facebook is generally used as a method of maintaining the virus.

Facebook is the leading social network with over 500 million active users and for that reason the perfect place for viral marketing to increase. Users have a personal profile and can add other users to the friends list. In addition to status updates and messages, users can also create or participate in groups and similar pages to communicate with each other.

The number of applications that use AR is increasing and its results are clear. Many fields such as health, business and education currently use this application. In health, AR has become widespread because of the smartphones that come with sensors and cameras. These sensors allow the provision of information to identify the measures and procedures to be performed with patients (Gutiérrez, 2011).

Ecommerce is considered an application of AR applications. As an example, in the apparel line, customers do not know if a certain garment will serve them, the AR can overcome this obstacle. Users choosing the right number of clothes also improve the quality and competitiveness of this type of business (Pereira et al., 2011).

In general, communication between the user and the AR is controlled by sensory feedback that supports the realistic experience of the world. This system mainly provides direct feedback to the visual sense and, in the physical position. AR creates scenarios that are not possible in the real world, so feedback is a tool that can archive immediate interactivity. Another type of

interactivity is the display change in the world, meaning the customer has the opportunity to change the location, makes it more accessible and creates the sensation of infinity. It is important that the four elements that come together to create a world in which the user can access, live and change so that he can have more AR experience (Stokes, 2008; Shumaker, 2009).

In this way, and taking into account the different economic, social, political and technological situations, it was possible to construct a table with the main impacts:

Political factors	Impact	Observations
. National political stability.	Positiv	Government policies strongly influenced by pressures from abroad (IMF, ECB and European Commission)
European Union political stability.	Positiv	Government policies following a common strategy in line with the one applied.
Instability of national fiscal policies.	Negativ	Taxation with permanent changes, especially in terms of IRC and VAT, with a high degree of uncertainty regarding the fiscal burden in the face of the economically troubled moment in which the population lives
Government Incentives for Innovation and Entrepreneurship.	Positiv	This is an important moment for the urgent need to stimulate job creation. Existence of incentives promoted and managed by state entities
European institutional incentives for innovation and entrepreneurship.	Positiv	European institutions with policies marked by the need for economic growth, through incentives to create jobs, promoting innovation and entrepreneurship.

2.17 Swot Analysis

With the analysis of the internal environment, it is intended to convert weaknesses into forces.

<p><i>(Strengths)</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Innovation and product differentiation; <input type="checkbox"/> Products distinguished by their quality, professionalism and personalized assistance <input type="checkbox"/> Market and environmentally friendly product: an innovative production process that guarantees the protection of the environment and biodiversity; <input type="checkbox"/> Expansion of business from B2C to B2B, to the online product <input type="checkbox"/> Valorization of traditional portuguese products <input type="checkbox"/> Preview the market with contacts with the decision-makers of potential clients, so that the implementation of the project is successful. 	<p><i>(Weaknesses)</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Products and company are already known in the market; <input type="checkbox"/> Competitiveness of other companies <input type="checkbox"/> Financial and economic crisis in Europe <input type="checkbox"/> Great initial effort to realize business partnerships due to the innovation of the project. <input type="checkbox"/> Provision of the necessary infrastructures, due to the lack of knowledge about the growth of the business.
<p><i>(Opportunities)</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Growing consumer interest in a more efficient and digital service, therefore in the sophistication of buying and delivering the products <input type="checkbox"/> Exclusive discounts and benefits program for customers, users and product adherents <input type="checkbox"/> Increasing dissemination in television programs and the press; <p>Growing awareness of the importance of buying and consuming products from national authors;</p>	<p><i>(Threats)</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Habits of this communities in relation to the use of money <input type="checkbox"/> Lack of clarification of this communities companies regarding this type of products <input type="checkbox"/> Competition with strong organizational structures, large networks and consolidated distribution networks that enable them to navigate the market easily and at low cost.

2.18 Operational and Relational Marketing

The marketing process from the operational perspective as argued by Phillip (1988) focuses primarily on winning the attention of target customers and completing a sale to generate revenue. The marketing process thus perceived is restricted to the operational level.

Although the concept of operational marketing has been explored theoretically, there is still a paucity of studies on organizational processes based on the development and use of resources. One of the shortcomings is to understand how the relationship between operational marketing and performance occurs, that is, the presence of mediators in different contexts, cultural configurations and fields of activity becomes necessary (Prange and Verdier, 2011).

Some studies have already been carried out such as Wu (2007), Hung, Yang, Lien, McLean and Kuo (2010), Prange and Verdier (2011), Protogerou, Caloghirou and Lioukas (2011), Pavlou and Sawy (2011) Wilden, Gudergan, Nielsen and Lings (2013) and Giacomini (2013).

Protogerou et al. (2011) studied the relationship between performance and marketing and technological capabilities, considering them superior technical capabilities, and validated the model that proposes this dynamic, that is, capabilities have an impact on performance, and are also mediated by marketing and technology.

Giacomini (2013) studied the same relationship, but in other sectors and contexts, and his model revealed that dynamic resources have an impact on performance through the relationship between marketing capabilities and technological capabilities. For the authors of both articles, these capacities are idiosyncratic, they are resources that allow gaining competitive advantages, and are positively related, although differently in each work.

Through Web 2.0 a set of applications was created that allow the creation and exchange of user-generated content, which has been called social media (Kaplan & Haenlein, 2010 apud Jussila et al., 2011; Berthon et al., 2012).

Conclusion

The service sector currently in Portugal is in a phase of strong growth and development. The demand for companies to create a better way to cover costs and achieve more people justifies the company's campaign, the implementation of a stronger and more effective Communication Plan.

The consolidation of the Internet, with the existence and ease of dissemination and promotion of products allowed communication plans to be elaborated more efficiently and efficiently.

Searching for products and services online can save time and money, allowing companies to find the best prices without having to do all the work.

In reality, the company's current communication is not very different from that of its competitors, mainly through Internet advertising, such as the institutional page, social networks and some product websites (Hewege, 2012).

On the other hand, the existence of a new proposal such as ours to draw up a competition to determine the winner of the main equipment design and the opening of new stores in the USA, China and India will be of great interest to fans and those who are not yet.

Although the internet will be a phenomenon for constantly growing purchases we believe that the implementation of a physical store in New Jersey close to the biggest Portuguese community in the USA and distribution partners in local commerce and retail in general will be the first step to success. We want to reach as many people as possible and we know that there are still many who want to feel and realize the quality of the products before they make the purchase. We will try to invest as much as possible in marketing and communication to make known our club and attract people to our store and the other points of sale.

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Appendix:
Communication Examples and Physical Stores



Figure 1: New Benfica Store in Oporto.



Figure 2: Example of facebook post promoting the online Sales by giving 30% discount



Figure 3: Promoters in “NOS Alive” Festival