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Sport Clube União Torreense Project: A carnival every 15 days

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Master in Management of Services and Technology

Supervisor:

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Resumo

O presente Projeto *A carnival every 15 days*, integrado no âmbito do Marketing Desportivo, aplica-se a um clube desportivo da cidade de Torres Vedras, o *Sport Clube União Torreense* (SCUT). O SCUT é um clube centenário com histórico no futebol português, considerado uma referência na zona Oeste de Portugal.

Este estudo deriva de um problema que o Clube enfrenta atualmente, os reduzidos níveis de assistência aos jogos da sua equipa principal (equipa sénior masculina de futebol) e enquadra-se num novo projeto que o mesmo está a desenvolver para o seu futuro a médio/longo prazo *Torreense 2030*.

Para colmatar esta dificuldade o SCUT definiu como estratégia: atrair a comunidade local ao seu Estádio. Neste sentido, foi desenvolvido um conceito baseado no Carnaval de Torres Vedras, um grande evento da cidade reconhecido pela sua projeção a nível nacional e internacional. O Clube pretende envolver a comunidade Torriense através da ligação aos principais valores desta festividade e, desta forma, transferir o ambiente de carnaval para a atmosfera dos jogos no seu Estádio, transformando a experiência dos espetadores.

Após revisão bibliográfica sobre os temas Carnaval, SCUT e *Fandom*, este trabalho consistiu sobretudo no teste do conceito junto de dois públicos-alvo: grupos de carnaval e estudantes das escolas secundárias de Torres Vedras.

Tendo investigado as perceções em relação ao projeto, fatores atrativos e limitativos, o teste permitiu retirar conclusões importantes para ajustar as condições do mesmo, contribuindo para aumentar a taxa de sucesso da sua implementação.

Palavras-chave: Marketing Desportivo; Envolvimento de Adeptos; Futebol; Sport Clube União Torreense; Carnaval de Torres Vedras.

Classificação JEL: M31- Marketing; L83- Industry Studies: Services- Sports.

Abstract

This Project *A carnival every 15 days*, within the Sports Marketing field, is about a sporting club in the city of Torres Vedras, *Sport Clube União Torreense* (SCUT). SCUT it's a centenary club with a long tradition inside Portuguese football, and seen as a reference in this area, the "Oeste" (west) of Portugal.

This study was born from a problem the club is facing nowadays, the low levels of presence of fans in the first team home games (men's soccer team), and it fits in a new project the club is creating eyeing it's medium/long term future – *Torreense 2030*.

To overcome this problem, SCUT defined as a goal: attract local community to its stadium. With this in mind a concept based on the Torres Vedras Carnival was developed. This Carnival is a huge event within the city, recognized both in the country and internationally. The club wants to engage the community through the connection with the core values of this event, and with this, transfer the Carnival mood to its Stadium, transforming and enhancing the fans experience.

After careful bibliographic studies, about Carnival, SCUT and Fandom, this work is mainly about testing these ideas within two focus groups: carnival organized groups and high school students from the city.

Having investigate perceptions about this project, both attractive factors and limitations, the tests allowed us to form important conclusions about the project conditions, and in this way increase the success rate of its implementation.

Keywords: Sports Marketing; Fan Involvement; Football; Sport Clube União Torreense; Torres Vedras Carnival.

JEL Classification: M31- Marketing; L83- Industry Studies: Services- Sports.

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Introduction

Sport has a huge role with a great impact in the economic and social reality of the modern society all over the world (Wiid & Cant, 2015). Sports events are recognised as a crucial constituent of leisure and entertainment activities sector (Moutinho et al., 2007), whereby revenues of attendance representing a beneficial contribution to cities and regions (Hall et al., 2010). Understanding what motivates consumers may provide insight into sporting behaviour for marketers (Samra & Wos, 2014) and “crucial to the sustainability of these events” (Hall et al., 2010:328).

The sports marketing can be directed to the event spectators, to the practitioners of the modalities, and/or to the involving organizations as sponsors and advertisers (Dionísio, 2009). Briefly, Biscaia et al. (2015) emphasizes that sports teams’ have the ability to build brand awareness by strengthening the relationship with their fans, and pointing out that this aspect is even more evident in the case of European football, bearing in mind that attendance at matches is a very popular activity. Draw on this insightful argument, to the performance of this thesis we will focus on the perspective of the spectator's consumption of the event.

This master project follows in-company project moulds, in which the researcher assumes the role of external collaborator. The study has an exploratory purpose, materializing in a concept testing, a technique of marketing research, in a sports organization context. The project arises from a specific marketing problem facing the *Sport Clube União Torreense* (SCUT): the lack of spectators in their first team games.

To try to overcome the difficulties felt, the club established a strategy: engage and involve the local community. In this way, a concept was developed focused on the identity of a single and authentic event in the city of Torres Vedras, and the positive emotional values instilled in it - The Torres Vedras Carnival: “*The most Portuguese in Portugal*”. The project *A carnival every 15 days* has in mind to rebound in the environment of the *Torreense* stadium the atmosphere that is lived in the region during this event, completely transforming the experience of the fans. It must be taken into account that only home games are considered in this project, which usually happens every 15 days. In this way, the club wishes to raise its name, represent its region in an innovative way, national and internationally, and to become an example in the subject *fan involvement*.

In this study we will test this concept in order to see if it is accepted by the target market, find elements that can make it more attractive and conditions that must be adjusted before the implementation of the project. The study began with the investigation of good practices of national and international references and the search for bibliography on the topics presented, followed by a field research conducted through face-to-face interviews and focus group to the targets selected, ending with the writing of the dissertation.

To test this concept, the same was presented to the two targets that were considered as the principal ones: carnival groups and high school students, both from the region. The chosen targets are crucial agents in the participation, conservation and dissemination of the carnival tradition. The interviews were conducted with the presidents or representative members of the ten selected carnival groups. The focus groups occurred with two groups of young students from two local high schools.

The goal of the test consisted in understanding within the targets whether the reaction to the concept was accepted or not, what were their perceptions about the concept and the club, and other relevant information that could be added or adjusted before the test was held in practice, such as: on what day and hour was the highest probability of participation; price sensitivity, etc.

This thesis comprises the following parts: contextual setting, literature review, research methodology and the analysis of the results. After this introduction, a framework will be made about the two contexts that are linked in the creation of the study concept: Carnival and SCUT. In the first topic a historical contextualization of carnival throughout the world and in Portugal will be made to help understand its origins and main references/associations. Afterwards, the Carnival of Torres Vedras will be specifically approached so that we know its primordium's, its development in time, and what it represents nowadays. In the second point will be presented the important milestones in the history of the club and the project they are developing for the future.

Before the literature review, a brief presentation of the problem will be made, explaining the starting point of this study. Then, in the literature review, the following major themes will be addressed: consumer behaviour and spectator motivations for attendance in sports events; fandom; and environment and spectator experience.

CHAPTER 2

Contextual Setting

In this section, a Carnival theme review and a historical background about Sport Clube União Torreense will be made.

2.1. Carnival

2.1.1. The origins

The origins of carnival today are remote and uncertain (Encyclopedia Luso-Brazilian Culture, 1998). Many academics believe in its pagan origin (Barbosa, 2016; Dias et al., 2016) making reference to festivals of the ancient Egyptian, Greek and Roman societies, for example: the festivals dedicated to Isis (Ramos et al., 2017) and to the bull *Ápis*, in Egypt (Matos, 1998); the *Bacanaís* that were consecrated by the Greeks in the name of Dionysus, God of vitality (Matos, 1998); the *Saturnalia*, those that the romans celebrated in Italy at the end of the winter (Matos, 1998; Furtado, 2016). In this logic, probably the primordial times of carnival date back to the popular and religious festivities of pre-Christian times, associated with primitive agrarian and/or fertility cults (Matos, 1998; Barbosa, 2016; Tiza, 2016; Dias et al., 2016).

On the other side, others claim that the origin lies in the medieval times, more specifically in the Christian era, associating the time before Lent as a period of excesses and a form of contestation to the order of society (Tiza, 2016; Matos, 1998). Barbosa (2016) and Tiza (2016) explain that the church has been integrating pagan festivals and customs into its calendar, giving it a religious sense. From here the period of approaching Lent is usually known as *Entrudo*, from the Latin *Introitu* which means entrance (beginning) (Paulo, 2015; Ralha, 2016). In this sense, the concept of carnival was Christianised, symbolizing “farewell to meat” or “suppression of meat” (Matos, 1998; Ramos et al., 2017; Tiza, 2016:93) corresponding to the abuses of consumption in what was known as “meat festival” (Dias et al., 2016:63).

2.1.2. Carnival in Portugal

Although it is not recognizable a matrix of Portuguese Carnival or Entrudo, it is thought to have been born with two roots: Mediterranean, especially the influence of the Nice Carnival and

contemporary (Ralha, 2016). After that, the traditions of each region were formed as a result of “the interactive dynamic between cultures and social practices” (Filippim & Bahl, 2017:168).

One of the first references to Entrudo in Portugal is marked in the year 1252, with the registration of a document celebrating the religious calendar (Matos, 1998; Ramos et al., 2017; Dias et al., 2016). According to Ralha (2016) the *entrudescas* practices were part of the tradition of the rural communities in the various national zones. It is also in this line that the author Paulo (2015:21) states “Urban Carnival ended up appearing due to the models of rural Entrudo (private balls and recreational societies)”.

Ralha (2016) states that it was only at the end of the 19th century that a change in style began to form the Carnival that gave rise to today's. It is thought that it was the Lisbon Street Carnival, which served as a model for other festivals that later developed, asserting itself during the twentieth century, as is the example of the Torres Vedras Carnival (Matos, 1998).

There are other carnivals in Portugal that are also considered as benchmarks. This is the case of the Carnival of Ovar, which began in an organized way in 1952 (Fernandes et al., 1993; Filippim & Bahl, 2017). This one is nicknamed *tropical* taking into account that it is very similar to Rio de Janeiro Carnival, especially with the parade of samba schools. Filippim and Bahl (2017) points out that it also has carnival groups that parade and give a lot of relevance to the fantasies and allegories that perform. Another example is the carnival in Podence where the popular figures are the *Caretos*, a group of masquerades typical of the area, making this event one of the most traditional in Portugal (Filippim & Bahl, 2017). Others like Sesimbra, Mealhada and Loulé also have a great prominence on the Portuguese landscape (Perdigão, 2011).

In general, the Portuguese Carnival is associated with “licentiousness, dances, revellers, parades, costumes and masquerades” (Perdigão, 2011:88).

2.1.3. Torres Vedras Carnival

A document dated 1574 that records a complaint about the custom of “running the rooster”, a popular joke at the time of the Entrudo, is considered one of the first references to carnival parodies in the territory of Torres Vedras (Matos, 1998). Years later, in 1862, a forty-hour jubilee is referred to in the carnival period, but this festival is seen more as a religious celebration than a carnival manifestation (Dias et al., 2016). Only in 1885, through the local newspaper *O Jornal de Torres Vedras*, the first news related to the Torres Vedras Carnival began to appear, which at the time was sinned by few demonstrations and a dull atmosphere (Matos, 1998).

For years the carnival celebrations were mainly in the homes of individuals or local associations such as the *Grémio Artístico e Comercial*, *Casino* and *Tuna Comercial Torreense* (Paulo, 2015). It was during the 1920s that the “first phase” (Paulo, 2015:23) of the Torres Vedras Carnival took place, and it was in 1923 that the street carnival took place for the first time in an organized manner (Matos, 1998; Ramos et al., 2017; Paulo, 2015). According with Dias et al. (2016:4) this period considered as the “*Torriense* Carnival invention” phase lasted until 1926.

Between the 30's and 40's it was noted the need for a greater organizational dynamic, revealing also an increase in the projection of the event on a national scale due to advertising campaigns carried out by the local press (Paulo, 2015).

During the affirmation period, this festival revealed an evolution in its popularity but also in its organization (Ramos et al., 2017), starting in this phase several routines and aspects of your program that are still happening today.

The last stage, from the 80's to the present, represents the great massification of the event. It is at this time that it is observed that the event reaches a great national and international media landscape (Matos, 1998), and an exponential growth in a surprisingly sustainable way.

Based in Ramos et al. (2017) a summary of the evolutionary periods of the Torres Vedras Carnival is presented:

- Invention period: 1922-1926;
- 1927, 1928, 1929 – years in which the carnival manifestations did not make themselves felt in a significant way;
- Popularization period: In the 30s;
- Suspension and prohibition of carnival activities during World War II;
- Affirmation period: 1946-1974 (60s – the second golden season (Matos,1998));
- Mass attraction period: from the 80's/90's to the present day.

Although Torres Vedras Carnival is recognized for its authentic and distinctive essence compared to other carnivals in Portugal and the world, it had outside influences (Ralha, 2006; Paulo, 2015) such as the Carnival of Nice, Lisbon and Porto (Ralha, 2016). However, the event had the ability to put these external ideas into practice with a “personal touch” (Ralha, 2006:306), combining tradition and innovation in a very creative way (Dias et al., 2016).

Torriense Carnival has grown in such a way that it has affirmed itself as a mass phenomenon (Ramos et al., 2017; Dias et al., 2016) from the last decades of the last century to the current moment. It is distinguished from others by the strong spontaneous involvement of the population (without separation between spectators and performers) proving to be an event for all, but also for maintaining its traditions over time (Bernardes, 2017).

The Torres Carnival marks a huge involvement of the local community and thousands of visitors (Dias et al., 2016), with a global affluence of approximately half a million people (Carnaval de Torres Vedras, 2020). “The event has a huge participation from popular roots, from carnival associations, masquerade groups, spontaneous cars, the school community and the public itself.” (Carnaval de Torres Vedras, 2020) (see Appendix A).

This celebration is characterized by being genuinely popular and Portuguese, with a creative and spontaneous essence. It has the presence of countless semi-organized groups, not integrating the samba schools that are the mark of the Brazilian Carnival. It also has an effusive participation of the school community, through the organization of a school *corso*. Ralha (2006) emphasizes that the following segments have a preponderant action in the event: masquerades groups, music bands, young revellers, schools, etc.

In this land, the carnival week and the weeks preceding the event have a tremendous impact on local commerce, which is underlined by the current Mayor of Torres Vedras when he classifies the event as the “economic and promotional driver of the Western Region” (Bernardes, 2017:8). Between 1 and 2 months before, the local bars and associations organize and promote event dedicated parties called *assaults* that have the involvement of local people, but also a significant number of outsiders who have surrendered to the phenomenon.

The Carnival of Torres Vedras proves to be the brand image of your city and your municipality, projecting it at national and international level (Ralha, 2006).

2.2. The Sport Clube União Torreense (SCUT) ¹

The Sport Clube União Torreense (SCUT), in its early days named *Sport União Torreense*, is a sporting club founded in 1917 in the city of Torres Vedras. With 103 years of history, to date, has recorded since its origin the modality of football as the main one. Although, “since very early, the club felt devoted to the practice of several sports” (Moraes, 2017:35), such as athletics, cycling, car racing, horse riding, table tennis, basketball, sport fishing, chess and rugby.

Its foundation was carried out by Luís Manuel Santana, first president of the club, Lino da Silva, José Pedro Lopes, António Ubaldo, Placidino Amado Félix and others. In its beginning, the club did not own any field, having a plot of land in the *Várzea* that served as a field for itself and also other clubs in the (old) village. (1) Nine years after its foundation, the Torreense field was inaugurated on August 23, 1926, in the neighbourhood of *Covas*, nowadays under the name of *Campo Manuel Marques*.

In those first years several games were played on the field of *Várzea* against other local teams. From that time until the year 1935, the Torres Vedras club managed to obtain seven cups and two bronzes, before signing up for an official championship.

After its registration at the Leiria Football Association Football Championship at the end of 1937, the club continued to stand out winning the senior district championship eleven times. It was remarkable the great willingness of the Torreense to reach higher sporting levels. It even managed to triumph in the 1954/55 season over the reins of coach Oscar Tellechea by winning the National Championship II Division and rising to the highest level of Portuguese soccer for the first time in history. This great achievement, a result of the work that had also been done in previous years, left his people in celebration. In the following season (1955/56), in addition to its debut in the I National Division, the club also managed to reach a place in the Final of the Portuguese Cup against *Futebol Clube do Porto* (FCP).

Torreense football remained in the main league for four seasons, returning years later in 1964. This return stands out as one of the club's greatest glories, carried out by a squad mostly formed by players from the club's schooling.

The Torres Vedras club also participated in the championships organized by the Football Association of Lisbon, having been the team that most often conquered the cup of honour of the II Division (9 times) between 1962 and 1991.

¹ The content of this chapter is mainly based on the following reference: Moraes, A. M. N. C. (2017). *SCUT 100 anos. Torres Vedras*. Câmara Municipal de Torres Vedras.

There is still in the memory of the Torrienses a great joy lived during the carnival season and celebrated during the corso, the victory over FCP in a game to eliminate for the Portuguese Cup in 1998/99. Until today, the last SCUT presence in the “conviviality of the greats” (Moraes, 2017:155; História, n.d) was in the 1991/92 season.

Since the beginning of its history, SCUT has shown a great spirit of initiative. It introduced new sports in the municipality of Torres Vedras, had a crucial role in the organization of pioneering sports competitions, showing itself active in boosting the sports activity in its land.

In the year 2015, a Chinese businessman of his name Qi Chen invested in the club's SAD becoming a majority shareholder (Chineses tornam-se sócios majoritários da SAD do Torreense, 2015). After a few years of this new reality, relations between the club and SAD began to deteriorate leading Torreense to decide to close the deal of buying most of the company's shares (Lusa, 2019; Torreense garante não ter ligação a Qi Chen, 2020), setting a new phase for the Torres Vedras club.

At the moment, the team is playing in the Portuguese Championship, which is the third level of national football in Portugal. This championship is considered a very demanding challenge for the teams since it is currently composed of 96 teams organized in eight series of 12 teams. This competition is inserted in the non-professional category, although the teams can operate in a completely professional way or have elements registered as professionals. For some time, the Torreense team has been working to achieve ascension to the II League, the second level of national soccer. This achievement is seen as the one more step up towards the final goal of returning to the main level of professional football.

At the same time the Torreense 2030² plan is being implemented, with a view to being integrated into the next European funding framework for 2030. An ambitious strategy has been defined that can be achieved in the medium term: to make the SCUT the largest reference in the West Zone, and one of the largest Portuguese references. This strategy is clearly aligned with the club's aspiration to place the top team at the highest level of football in our country.



Figure 2.1 - Torreense 2030 Logo

² Information about the Torreense 2030 was provided verbally at a meeting or by internal club documents.

For this purpose, a commission was created for sustainable development, with the presence of internal elements, that is, individuals with some kind of connection to the club, but also external collaborators, in order to develop several projects from different areas and assess their integration into the management model, if they are sustainable. It is in this scope that the project of this thesis arises, inserted in the marketing program.

CHAPTER 3

Problem Formulation

In the sports world, more specifically in football, the involvement of the stakeholders is very dependent on the sportive performance and the results presented by the team/club (Dionísio, 2009; Wiid and Cant, 2015; Sousa, 1996). These facts enhance, even more, the importance to study other consumer's motivations to create strategies and specific actions in order to minimize the impact from what it's not controllable by the marketeers.

In general, the revenues of the sporting associations are very dependents on the ticket office coming from the games/events (Hall et al., 2010). Buraimo, Forrest and Simmons, 2007 (as cited in Wiid and Cant, 2015), says that ultimately the local population has a major role in the team's total revenues, which reveals the importance of the associative masses and its adherence. The capacity of crowd capture for the sports events is indirectly related to get support from other stakeholders as sponsors (Hall et al., 2010; Samra & Wos, 2014), advertisers, and/or the autarchy, bearing in mind that one of the factors that influence the decision of organizations to provide support is the visibility of the events themselves.

SCUT, being a centenary club, has historical importance in the Western region. The club has already had passages in the main national divisions and had some renowned athletes in Portuguese soccer. At the moment the club is going through a restructuring phase and defining an ambitious plan in the medium/long term to grow towards the 1st National Division, called Torreense 2030. In this sense, they have been working on several projects in the most varied areas of the club's sporting model.

In this context, a significant concern arises: the reduced number of spectators attending the stadium, especially the low support of fans to the men's main football team matches. This fact reveals that it is crucial to arouse the interest of non-spectators and attract them to the arena.

It is believed that if the club manages to create a greater connection with the local community, it will be able to attract a significant number of non-fan spectators to its main events, opening a door to reinforce the connection with current sympathizers and occasional spectators and also the conquest of new sympathizers. It is also expected that the growing notoriety and impact on the local community will result in a greater willingness by companies and entities to join the club/team.

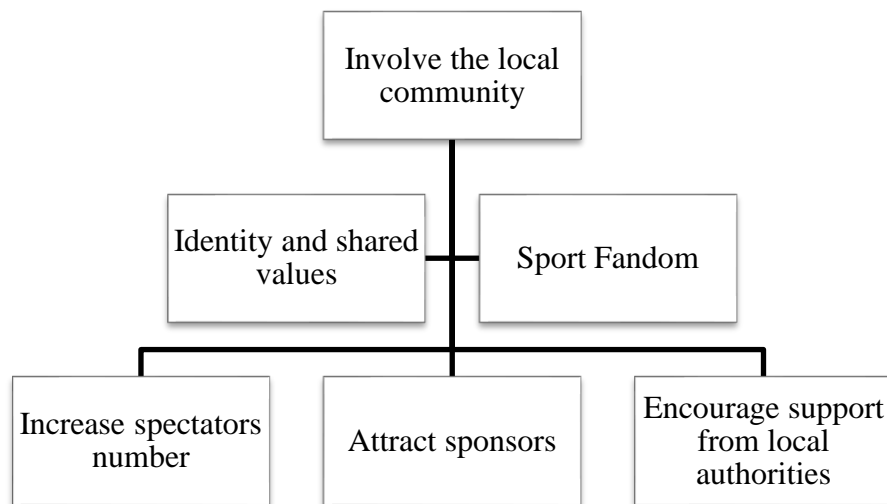


Figure 3.1 - *Overview of the project idea and its main objectives*

The main questions are: How to attract more spectators? How to implicate the local community? Dias et al. (2016:62) assumes “major events are considered as a valuable opportunity for spreading the identity and core values of the host city.”. Therefore, the basis of the project is derived from this insight.

The city of Torres Vedras has its own attribute, known worldwide (Paulo, 2015), which can be “imported” by Torreense and contribute to the club's affirmation: The Carnival of Torres Vedras, recognized as “The most Portuguese Carnival in Portugal”. A famous event throughout the country that has a participation of thousands of revellers not only from the national territory, but also from other countries. Dias et al. (2016:59) affirm that the carnival event enabled the city to create a distinct image that can be used to “publicize the several sub-brands” of the area.

In this sense, it is intended to associate the festive experience and the positive emotional values embedded in this event, which is authentic and a diffuser of the identity of the local community, with what is the experience of the spectator of the Torreense main games. Thus, creating a connection between its audience and projecting the image of its people in order to be a unique example in the sports industry. The following table summarize the project plan.

Tabela 1 - *Summary of Project Plan*

Problem	Lack of supporters
Strategy	Attract and involve local community
Implementation	Importing the festive atmosphere of a locally recognized event based on positive emotional values
Vision	Transform the club into a national and international reference in the theme of fan involvement.

Literature Review

4.1. Consumer behaviour and spectator motivations for attendance in sporting events

Sport stands out by the prominence of the emotional component (Biscaia et al., 2015; Samra & Wos, 2014), that is capable of drawing and embracing masses (Mehus, 2006). Sports events have specific characteristics that distinguish them from other entertainment events: the need for competition to awaken uncertainty in the result and consequently interest on the part of spectators; the spontaneity and originality of performances; and last, the great involvement and participation of the public in the environment and “even for the result of the event” (Dionísio, 2009:16).

Sport consumption has two segments: spectator consumption and participant consumption. In the context of spectator consumption, Johnson et al. (2020) divides it into two types: active and passive consumption. The authors explain that an active consumption is visible when a spectator attends the games and has club or sport-related product purchasing behaviour. On the other hand, passive consumption behaviour is considered when a consumer follows sports in other ways like reading a newspaper, watching the games on television or through social media. So, sport can be consumed in several ways. Not all sport consumers exhibit similar behaviours or the same level of attachment with sport product (Samra & Wos, 2014), which makes it difficult to anticipate the consumer behaviour.

Attending a sports event is not usually an individualized behaviour. On the contrary, it is very common to see groups of fans socialising (Hall et al., 2010) and interacting with each other in the moments before, during and after the game (Hedlund et al., 2018). Sport fans will not simply watch the game, they dress themselves rigorously and participate effusively in the atmosphere of the game, singing and performing gestures of support (Johnson et al., 2020; Wiid & Cant, 2015). This participation and group interaction is recognized as a process of co-creation and co-consuming the experience that improves the overall experience and is very significant in this market (Dionísio, 2009; Hedlund et al., 2018).

In the literature of sport consumption and motivations there are already many scales recorded, as well as many other adaptations, which leads to many different results. This fact demonstrates how complex the spectator's consumption phenomenon is (Mehus, 2006). There

are several reasons and motivations for an individual or group consume sporting events (Wiid & Cant, 2015; Mehus, 2006; Hall et al., 2010). The more knowledge sport marketers have on this topic the better prepared they are to create a strategy and actions to develop and strengthen relations with their fans. (Choi et al., 2009; Wiid & Cant, 2015).

According Johnson et al. (2020) motivation is the reason why an individual has the will to carry out a certain action or to reach a goal. In the case of sporting events, motives may explain the interest in a sport, sports team, sport organization or even just a particular game. These reasons can be branded into internal and external (Johnson et al., 2020) and both types are considered important. The same authors categorize internal motivations as push factors which represent the intrinsic and intangible side of each person, and pull factors from the environment as external reasons or attributes that are the responsibility of the event providers. In the same line, Correia and Esteves (2007) indicate that the sport spectator behaviour is the result of the combination of individuals' motivations and expectations with external influences they may have.

Good performances and *team success* can bring more spectators to the games (Wiid & Cant, 2015; Biscaia et al., 2015), however is an uncontrollable factor for sport organization. The fact that those responsible for marketing in this business have little influence on the essential product (Dionísio, 2009) makes them have to focus on other areas of intervention.

Many researchers have suggested or considered other relevant sets of factors regarding spectators' decisions. Hansen and Gauthier (1989) after reviewing the literature for their study about factors affecting attendance at professional sport events listed and used four categories of factors: economic, sociodemographic, degree of attraction of the game, and other consumers preferences'. Hall et al. (2010) advanced an article named *An empirical model of attendance factors at major sporting events* where summarize the motivations for event attendance in four classes: event features, sportscape (Gau et al., 2007), the social and emotional component.

An investigation carried out by Choi et al. (2009) examined four motivational factors (i.e. involvement opportunity, perceived value, fan identification, reference groups) affecting sport spectator involvement through a sample of 304 spectators from NCAA Division II men's and women's basketball games. The findings suggest that sport spectator is more influenced by the involvement opportunity factor referring to external aspects which may be the responsibility of the organization. Accordingly, Correia and Esteves (2007) stress that for the Portuguese football spectators the material part of the event (e.g. aspects related with the accessibility of the stadium and tickets) has more weight in the decision.

The *socialization dimension* seems to be central in entertainment sports. Choi et al. (2009) concluded that *reference groups* (e.g. coworkers, friends and family) have a great influence on spectator attendance and behaviours. In addition, Biscaia et al. (2015) reveals that in their study the component of *social interaction* seems to be a major influence on future behaviour. Besides, Samra and Wos (2014) concludes that social interaction can be a key reason for fans attending football, rugby and cricket matches. Wiid and Cant (2015:396) to study the differences between rugby and soccer fans' motivation in South Africa used the eight dimensions of the Sport Fan Motivation Scale and concluded that the reason for sport spectators attending sports events is to *get personal benefits* such as “release some stress, to escape from a busy lifestyle, to spend time with their families”. In this line of thought, focused only on the sociability and excitement dimensions in two different sports, soccer and ski jump, Mehus (2006:346) tell us that the decision to attending entertainment sports is “affected by other arenas in life”, such as having a family.

The *entertainment dimension* appears to be of great value. The results of a study by Izzo et al. (2014) on the motives of sports consumption of adult soccer fans in Hungary, Moldova, Poland and Romania measured from the Sports Consumption Motivation Scale (MSSC) and the Sports Interest Inventory (SII) indicate that entertainment and socialization factors are relevant in this Eastern European culture. There are, also, other authors agreeing on the *value of the entertainment dimension* of the sports events as is the case of Hall et al. (2010) which highlight the value of entertainment in the social component but also as a contributing factor to the atmosphere of the stadium.

Team identification is recognition by some scholars as a crucial predictor for sport consumption (Gau et al., 2007). The team identification or fan identification factor is relevant because the behaviours and involvement of a fan who feels a great connection with the team or club, does not tend to change even if the performances are not positive (Choi et al., 2009). An individual who feels connected to the team are psychologically and emotionally involvement and considers the team an important component of your life (Biscaia et al., 2015). In other words, someone who has high level of identification with the team feels the team as part of its self-identity.

Samra and Wos (2014) evidence that fans with a higher level of identification with a particular team or club are more reliable when it comes to game attendance. The research of Gau et al. (2007:94) about the existing links between the dimensions of team identification, sport spectator motives, service quality, and satisfaction has revealed “that highly identified fans showed higher levels of motivation, perceived higher service quality, and had higher levels

of satisfaction than those characterized by a low level of identification.” This conclusion suggests that the more the fan feels identified with the team, the more likely he is to be engaged in future supportive behaviours (Biscaia et al., 2015), revealing the importance of sport managers treating them as a valuable asset (Gau et al., 2007).

4.2. Sport Fandom

Consumer fandom is a relevant topic in the scope of the consumer behaviour (Wu et al., 2020). Fandom may be described as a “*network*” (Pena, 2020:129), groups, communities or subcultures bonded through the same link with a certain object of interest, which can be a celebrity, a brand, a sport team, a hobby and many others (Wang, 2020; Hao, 2020). The members of fandom are called fans, “an abbreviation from fanatic” (Samra & Wos, 2014: 264). Fans are considered people intensely enthusiastic and engaged with something or someone (Guo & Zeng, 2020; Samra & Wos, 2014; Hao, 2020), demonstrating through their investment of time to follow-up and collect information about their idols (Pena, 2020) and also of money to purchase customised products or participate in specific event, show or activity.

Samra and Wos (2014) identified three distinct characteristics of the fans as consumers: strong emotional affiliation, loyalty behaviours and active participation on production. As Coffin and Joubert (2020:213) states “it is usually assumed that most fans are collectors in the sense that they purchase and preserve more fan related materiality than a typical consumer”. Other practices besides collecting are also relevant such as getting knowledge or events attending.

Wang (2020:14) states that the different segments we can find from fans depend on the level of involvement and commitment and may differ between “a normal fan to excessive fandom.” In those that demonstrate a more excessive level of fandom there seems to be evidence of a religious connection with the brand (Pena, 2020), as can be verified from the rituals and practices, strong feelings of attachment and faith, even a solid identity with their fan community (Wu et al., 2020).

Hao (2020) proposed a conceptual framework in which the antecedents of consumer fandom are divided into self-related variables and social-related variables, showing that purchase and repurchase intention, loyalty, and word of mouth can be influenced by them.

Moving on for sport fandom area, Hedlund et al. (2020:324) affirm “there is no area that has more fans than sport teams, athletes and sporting competitions”. Sport fans are unique consumers that demonstrate “a significant emotional attachment to sports, team, and players

and invest valuable time and money into supporting their team” (Johnson et al., 2020:164), as well as being loyal and devoted to a single club for a lifetime. Nevertheless, today's fans are exposed to a very wide variety of sports and non-sports options, which can cause difficulties for sports clubs to attract and keep consumers (Johnson et al., 2020).

Family influence is a very significant factor in creating the bond between the club and the individual (Dionísio, 2009), revealing that love for a club can pass from generation to generation (Johnson et al., 2020). In these cases, the family acts as a reference group in the sense in which it influences the patterns and behaviours of the youngest. Johnson et al. (2020:157) explains that “reference group can include family, friends, colleagues, sports clubs, fan communities, age cohorts (e.g., baby boomers, Generation X, Y, and Z), social classes (e.g., income, education level, social status), cultures and subcultures.”

The social interaction is an important element in sport consumption, proven by the fact that the majority of spectators consume sports inserted in a social group (Samra & Wos, 2014) or community. Moreover, it is known that sport fans act as co-consumers and co-producers together in sporting events, having behaviours similar to tribal groups (Hao, 2020; Wang, 2020). Meir and Scoot (2007:330) analysed tribalism and its relevance to the marketing of sport, pointing out “the tribal nature of sport fans” and sport spectators, visible in patterns of consumption behaviour. Recent research indicates that in fandom area, there is evidence of cult symbolism (Moutinho et al., 2007) and tribal elements and behaviours, indicating that sport fans can be seen as tribal groups (Hedlund et al., 2018).

Sport fans have rituals and symbols such as colours, clothes, flags, songs that unite them as if they were a family, where the bond is the love and attachment they feel for their club or team (Gouveia et al., 2019). It is common that those fans considered the team or sport as a part of one's own identity (Moutinho et al., 2007). Their loyalty and commitment are reflected in active supporting behaviours such as buying related products, being present in games even in those far from your home, that is, following and supporting the team in a very close and assiduous way. In the same vein Biscaia et al. (2015:159) affirm “the more an individual feels connected to the team, the greater the value that the team has for that person and the greater the willingness to engage in future behaviours”.

Sport spectator and sport fan are two different concepts and not exclusive (i.e a sport fan is typically a sport spectator and a sport spectator can be a sport fan, but one is not necessarily be the other) (Samra & Wos, 2014). A spectator is someone who watches the game but is not necessarily emotionally involved with the sport, club or team. On the other hand, the passion, emotion and engagement that a sports fan shows are unquestionable (Wiid & Cant, 2015).

The level of commitment is a much-required criterion to distinguish the type of fans (Moutinho et al., 2007). According to Wiid and Cant (2015) the main criteria to classify the various types of sport fans is the level of commitment they demonstrate. In their research, they presented the three categories established by Sutton, McDonald, Milne and Cimperman in 1997: *social fans*, *focused fans* and *vested fans*. The social fan is motivated by the social interactions giving value to the event as a form of entertainment. However, focused fans show identification with the club, sport or team although their loyalty is not ensured. The latter type, vested fans, shows a great level of identification with a particular team or sport by investing much of their time and resources and exhibiting a strong emotional bond.

Samra and Vos (2014) recognised three types of fans: *temporary*, *devoted* and *fanatical*. The behaviour of first type of fan is limited in time, as the name indicates. The devoted fan demonstrated loyal behaviours, defending the object of preference as part of its identity. The fanatical ones express strong and intense emotional bonds, their devotion and passion are visible through its active participation and enthusiasm for the brand. In the context of sports, the fanatical fan is an expert with great knowledge related to the team, club or sports star. All in all, the deeper the connection with the team, the higher the level of commitment and this will be reflected through supportive behaviours overtime (Samra & Vos, 2014).

4.2.1. Fandom – Football

Football is a popular sport all over the world, with a great level of fan attraction (Gouveia et al., 2019), especially at its major events (Dionísio et al., 2008). By agreeing, Gouveia et al. (2019:39) highlight “the football is very important for their followers, making it evident that there is more behind a football game than just a sporting competition.”.

Football gained such a great relevance in the twentieth century as a mass phenomenon, compared to religion. Serrano (2011) says that a true fan of a club identifies, sees himself and has the feeling of belonging as if he were a believer in a religion.

Dionísio et al. (2008) findings reveal that in football clagues and devoted fans there are rituals and elements that bring the group together (e.g. slogan, songs, equipment). They present a significant feeling of belonging. For the fans the *being* is vital. So, football fans express their attachment using the club’s symbols even in their daily life (Dionísio et al., 2008). Additionally, Dionísio et al. (2008:17) identify the existence of patterns of tribal behaviours in football supporters, explaining that fans shared “the love for their club and their team” giving a quasi - religious meaning to the arenas and to the symbols.

Sousa (1996) indicates three main characteristics of professional football: competition, show and investment. In his book *For the sociology of Portuguese Professional Football*, the author characterizes the audience as a group of ordinary people without any kind of organization, with a strong tendency towards *clubism* and the defence of their “territory”. This last point is reinforced by Sayan and Aksan (2020) who argue that the physical space, can be referred to as terrace, arena or stadium, is charged with emotional value for football fan communities.

In football scenario, the fan connections with one club, as a form of worship, is very common unlike what can happen with other sports (Dionísio et al., 2008). In Europe, football clubs create membership programs that provide a range of benefits for those who pay a regular fee, named fan club members (Biscaia et al., 2015). On the other hand, there are other segments in the fan base like the season ticket holder. These holders have in their possession a ticket that allows them to watch all games of a season, however they do not profit from any other type of privileges (Biscaia et al., 2015).

4.2.2. Fandom – Carnival

Carnival is a popular festivity, part of the cultural universe, with characteristics of reversal of order and with a very strong nature of freedom of society expression, resulting in a festive moment with great social interaction. Brito (2005:314) draws attention: “the cultural universe, as well as the practices that give it expression, is something too complex and heterogeneous to be, as a whole, exclusive or taxonomically identifying of a certain group or class”.

The Carnival events manages to mobilize a huge amount of people and resources in various points of the world. Petrošienė (2019) recalls that carnival festivities have lasted for hundreds of years and even in the past many people from all over the world have joined in. Sullivan (2016:6) describes that the carnival puts aside the social statutes and the hierarchies gathering all its participants in communion to “do carnival”, allowing the creation of new relationships and an emotional bond between them.

For the Brazilian community carnival is an identity element, recognized as one of the major events in the country (Delgado, 2012). In the same vein, Viscardi et al. (2013:1) refer to Carnival as “a typical exponent of Brazilian mass culture”, exposing its identity, media and tourist attraction role. Accordingly, Arantes (2013:6) emphasizes the importance of Carnival in Brazil, celebrated throughout the country assuming that “nowhere else is it celebrated with such

enthusiasm” and also indicates that, at the international level, Rio de Janeiro Carnival is the most prominent “seen by 100 million people in 116 countries”.

In Cyprus, Ziakas and Boukas (2013) have developed an exploratory study of the experience of tourists in the Limassol carnival, in which respondents indicated that the event provides an opportunity to interact and socialize with other people spontaneously and in a celebratory environment. The researchers state that the event represents the city on a national level, and also attracts tourists.

In the particular case of Cape Town, South Africa, the Carnival event started in 2010 based on the Rio Carnival and already has the capacity to attract a crowd of thousands of South Africans as well as foreigners (Machisa, 2018).

In Mohács, Hungary, there is a well-known mask festival named Busó festivity which represents “an intangible cultural heritage” (Harlov, 2016:5). This celebration involves several active all year local groups and a great number of visitors, who come together as a single community with a sense of identity. The Busó Carnival is considered a representative symbol of the city (Harlov, 2016).

In Portugal, Ovar residents live their Carnival all year round, increasing the intensity in early January. Their parades in 2018 registered more than 2000 participants (Sousa and Ribeiro, 2018). The Torres Vedras Carnival is recognized nationally and internationally for being genuine and representative of the Portuguese people. It has a very large and spontaneous involvement of the population, registering 350 thousand revellers at the end of the six days of celebration (Esteveira, 2017).

4.2.3. Fandom – Other areas

Beyond the sports field there are several other cultural scopes where the fandom phenomenon is most evident, such as music, television, spectacles, etc. However, the object of fan interest can be the most diverse, a celebrity, a team, a brand, a show, a fiction character, a product, among many others. Moreover, it is understood that specific well-known brands succeed in maintaining a group of loyal consumers “such as Apple, Harley, MINI, Volkswagen Beetle, Disney, Star Trek, etc.” (Liu & Wang, 2020:81).

In the exploratory study of Liu and Wang (2020) the rare phenomenon of brand worship is analysed, through the use of netnography from Apple's online fan communities in China and the results indicate that the reactions and manifestations of the apple's devoted fans seem to fit in the three dimensions of the studied concept: brand faith, brand religiosity and brand devotion.

In the music fandom setting, music fans are personally identified individuals to the point of (in some cases) imitating the lifestyle of their idols, as Favia and Hall (2020) mentioned by giving the example of the Beatles.

Millions of Japanese and so many other people in the world are considered animated films and comic books fans (which can be shortened by the anime and manga terms). To illustrate this industry, we have the popular examples of cartoons like Dragonball Z, Sailor Moon or Pokémon. “Fans around the world consume and enjoy anime and manga products in a number of ways” (Guo & Zeng, 2020:490), consequently some businesses have taken the opportunity to include elements of this subculture in their products and services and enjoying its popularity (Guo & Zeng, 2020).

In the spectrum of brand-fan relationships and consumer fanaticism there is the possibility of developing negative behaviours or a type of involvement that can be considered dysfunctional, revealing a dark side of fandom. Buchanan-Oliver et al. (2020) have taken the example of Twilight brand and Fifty Shades brand and demonstrated additive or compulsive manifestations of fans through an ethnographic study with various methods.

Devoted fans of Young Living (YL), a well-known brand of essential oils sense the brand as sacred, revealing a strong emotional link and prove to be loyal by blindly relying on their products. In Pena’s qualitative study (2020:132) the YL fans were segmented in five categories on the basis of their “knowledge and passion for the brand; behaviour patterns, social currency and social drive”: “novices (first time users of EO), alchemists (innovators who discover and share new uses for the EO), alphas (passionate leaders), purists (extreme users of EO, interested in using only natural products), and evangelists (fervent devotees and promoters of the EO brand)” Pena (2020:127).

Zia et al. (2020) outline five segments of celebrity fans: *casual fans* (first stage of fandom) are those who have developed a favourable perception of the celebrity after being exposed to their work/performance or image for the first time; *fascinated fans*, in this stage there is an increase in interest in the celebrity, through emotional connection and the resources invested; devoted fans reveal a tendency to join groups, developing connections with other fans triggering a sense of belonging; and acting as influencers; *dysfunctional fans*, the bond is so strong that they can display irrational behaviours and/or mix their identity with that of the celebrity; *reflective fans*, the last stage, are the “most stable segment of fans” (Jia et al., 2020:118), they understand celebrity as a part of their life, knowing how to separate their life from celebrity life, but remain faithful and supportive.

4.3. Environment and Spectator Experience

The physical environment can have a big role in attendance decision and spectator return (Hall et al., 2010). Accordingly, Johnson et al. (2020:158) argued “the special atmosphere in a sport stadium is one of the largest reasons why people attend events.”.

Through some studies there is the confirmation that spectator valuable dimensions, comfort, accessibility and aesthetics qualities of the stadium (Hall et al., 2010). Therefore, taking into account that stadium design and stadium services also can affect attendance (Gau et al., 2007), to improve stadium experience a sport organization have to pay attention to areas such as food and beverage service, crowd control, parking, cleanliness, etc (Johnson et al., 2020).

The quality of service depends on the overall functioning of a sporting event (Johnson et al., 2020). Then, to satisfy customers and provide an experience that satisfies and exceeds their expectations, it is important that the management and marketing team will be effective in all functions that can be controlled by them (Gau et al., 2007). Providing a good global consumer's game experience and achieving the satisfaction of existing customers will only bring benefits to the sports organization, such as a better reputation, customer loyalty and retention, and greater ease in attracting new customers (Johnson et al., 2020).

4.3.1. Attractive Factors

The environment can be described as *sportscape* (Hall et al., 2010). “The sportscape offers a venue for fans to have a group experience and also generate many memorable moments for consumers” (Gau et al., 2007:95), which seems to generate positive associations. Taking into consideration, spectators will be more willing to join the event if they have good perceptions of the facility factor (Hall et al., 2010).

Borland and Macdonald (2003) discussed five categories of factors that may affect attendance at sporting events: the preferences of each consumer; economic aspects; quality of viewing, sporting contest features and stadium capacity. The authors reveal some important lessons about factors which may stimulate or negatively affect attendance. First, it seems that games with a higher level of *uncertainty of the outcome* may attract more audience. In addition, the *quality of contest* also counts as a predictor of attendance. Next, one of the most important findings in their research is related to the *quality of viewing*, emphasizing that aspects related to the venues, such as the weather and the date of the game are strong factors. Apart from that, is the question of the *price*: “attendance is price-sensitive, but that degree of

sensitivity differs between teams. It also seems that transport costs have a relatively strong effect on attendance.” (Borland & Macdonald, 2003:492). In agreement, Dionísio (2009) reinforces that it is necessary to create a price policy capable of attracting consumers.

Santos (2009), in the study of how to attract more public for the *Sport Lisboa e Benfica* (SLB) modalities, conclude that promotional campaigns can be one of the most effective actions to attract more audience. The author also suggests that strategies should be developed in the area of entertainment to stimulate a more appealing environment and make the spectator experience more enjoyable, and in the area of promoting the modalities and teams, in order to increase their visibility and giving the club fans the opportunity to create a greater connection with them.

Hall et al. (2010) state that entertainment activities, such as pre-game animation or halftime mini-shows, enhance the spectacle and stimulate the interest of the spectators. The authors assume that spectators' intentions to attend the event increase if they have expectations that they will experience a moment of fun and excitement.

4.3.2. Loyalty Techniques

Brand loyalty is directly associated with the revenues that clubs can generate because a committed fan invests a lot of their time and money to follow the team, attend the games and even buy related products and services (Johnson et al., 2020). The same authors state that marketing strategies and techniques must be devised to strengthen the spectators' relationship. In this sense, Biscaia et al. (2015) note that fan club membership programs are crucial to a sport club and a component that should be explored. These programs can include benefits as priority, discounts, “reserved seating, magazine subscriptions, social functions, and even voting rights for board elections” (Biscaia et al., 2015:159).

Johnson et al. (2020) claim that promotions to make tickets more accessible to the general public, or to encourage first time tickets is a way to build loyalty relationships. In addition, Correia and Esteves (2007) suggests promotions as a form of compensation that can stimulate the loyalty.

Leal (2009) presents the case of SLB and its strategy to reach new members. Aiming to create value for the members a novel member's kit is developed, that is, a package of benefits. This strategy had in mind to achieve greater involvement with its audience and increase its membership base.

Another key factor is highlighted by Johnson et al. (2020:158) “enhancing the stadium experience is important to building a loyal fan base that keeps coming back.”.

CHAPTER 5

Methodology

This study is essentially of an exploratory nature, focusing mainly on what are the perceptions and intentions of potential consumers regarding a new experience. To this end, behaviours and attitudes such as feelings of two different targets, selected according to the scope of the study, are analysed. Based on Samra and Wos (2014:277), “rich data containing consumers’ feelings, thoughts, intentions and behaviours can be obtained only through qualitative data collection methods”.

In the last years in consumer behaviour research, tribal perspective has emerged and gained importance (Moutinho et al., 2007). Cova and Cova (2001) in line with Latin view of marketing, enhance the importance of linking value in the consumer experience and in modern society in general. In this paper, the authors assume that “postmodern social dynamics can metaphorically be defined as *tribes*” (Cova & Cova, 2001:4). Furthermore, Hedlund et al. (2018:80) provides important knowledge in tribal sport fans matter, stating that “sport fans tend to be tribal in nature with either or both geographic and psychological connections with other members who together engage in co-consumption of sporting events.” It is evident there are common factors that link them and make them feel identified with the other members of the tribe like, for example, the passion for the club/team/sport and the symbols and rituals shared. Like it says Gouveia et al. (2019:47), referring specifically to the football context, “football fans, by symbolically representing a club, become part of the community or clan, without necessarily being familiar, enjoy a kinship ritual based on a common bond.”.

Then, following recent trends and insights into tribalism and tribal marketing studies, the two segments by their interactions, their connection around the concept of carnival and the way they are involved in the event itself are assumed as tribes. It was decided to use a less conventional approach with ethnosociological characteristics, focused on interpreting the link between members of a particular group but also among groups in the face of an event that relates them, trying to understand if it would be possible to transpose its essence in the pursuit of the project under study.

Moutinho et al. (2007) chose to incorporate focus group method in their qualitative research design about tribal behaviour in the surfing community. Moreover, Dionísio et al. (2008) has

explored the same method to gain knowledge about motivations and attitudes of certain communities related to a sport. Adding, Cova and Cova (2001:13) explain that the study of a tribe deserves distinct practices, given its special and subjective essence, suggesting for example the following: “Semi-structured interviews and non-structured interviews with members on an individual or group basis (focus group)”. In short, it has been decided that a qualitative research design through semi-structure interviews and focus group was the most adequate given the purpose of the study.

The first part of the interview script was developed in light of the insights about tribal sport fandom added by Hedlund et al. (2018:93) “dimensions of membership, geographic sense of community, social recognition, shared rivalry, shared knowledge of symbols, shared knowledge of rituals and traditions, and shared knowledge of people are important factors that can be used to measure tribal sport fandom”.

5.1. Data Collection

As previously explained, two direct data collection techniques were applied for this exploratory study with two selected and different targets which are important segments in the context of the Torres Vedras Carnival. To select the sample, it was necessary to use different techniques, presented in the Table 5.1.

Regarding the process of selecting the sample for the interviews, was used the *opportunistic sampling* technique. The *Promotorres* (official entity responsible for the Torres Vedras Carnival) provided a list with the names and contacts of the groups and with the help of a staff member of the club, some decisions were made based on his insights.

In the case of focus group, more than one technique was used. The *opportunistic technique* was used taking into account that the researcher had knowledge that young people are one of the most active and important segments in the context of the Torres Vedras carnival. High school students were chosen based on the assumption that they have more autonomy in their decisions. The *convenience sampling* it was used in the first meeting, since the group of students was chosen at random and for convenience by a member of the school. Finally, at the second meeting we had the help of a member of the school's student association who recruited other students and these students recruited others as well, which matches the *snowball technique*.

During the moments of data collection two important aspects were taken into consideration:

- Natural setting: No control was placed on participants and data are collected in their natural or chosen environment;

- Researcher remained with a posture of being responsive, flexible, adaptive and good listener.

It is important to clarify that all research methods have been developed and conducted in Portuguese.

Table 5.1 - *Data Collection Main Details*

Methods	Target Population	Sample Techniques
Interviews semi-structured	Carnival groups	<ul style="list-style-type: none"> ▪ Opportunistic sampling
Focus Group	High School Students	<ul style="list-style-type: none"> ▪ Opportunistic sampling ▪ Convenience sampling ▪ Snowball sampling

5.1.1. Interviews

Ten face-to-face exploratory interviews were carried out with presidents and/or members of Carnival Associations and Groups from Torres Vedras (see Appendix B). It is assumed that the experience of the respondents as members or leaders of the groups is sufficient to represent what is collective reality. These interviews were scheduled by Pedro Adam, a club director who was part of one of the carnival associations, that is, has some knowledge based on his experience. It was decided that the first contact would be made by a member of the club, to contextualize the project and question whether there was willingness to participate, asking permission to share the contacts for ethical reasons. Afterwards, the representatives of the groups were contacted via phone call to set the date of the interview. The interviews took approximately one hour and were conducted informally following a semi-structured script of questions. Interview locations varied according to availability and preference of respondents. Transcripts and notes were taken to record the information given by the participants.

The scripts were structured equally for the carnival groups and embedded the following chapters (see Appendix C):

- Sense of community
- Social recognition
- Shared rivalry
- Shared symbols

- Shared rituals and traditions
- Shared knowledge of club
- Project presentation
- Factors of attraction to the stadium
- Attractive factors within the stadium

Carnival Groups – Selected Sample

All the groups in the sample are different in terms of the quantity of their members and their profile. It is also pertinent to emphasize that each group has its own concept/identity and its own form of organization. Understanding the constitution and profile of the groups is important to the extent that it produces knowledge about the potential public that the project can attract.

Table 5.2 - Summary Table - Members per Group and the Profile of Each Group

	Group	# Group Members	Members Profile
1	Fidalgos	40	Males, >35 years
2	Ministros e Matrafonas	60	Males, all ages
3	Lumbias	100	Males, all ages
4	Real Confraria	40	>18 years
5	Casalinhos (Élia Roque)	50	Heterogeneous
6	SacÁdegas	47	Heterogeneous
7	Flauzinas	28	Males, all ages
8	Os Bochas	50	Heterogeneous
9	As Marias Cachuchas	50	Heterogeneous
10	As Madres Gordas	10	Females, in their forties
Total		475	

5.1.2. School Boards Meetings

There are only two high school in Torres Vedras, which facilitated the process of scheduling meetings. In first instance, two preparatory meetings with the director of each boards were scheduled for the same day:

- Henriques Nogueira – Morning, 09 / 01 / 2020 with director Maria Conceição Milheiro, accomplished by Pedro Dionísio e Jéssica Melo;
- Madeira Torres – Afternoon, 09 / 01 / 2020 with director Rita Sammer, accomplished by Jéssica Melo.

These meetings count for project presentation and gather of relevant information about the school corso and the participation of schools and students with regard to the carnival. For these meetings a script was created (see Appendix D) so that the interviewer could orient himself but not necessarily to follow it in a linear manner. This opportunity was also taken to ask for permission to perform one focus group with a random group of students on the school premises.

In the first school, the director has scheduled a time and a room to hold the focus group, being responsible for arranging a random group of students available to be present. On the other hand, in the other school it was suggested that we deal with a head of the school's student association who was always willing to take responsibility for calling a group of students to participate and help in whatever was needed.

5.1.3. Focus Group

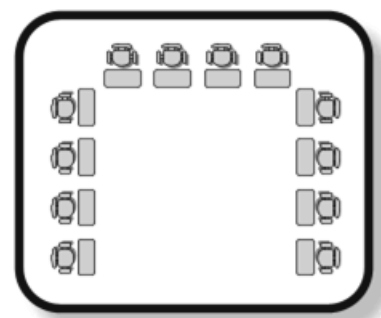
Two focus group were performed with high school students in Torres Vedras on the following dates:

- Madeira Torres – 15 / 01 / 2020, accomplished by Pedro Dionísio e Jéssica Melo
- Henriques Nogueira – 16 / 01 / 2020, accomplished by Jéssica Melo

For the performing this task, it was necessary to prepare the material and the script (see Appendix E) in advance. Therefore, pens and sheets with questions were taken for each student to answer on paper. In order to ensure spontaneity of answers and that participants feel comfortable, it was said that no answer would be right or wrong and just the participants and the group moderator was present in the room. The meetings were recorded with audio equipment with permission from all those present. Furthermore, notes were taken to record the information given by the participants. During the focus group, the moderator tries to obtain an

interactive session involving all the participants in such a way to achieve a reasonable diversity of opinions.

The layout shown in Figure 5.1 was guaranteed, so that all participants could see each other and the moderator can observe all, in order to retain the attention and stimulate everyone's participation.



High School Students – Select Sample

The first students' group was comprised of 2 male and 7 female participants, with ages between 16 and 17, and the 11 members of the second group included 5 male and 6 female, with ages ranging from 15 to 18. All the students come from different fields of study and years of schooling vary from 10^o to 12^o, to cover all high school years. The sample is detailed in the Appendix F.

Figure 5.1 - Horseshoe Layout

5.2. Data Analysis

Hall et al. (2010) believe that qualitative research with an inductive approach is adequate when it comes to a study of a phenomenological nature. The experiences, perceptions and understandings of each individual differs, which makes this type of study non-linear, due to this inductive approach was used.

In this research the data was analysed by applying content analysis, which means categorizing verbal data to classify, summarize and tabulate the data. For draws out patterns from participants insights, the analysis was made on descriptive and interpretative level.

First, codes were developed, using words or short sentences that represented the idea the speaker conveyed (see Appendix G, H, I and J). After that, patterns and similarities, such as discrepancies, were identified in the participants' answers. At last, the data was summarised and linked to research objectives. Tables and figures were presented to illustrate the findings that were analysed and interpreted.

Results and Discussion

6.1. Carnival Groups

At the beginning of the questionnaire, three options related to *community sense* were placed and the interviewee had to choose which was the most valued one. The component that the groups most value is Carnival, in general, and all its participants regardless of whether they are actors or extras. (Table 6.1) None of the respondents opted for the “to the group itself”.

These two indicators seem to confirm the logic that in a tribe what is most relevant is the bond that unites its members. In this particular case, for the members of the groups, the essence of Carnival are its values and all its participants.

Table 6.1 - *Analysis of the Components that Carnival Groups Most Value*

	#	%
Carnival and all its participants	9	90
Carnival groups and associations	1	10
To the group itself	0	0

Some questions were asked to understand the *genesis of the groups*. These questions were made to realize if the differences in the type of groups and their organization affect their dynamics and consequently the level of commitment to the event. In Torres Vedras there are two types of Carnival groups: associations and informal groups. Of the 10 groups that have been represented, currently 60% are a constituted and registered association and 40% are informal groups (see Appendix K). All the groups started as informal groups, with some then progressing to form associations. The date on which the group was formed was also questioned, with the conclusion that half of them are more than 20 years old and another half appeared only

in the 21st century. It is important to point out that it seems that no matter how the groups are organized they have been maintained over time, which reveals a strong commitment.

In order to be able to compare the reality of the groups at the beginning of their appearance to the current moment, information was asked about the number of members in these two moments. Most of the groups grew substantially (Table 6.2), confirming the great interest of the community in participating in the Torres Vedras Carnival and the ability of the groups to attract new members.

Table 6.2 - Summary Table - Evolution of Groups in Terms of Number of Members

	Group	# Group Members In the beginning	# Group Members Today	% Δ
1	Fidalgos	22	40	82 %
2	Ministros e Matrafonas	40	60	50 %
3	Lumbias	42	100	138 %
4	Real Confraria	15	40	167 %
5	Casalinhos (Élia Roque)	103	50	-51 %
6	SacÁdegas	6	47	683 %
7	Flauzinas	6	28	367 %
8	Os Bochas	9	50	456 %
9	As Marias Cachuchas	25	50	100%
10	As Madres Gordas	10	10	-
Total		278	475	

Note. Some groups indicated a range of values with the lowest value being assumed.

In all groups it is possible to recognize a core that has been maintained over the years. When asked why they stay, almost everyone says it's for love and friendship. To highlight these reasons, one of the interviewees used the Portuguese expression that seems to be appropriate to describe the situation: *amor à camisola* (S. Silvestre & P. Pires, personal communication, January 17, 2020).

In terms of *organization*, there are differences between the associations and the groups in relation to the legal constituents, but all have a group of people who take responsibility for the collective. The 6 associations indicate having a board and corporate bodies, while the remaining 4 say there is a core or a specific person who takes responsibility for organizing everything concerning the group although they don't consider as a board (see Appendix L).

It is standard that in the phase before Torres Vedras Carnival occur parties denominated assaults as a kind of preparation to the event. As time goes on, these revelries start earlier and earlier and also have gained more and more fans. The groups were questioned about their *participation* in these parties that usually take place few weeks before. Some groups reported that are in high demand to appear in bars, discos and even in households. Others, although having a regular presence at these parties, organize only one assault as hosts. On the other hand, there are groups that do not tend to participate in the assaults by saving themselves for the days of the event or going in the company of people outside the group.

It is well known that Torres Vedras Carnival is a mass phenomenon and still attracts more and more public. Carnival groups also have this ability to engage more people to be part of their sub-community. It was found relevant to realize which factors can be preponderant for the integration of new members and to investigate the existence of the generational factor, common in the reference group 'family'. Then, regarding new members and young generations:

- New members arise, most of the time, because there is a family or friendship relationship with some member of the group. Other criteria can be preponderant in the choice of the group such as identification with the characteristics and the group mystic, or the location when for example the group consists of people living on the same local (see Appendix L).
- Most responded that it is common for children of the group members, especially the youngest, to belong to the same group. However, some only accompany the group in daytime activities (see Appendix M).

To understand the dynamics of the *social recognition* component from the internal and external perspective, some questions were asked in which the answers were summarized in the

following table. Through the analysis of this dimension, it is possible to conclude that the masquerade groups could act as reference groups for the rest of the community.

Table 6.3 - *Summary Table - Intra-group and Community Social Recognition*

Most recognized elements within the group	The most participative in terms of work and organization of the group
Reaction or feelings of family and friends	<ul style="list-style-type: none"> ▪ Feeling of enjoyment ▪ Demonstration of respect for the group and its participation ▪ Follow-up of what is the participation and presence of the group in activities of the event
Torriense community reaction	<ul style="list-style-type: none"> ▪ Appreciation ▪ Recognition and respect for the group and its participation
Reaction of known people living outside the region	<ul style="list-style-type: none"> ▪ Reaction of admiration and curiosity, regarding participation ▪ Respect for the commitment shown

Concerning the *rivalry* factor, all groups consider that the Carnival of Torres Vedras has no rivalry with other carnivals, for having such a distinct and authentic identity. There is a competition between groups to choose the best costumes, which gives rise to some competitiveness that is considered by some groups as healthy and by others as not very visible. Throughout the process, this dimension has been superseded because it shows no evidence of relevance.

Moving on to *carnival symbols and rituals and traditions*, in the general perspective the groups when questioned about the main carnival symbols associate to a mix of factors and behaviours (e.g. being dressed strictly, being dressed ridiculously, singing and dancing) that together express freedom, spontaneity and fun. Many highlight the '*matrafona*' symbol. From the point of view of the groups themselves, some mentioned that they follow the theme and the decoration of the group to the letter.

In this event music is an essential component for the atmosphere. The groups answered that there is a song that is considered to represent the Carnival of Torres, Samba da Matrafona, because it was written based on the event itself. Other typical songs are the traditional Portuguese and the popular Brazilian ones. Regarding the groups' original songs, one group indicated they had a song and another says they created a chorus.

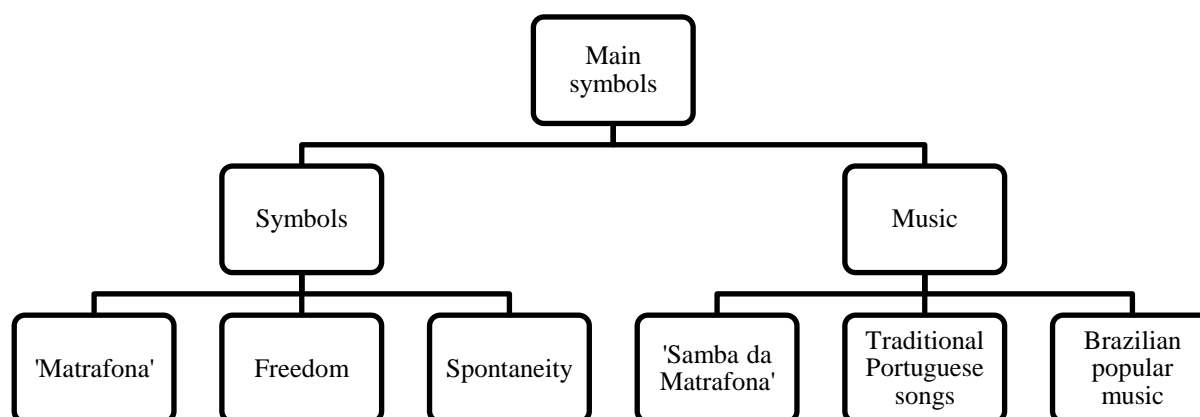


Figure 6.1 - *Representative Scheme of the Main Symbols Associated by the Carnival Groups*

As rituals and traditions are taken into account the typical assaults, also the trip to Lisbon on the train, one more activity the groups are called to participate in, integrate this dimension. The time of the assaults starts a few weeks before the event, more specifically in January. These parties usually take place mainly on Friday and Saturday nights. (Table 6.4)

Table 6.4 - *Main Assaults' Details*

Beginning	From January
Usual Dates	Friday and Saturday after dinner
Costumes Used	Random or from previous years

Most groups participate in these events, although the frequency of participation and the number of members joining varies from group to group. The answers transcripts, presented in Table 6.5, are important for predicting group attendance. That is, even if the groups indicate that they are interested and willing to participate in the project, it does not mean that all members will join equally. If the club considers these responses it will be able to make more realistic forecasts. However, it was not possible to acquire concrete numerical data on some groups since there was uncertainty in the values or in some cases nor is it possible to quantify in a linear way.

Table 6.5 - *Summary Table - Participation of Groups in Activities Related to Carnival*

	Group	Attendance in ‘assaults’	Participation in trip to Lisbon on the train
1	Fidalgos	NA	10
2	Ministros e Matrafonas	20/30 members	Between 40 and 50
3	Lumbias	Only core – 20/30 members	Between 15 and 20
4	Real Confraria	Divided into small groups	40
5	Casalinhos (Élia Roque)	NA	10
6	SacÁdegas	Presence of the whole group, except kids	15
7	Flauzinas	Presence of half the group	15
8	Os Bochas	Only core	-
9	As Marias Cachuchas	Less than half	20
10	As Madres Gordas	All of them, but they usually only join in the last assault	-

Note. Regarding the participation in trip to Lisbon on the train, there are limitations in the number of members for most groups decided by the entity responsible for the Torres Vedras Carnival.

Concerning the presence of the event in the media, everyone recognizes the importance of the event's mediaticism in its growth and in attracting more public. This point may suggest that achieve televisive coverage it may lead to the attraction of a larger audience to the events planned in the project scope.

Moving forward, it was analyzed the SCUT image in the view of carnival groups. The groups were asked about their opinion and perception of the club, and shared some positive and some negative associations. In this field, the answers were short and brief. The summary of the answers is present in Table 6.6. All respondents showed that they know the club, although it was noted in most that their information is reduced, which may indicate a low or even non-existent level of involvement with the club. This finding may be a limitation and a relevant point for the club to explore in parallel with this project.

Table 6.6 - *Summary Table – SCUT Associations and Opinions*

Positive Associations
<ul style="list-style-type: none"> ▪ Youth formation ▪ City Representation ▪ Bet on modalities • Passage of good players
Negative Associations
<ul style="list-style-type: none"> ▪ Mismanagement of previous years ▪ Loss of connection with the community ▪ Lack of projection in the football industry
Opinion About the Claque
<ul style="list-style-type: none"> • Most do not know • Those who know or have heard of it, have a positive perception

Reminding that the central objective of this study is to adjust and refine the concept of the project through feedback from the targets, group representatives answered some questions related to stadium attraction factors and attractive factors within the stadium, in order to realize what features/conditions need to be taken into account to make project implementation more appealing. The analysis of the stadium attraction factors essentially comprises: date and time; weather and price. In parallel, the factors analysed that concern the attraction within the stadium are entertainment moments, interactive activities, television coverage, music presence and potential extra offer.

Stadium Attraction Factors

The date and time of this event are important as it may affect the number of people who decide to participate. Firstly, only dates at the end of the week were discussed for two reasons: the competition where the team is inserted is amateur and the games are usually scheduled for the weekend, with a few exceptions; and because it is assumed that the population usually has more time and emotional availability to join an event of this kind at that very time.

Taking into account that, especially at Carnival time, many are the parties and dinners that take place on Friday and Saturday night, the most suggested date was Saturday evening. (Figure 6.2)

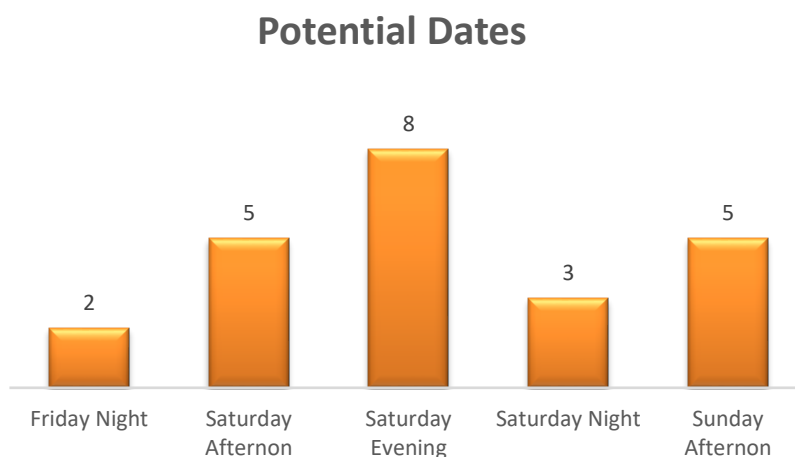


Figure 6.2 - Analysis of the Best Date

One of the factors that, although it cannot be controlled by the sport organization, can be quite decisive is the state of the weather. 80% of the respondents consider that being in bad weather is an impediment to participate in the event. (Figure 6.3)

Is the Bad Weather an Obstacle?

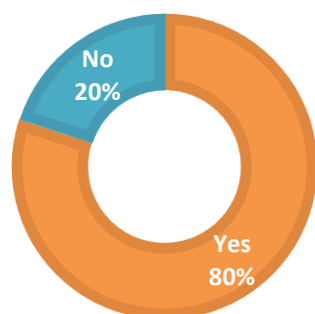


Figure 6.3 - Analysis of the Influence of Climatic Factor

Ticket price is also a sensitive indicator. Carnival groups are used to being asked to energize activities and represent the Torres Vedras Carnival at no cost to them or even with a reward for their presence in these moments. So, the highest percentage points to a maximum price of up to and including 5€. (Figure 6.4)

Maximum Ticket Price

5 - 10€ Up to 5€ 3.5€ 2.5€ Consumption expenditure only

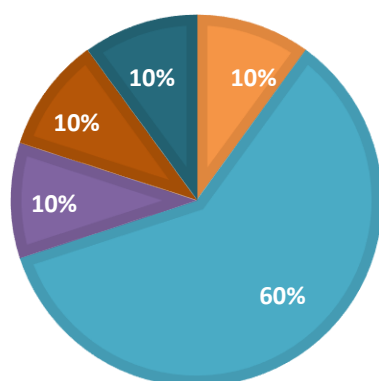


Figure 6.4 - Analysis of Price Factor

Attractive factors within the stadium

Extra activities that may occur during the game, at intermission or at previous moments, such as offers may contribute as attractive factors for spectators.

- 90% of the sample responded that they liked the idea of having a parade, either before the game or at halftime, with signs with the name of the groups (see Appendix N);
- 90% of the sample answered yes when asked if they would like to have television coverage of this event (see Appendix O);
- Four offer options were given to the representatives of the groups to choose the one that would be most valued/appreciated. The answers indicate the importance of having one or more food and beverage service places, being that the drink, more specifically beer, was the most voted offer. (Figure 6.5)
- Regarding the possibility of an interaction moment between members of the groups and the players, such as taking selfies at the end of the game, the answers were all positive.
- As for the presence of one or more local philharmonic bands, the respondents reacted enthusiastically using expressions such as: “cute idea”, “it will be an added value” and “this way the show becomes more appealing and fun”.

What is the Most Appreciate Offer?

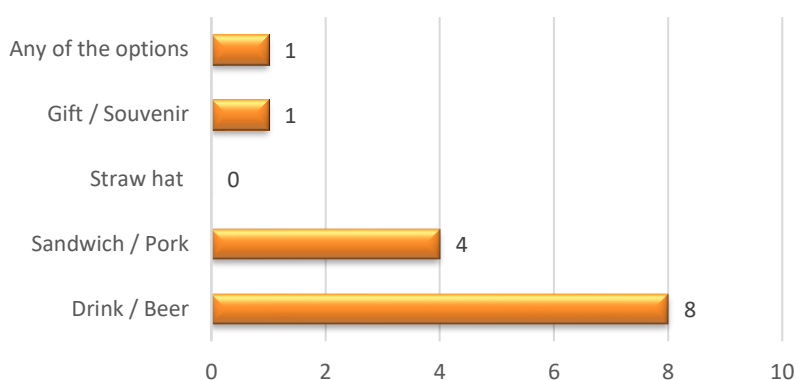


Figura 6.5 - Analysis of the Potential Offer

6.2. High School Students

The vast majority of students associate the event of Torres Vedras Carnival with a moment of great *fun*. Many also associate it with feelings of *joy and happiness*, with a moment of

socializing and sharing with friends. Some typical symbols such as *costumes, music and party atmosphere* are also indicated. On the other hand, they also expressed negative associations such as (alcoholic) drinking and chaos.

Table 6.7 - Summary Table - The Words Most Associated with Torres Vedras Carnival

Words	# of times it was quoted	%
Fun	16	80
Joy/Happiness	9	45
Matrafona	6	30
Music	6	30
Friends	8	40
Costumes	7	35
Sociability	6	30
Chaos	4	20
Drinks	7	35
Dance	3	15
Party	6	30
Crowd	3	15

Note. The selected words have been quoted 3 or more times.

The students were asked to classify the Torres Vedras carnival. An interval scale from -10 to +10 was used, where -10 means “I don't like anything” and +10 means “I like a lot”. In turn, and to help understanding, 0 means “it doesn't matter to me”. The results are presented in the following table.

Drawing a brief conclusion, this event is very appreciated by most students which can be proved by the average of the evaluation (8,35). Only one student gave a negative rating, demonstrating absence of any kind of connection to the festivity, which does not seem to weigh on the overall picture.

Table 6.8 - Students' Torres Vedras Carnival Classification

	-10	-9	-8	-7	-6	-5	-4	-3	-2	-1	0	1	2	3	4	5	6	7	8	9	10	Average
#						1								1		1			2	2	13	8,35
%						5								5		5			10	10	65	

After Torres Vedras Carnival classification assignment, each of the students filled out a table with their participation in the carnival moments of the previous year (2019) and in the current year up to the time of the meeting, as well as those they intend to attend until the official event (assaults). This task was developed to understand their predisposition to participate in carnival moments. The results are presented in the following table. The answers indicate that there are more students who participate in carnival celebrations than those who do not.

Table 6.9 - Students' Participation in the Torres Vedras Carnival Moments in 2019 and 2020

	No		Yes	
	#	%	#	%
2019 – Assaults	7	35	13	65
2019 - Daytime corso	7	35	13	65
2019 – Night corso	6	30	14	70
2020 - Assaults	3	15	17	85

Moving on to the part about the club, by using the same scale than before, the students has assigned a rating to SCUT. As can be seen in Table 6.10, the SCUT does not present a very positive grade in the Torriense student community (average 3.5), what can be a warning signal to the club and a limitation for the project.

Table 6.10 - Students' SCUT Classification

	-10	-9	-8	-7	-6	-5	-4	-3	-2	-1	0	1	2	3	4	5	6	7	8	9	10	Average
#											7	1	1	2	1	2	1	2	1	1	1	3,5
%											35	5	5	10	5	10	5	10	5	5	5	

It was thought important to realize if the students are or have been spectators of any game of the club, to see if there is already a connection demonstrated through attendance behaviours.

Table 6.11 - *Students' Attendance in SCUT Games*

	No		Yes	
	#	%	#	%
Football - Men's Main Team in seasons 18/19 and 19/20	13	65	7	35
Football - Men's Main Team	13	65	7	35
<i>Futsal</i> - Men's Main Team	16	80	4	20
Others	10	50	10	50

There are more students who have never watched matches of the main teams (*futsal* and football) than those who have already (see in Table 6.11). On the other hand, 50% of the students have already watched at least one game of other teams or sports.

The core of the project and promotional action that was to be developed in the schools were explained to students. After that, an attempt was made to register their interest in participating, asking directly if they were willing to appear in the promotional action and if they would like to receive a ticket. The main shared details were:

- Project: Transforming games in festive moments like carnival;
- Promote Action: In a break of the last week of January a small group of SCUT (1 manager + 2/3 players) accompanied by a local radio present the project, take pictures, and offer the invitation pack;
- Invitation pack: Two tickets for two home games, free for masquerades.

Table 6.12 - *Summary Table - Students' Interest and Participation*

		Will you be attending the promote action?	Are you interested in receiving the invitation pack?
		%	%
Madeira Torres	Yes	100	66,6
	No	0	33,3
Henriques Nogueira	Yes	100	81,8
	No	0	18,1
Total	Yes	100	75
	No	0	25

As can be seen in Table 6.12, all students showed interest in being present at the promotional action. On the other hand, not everyone was interested in receiving the ticket. The reason for those who were not interested was that they did not like football. However, in general, the results are positive.

It is important to understand what the students perceive in relation to the project, trying to find factors that can catch their interest or, on the other hand, those that negatively affect their willingness to align. First, they were asked about the best dates and times, if a bad weather as an obstacle and in terms of pricing. Subsequently, an attempt was made to understand their interest in two situations: participation in a parade and television coverage.

Factors attracting to the stadium

- All the students present agreed that Saturday at the end of the day was the best date for the event; 1 student suggested Sunday afternoon because it was traditional;
- Taking into account that the proposed date for the event would have to be at the end of the week, the students rejected Sunday morning and Sunday night;
- They indicated that the rainy weather was an impediment for the attendance to the event;
- The responses regarding the maximum price varied. Some suggested 5€, most indicated 3.5€, and for 2.5€ everyone would be willing to join.

Attractive factors within the stadium

- A parade representing the class or school has been suggested, for example at halftime in the game. In general, the answer was positive. However, they accept the idea better if it is a large group representing the school;
- They were asked what they thought of the event having television coverage and the answers were 100% positive.

CHAPTER 7

Project Testing Implementation

After the fieldwork of this study, the main results of the test were shared with the club. Therefore, based on the results of the study, a few weeks before carnival time the club decided to carry out a kind of stadium assault in two home games (February 1st and February 8th, 2020). It is important to clarify that the implementation of this test was the entire responsibility of the club, whereby the researcher had knowledge and followed some preparations, described below.

A pack of 2 tickets (1 ticket for each game) was created that included the offer of a drink (imperial or water) in each game. This pack was sold for 4 euros, at the club's ticket office, however this would only be valid for people who came to watch the game in costume. This initiative was communicated on the club's social networks (see Appendix Q) and on the *Hora Azul Grená* program, which serves for the club to communicate and share initiatives, information and make their realities known. An internal reinforcement was also made so that all the staff of the club had internal knowledge and shared as well. The club teams were also asked to participate.

Free packs were offered at Madeira Torres and Henriques Nogueira secondary schools. This action was held in class breaks together with the presence of local radio RTV On and some male and female football players from the club, both to energize the moment. Student associations were asked to help communicate the event through their own channels and also publicity flyers were left in the schools.

The carnival groups and associations were notified by email and by phone. For this target a different process was used in which the president or member responsible had to book in advance the number of tickets he wanted to purchase on behalf of the group.

Two local bands were invited to be present before and during the game, articulated with the club's cheerleaders, to give emphasis to the party and Carnival atmosphere. For this, the cheerleaders were informed of the important details of the project and made themselves available to join and help during the event.

On the day of the games, food and beverage services were assured as well as greater logistical support at the entrance of the venue, ticket office and store.

In the Appendix R is possible to see a news item that was published in the newspaper *A bola*, after the first test.

Conclusions

The sports industry has a lot of diversity in its offer, and it also competes with the entertainment industry, which gives rise to many substitute options for sports events. Bearing in mind that game attendance can be a critical revenue for the sports organization (Borland and Macdonald), knowing why consumers attending the games is important for marketers to be able to define an appropriate strategy to promote this supportive behaviour (Hansen & Gauthier, 1989). However, it is not enough to understand the motivations of sports fans, it is necessary to apply an appropriate marketing strategy adapted to actual audience in order to retain spectator and fans but also to potential audience with a view to arouse interest (Samra & Wos, 2014).

In sport scenario, there is a tendency to prioritize the performance and team success over all other aspects (Wiid & Cant, 2015). However, this is an uncontrollable factor for the sports organization triggering the need for clubs to bet on a relational marketing strategy to achieve long-term retention of their consumers. Bee & Kahle (2006:109) indicate that “relationships based on internalization offer the strongest relationship affiliation” and “to achieve internalization, sports organizations must promote values that are similar to their target consumers”, suggesting the creation of common values that connect with their consumer audience. Thus, sports clubs must be able to create a link between their fans, developing and reinforcing a sense of identity and belonging around their community in order to obtain high levels of fans commitment in long-term.

In this sense, SCUT's project seems to meet these insights and may become an example of fan involvement at national and international level. SCUT, due to its location in Torres Vedras, can transfer the festive environment of Torres Vedras Carnival to their home games taking advantage of the popularity of the event and its brand, to get closer to the local community and attract more sympathizers. Furthermore, this way the club can achieve a considerable increase in its revenues and support from other stakeholders.

The concept testing realized in this study was made to evaluate the acceptance of the project and its market potential before its implementation. The test was applied directly to two targets and allowed to figure out under what conditions and what is the best time for this type of event, with the sense of being able to attract as many audiences as possible. Through this research it was possible to conclude:

- 9 out of 10 groups and 95% of the students suggested *Saturday* for this event; Although several groups suggested other days as well, this was the day there was most agreement;
- 8 out of 10 groups and 95% of the students suggested the *end of the afternoon* for a better time to hold this event, although several groups suggested other timings;
- Other days and timings were also suggested that could be evaluated, when there is no possibility to comply with the most voted.
- 8 out of 10 groups and all students put rainy weather as an obstacle to participate in this event; *This vulnerability in relation to climate underlines that weather forecasting thus assumes a decisive role in predicting the numbers of supporters.*
- Students were unanimous in establishing 2.5€ as the maximum price they would be willing to pay; Most groups (60%) agreed on a maximum price of 4€; *It is expected that this indicator will be crucial in future to the spectator decision-making;*
- Most groups (60%) selected *beer* as the offer they most appreciated; this question was not asked to students;

In order to make the event more attractive it was thought about the possibility and interest of the public in integrating some extra activities. It was realized that:

- Parade with plaque, television coverage, selfies with players and presence of philharmonic band (or more than one) *would add value to the event.*

Table 6.13 - Summary Table – Main Conclusions about Concept Testing

Conclusions about stadium assault	Groups	Students
Weekday: <i>Saturday</i>	90%	95%
Daytime: <i>Evening</i>	80%	95%
Rainy weather can be deterrent for:	80%	100%
Maximum ticket price:	5€ - 60%	2,5€ - 100%
Most appreciated offer: <i>Beer (Imperial)</i>	60%	-
Parade with plaque: <i>Yes</i>	90%	100%
Television coverage: <i>Yes</i>	90%	100%
Selfies with players: <i>Yes</i>	100%	100%
Philharmonic Band: <i>Yes</i>	100%	100%

It is believed that if the project is adjusted based on the inputs taken from this study, it will be closer to having satisfactory results. However, the success of a project like this cannot be disassociated from the various integral parts of a marketing strategy. To conclude, there are many other factors that may be relevant in the implementation of this project that have not been taken into account in this study.

Thus, according to Dionísio (2009) the research considers that promotion is a key aspect, highlighting the importance of the club knowing how to communicate the message in an appealing way based on its potential consumers, to be able to captivate the public.

It is also suggested that the entire internal structure of the club be involved in the project so that all of its staff can play a key role by participating and acting as influencers.

At last, it is believed that the success of the project will depend primarily on the alignment between the club's vision and the project's vision, the direction and its partners, and the club's ability to mobilize the public overtime.

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Appendixes

Appendix A- *Torres Vedras Carnival Numbers*

Visitors	About half a million
School Corso	72 education establishments 6300 children and young people Approximately 1000 teachers and assistants
<i>Baile Máscaras Tradição</i>- Households	More than 1000 seniors
Masquerade Groups Competition	38 masquerade groups Around 2000 participants

Source. Adapted from Carnaval de Torres Vedras (<https://carnavaldetorres.com/destaques/277>)

Appendix A- Main Interviews Details

Groups	Interview Date	Respondent	Interview made by:
Fidalgos	15/12/2019	Nuno	Pedro Dionísio, Pedro Adam e Jéssica Melo
Ministros e Matrafonas	15/12/2019	Júlio Martins	Pedro Dionísio, Pedro Adam e Jéssica Melo
Lumbias	31/12/2019	Ricardo Silva	Jéssica Melo
Real Confraria	31/12/2019	António Ventura	Jéssica Melo
Casalinhos	10/01/2020	Élia Roque, Helena Carregueiro e Raquel Roque	Jéssica Melo
SacÁdegas	10/01/2020	Vanda Dias e Margarida Ferreira	Jéssica Melo
Flauzinas	15/01/2020	Jorge Baptista	Jéssica Melo
Os Bochas	16/01/2020	Sandro Anjos	Jéssica Melo
Marias Cachuchas	17/01/2020	Sara Silvestre e Paula Pires	Jéssica Melo
As Madres Gordas	20/01/2020	Inês Pereira	Jéssica Melo

Appendix C – Interview Script: Groups of Torres Vedras Carnival

Reunião com: _____ **Contacto:**

Grupo: _____ **Data** / /

Entrevistado por: _____

A – Sentido de Comunidade

A1 – A que é que atribui maior relevância:

- a) O Carnaval de Torres e todos os participantes;
- b) Os grupos organizados
- c) O seu grupo

A2 – Génese do seu Grupo

- a) Grupo formal (associação registada) ou informal? Quando se constituiu?
- b) Quantas pessoas de início?
- c) Quantas pessoas atualmente?
- d) Perfil das pessoas? (idades, géneros, ocupações profissionais)
- e) Existe um núcleo duro que se mantém? Quais os motivos de permanência?

A3 – Organização do Grupo

- a) O Grupo tem direção? Quantos membros?
- b) Como decidem a que assaltos vão (a partir de quando)? E fatos que utilizam?

A4 – Relação com novas gerações e com grupos informais

- a) O que fazem os vossos filhos/ os mais novos no Carnaval?
- b) Há grupos de jovens? Se sim a partir de que idades?
- c) Há passagem de grupos formais a informais e vice-versa?
- d) Quais os critérios que podem ser preponderantes para novos membros na escolha de um grupo?
 - a. Localização
 - b. Características do grupo,
 - c. Proximidade/relacionamento com algum membro,
 - d. Outro(s). Quais?

B- Reconhecimento Social

B1 – Como são vistos dentro do grupo? Quem são os mais bem vistos:

- a) Os que não falham nenhum assalto?
- b) Os que ficam até mais tarde?

c) Os que são mais divertidos?

d) Os que estão melhor trajados?

B2 - Como são vistos junto de **familiares e amigos** que não fazem parte de nenhum grupo?

B3 - Como são vistos junto da **comunidade Torreense** que não faz parte de nenhum grupo?

B4 - Como são vistos junto de colegas de trabalho ou amigos que **não vivem na região**?

C – Rivalidade no Carnaval

C1 – Quantidade de grupos de Carnaval:

a) Quantos grupos formais pensa que existem? E informais?

b) E em média com quantas pessoas?

c) E em janeiro/fevereiro quantas pessoas vão aos assaltos?

C2 – Existe rivalidade com outros carnavais? Se sim quais?

C3 – Existe rivalidade com outros grupos de T. Vedras? Se sim, em que consiste?

D – Símbolos carnavalescos

D1- Quais os principais símbolos do espírito de Carnaval:

a) Vestido a rigor?

b) Vestido ridículo (ex: matrafona)?

c) Divertido (cantar/dançar)?

d) Tema/decoração do grupo?

e) Outros? Quais?

D2 – Existe 1 canção de Carnaval que seja cantada nos assaltos/corsos? Os grupos costumam ter canções próprias?

E – Rituais e Tradições

E1 – Assaltos quando começam e até quando vão?

E2 – Dias e horas dos assaltos?

E3 – Do grupo, quem vai aos assaltos?

E4 – Como vão vestidos aos assaltos? (fato ano anterior?)

E5 – Vão a Lisboa no comboio? Se sim quantos?

E6 – Gostam de saber que o Carnaval de T Vedras é 1 atração na Tv.

F – Imagem do Torreense

F1 – Quais as associações positivas (ideias) que ligam ao Torreense?

F2 - Quais as associações negativas (ideias) que ligam ao Torreense?

F3 - O que pensa da claqué? Têm uma boa relação?

Apresentar o Projeto

G – Fatores de atração ao Estádio

G1 – Qual o melhor dia da semana e hora para fazerem 1 assalto ao Estádio?

G2 – Quais os dias e horas verdadeiramente impeditivos de irem fazer 1 assalto ao Estádio?

G3 – O estado de tempo (frio e chuva é impeditivo)?

G4 – Qual o preço de bilhete máximo?

H – Fatores atrativos dentro do Estádio

H1 – Gostariam de desfilar antes de começar ou no intervalo, com placa com nome do grupo?

H2 – Gostariam de ter cobertura televisiva?

H3 – Gostariam de tirar foto (selfies com jogadores)?

H4 – Qual seria a oferta mais apreciada:

a) Imperial

b) Bifana

c) Chapéu de palha

H5 – O que acha da ideia de ter uma banda filarmónica a animar o ambiente do estádio?

Appendix D – Interview Script: Directors of Torres Vedras High Schools / School Corso

Reunião com: _____ **Contacto:**

Escola: _____ **Data** / /

Entrevistado por: _____

A – Sentido de Comunidade

A1 – A que é que atribui maior relevância:

- d) O Carnaval de Torres e todos os participantes;
- e) O curso escolar
- f) A participação da sua escola

A2 – Génese do seu Grupo

- f) Quantas turmas da sua escola participam no curso escolar?
- g) Quantas pessoas da sua escola (no total) participam no curso escolar?
- h) Perfil? (idades, géneros)

A3 – Organização do Grupo

- c) Quem organiza a participação da escola?
- d) Quem organiza as turmas?
- e) Como são feitos os fatos?

B- Reconhecimento Social

B1 – Quem são as escolas mais bem vistas:

- a) As que têm mais elementos?
- c) As que são mais divertidos?
- d) As que estão melhor trajados?

B2 - Como é a reação e a participação de familiares e amigos?

B3 - Como é a adesão da comunidade Torreense?

B4 - Como é visto pela comunidade que não vive na região?

C – Rivalidade no Curso Escolar de Carnaval

C1 – Quantidade no curso escolar:

- d) Quantas escolas? Quantas turmas por escolas?
- e) E em média quantas pessoas por escola?
- f) Quantas pessoas no total a desfilar?

C3 – Existe rivalidade com outras escolas de T. Vedras? Se sim, em que consiste?

D – Símbolos carnavalescos

D1- Quais os principais símbolos do espírito de Carnaval durante o Corso Escolar:

- f) Vestido a rigor?
- g) Vestido ridículo (ex: matrafona)?
- h) Divertido (cantar/dançar)?
- i) Tema/decoração do grupo?
- j) Outras? Quais?

D2 – Existe 1 canção de Carnaval que seja cantada durante o corso? As escolas costumam ter canções próprias?

E – Rituais e Tradições

E1 – Quando começam a preparação? Como fazem a preparação dos fatos e com base no que?

E2 – Costumam fazer algum ensaio antes do corso?

E3 – Participam ou organizam mais algum evento/ momento Carnavalesco?

E6 – Gostam de saber que o Carnaval de T. Vedras e o Corso Escolar é 1 atração na Tv?

F – Abertura em relação ao Torreense e ao projeto

F1 - Como é a relação institucional da escola com o Torreense?

F2 - Que percepção têm da relação da comunidade escolar com o Torreense?

Apresentar o Projeto

Há possibilidade de realizar uma reunião com uma dezena de alunos de cerca de 1 hora após as aulas na 1ª semana de janeiro, para apresentar o Projeto e registar as suas reações ao mesmo?

Há também a possibilidade de num intervalo de 20 minutos na última semana de janeiro vir à Escola um pequeno grupo do Torreense (ex: 1 dirigente e 2 ou 3 jogadores) com rádio local e apresentar o Projeto, tirar fotos e oferecer convites para o jogo de dia 1 de fevereiro?

G – Fatores de atração ao Estádio

G1 – Na sua opinião, qual o melhor dia da semana e hora para fazerem 1 desfile no Estádio?

G2 – Na sua opinião, quais os dias e horas verdadeiramente impeditivos de irem fazer 1 desfile ao Estádio?

G3 – Na sua opinião, o estado de tempo (frio e chuva é impeditivo)?

H – Fatores atrativos dentro do Estádio

H1 – Gostariam de desfilar antes de começar ou no intervalo, com placa com nome da escola?

H2 – Gostariam de ter cobertura televisiva?

Appendix E – Focus Group Script: High School Students of Torres Vedras

Animada por: _____

Escola: _____ Data / /

No âmbito de uma tese de mestrado sobre o Carnaval em Torres Vedras e o TORREENSE, participando nesta reunião. A sua informação será tratada no âmbito deste estudo. Agradecemos desde já a sua colaboração.

Objetivo do Focus Group: Identificar a vossa opinião sobre Carnaval em Torres Vedras e o TORREENSE (SCUT).

Perfil do Focus Group: Um conjunto de estudantes de diferentes idades e áreas de estudo

Duração: 1h

Passo 1 - Preparação do ambiente: *layout*, decoração, materiais a utilizar na sessão (nomeadamente gravador, folhas, material de escrita).

Passo 2 - Realização Focus Group

Introdução:

- Apresentação e identificação da equipa de investigadores; identificação dos objetivos do estudo;
- Apresentação e identificação dos participantes (nome, área de estudo e idade).
- Indicar que não há opiniões certas ou erradas.

Questões introdutórias (entregando folhas para cada aluno preencher à medida que é feita cada pergunta):

1 – (É pretendido identificar as vossas associações com o Carnaval de Torres Vedras) Quais as 6 palavras que associa mais espontaneamente ao Carnaval de Torres Vedras (substantivos ou adjetivos)?

2 – Como classifica o Carnaval de Torres Vedras de -10 a + 10?

3 – Como foi a vossa participação no Carnaval de 2019 e 2020?

4 - (É pretendido identificar as vossas associações com o Carnaval de Torres Vedras) Quais as 6 palavras que associa mais espontaneamente ao Torreense (substantivos ou adjetivos)??

5 – Como classifica o Torreense de -10 a + 10?

6 – Como foi a vossa participação em jogos do Torreense?

B - Apresentar o Projeto

O Torreense pretende transformar os jogos em momentos festivos, a exemplo do Carnaval de Torres Vedras.

Ação a concretizar: Num intervalo de 20 minutos na última semana de janeiro vir à Escola um pequeno grupo do Torrense (ex: 1 dirigente e 2 ou 3 jogadores) com rádio local e apresentar o Projeto, tirar fotos e oferecer convites para o jogo de dia 1 de fevereiro.

B1 -Virão assistir?

Realçar que a ideia é os convites só serem válidos para estudantes que se apresentem mascarados no dia do evento.

B2 - Têm interesse em receber o convite?

C – Fatores de atração ao Estádio

C1 – Na sua opinião, qual o melhor dia da semana e hora para ir assistir a jogos no Estádio?

C2 – Na sua opinião, quais os dias e horas verdadeiramente impeditivos de ir ao Estádio?

C3 – Na sua opinião, o estado de tempo (frio e chuva é impeditivo)?

C4 – Sabendo que não será possível todas as semanas oferecer convites, qual o preço máximo, que estariam dispostos a pagar por jogo no futuro?

D – Fatores atrativos dentro do Estádio

D1 – Gostariam de desfilar antes de começar ou no intervalo, com uma placa a identificar a vossa escola?

D2 – Gostariam que o evento tivesse cobertura televisiva?

Appendix F- Focus Group Sample

School	Gender		School Year			Field of Study					
	Male	Female	10°	11°	12°	Science and Technology	Languages and Humanities	Socioeconomic Sciences	Childhood Support	Electronic and Computers	Sports
Madeira Torres	2	7	1	4	4	4	1	2	1	1	0
Henriques Nogueira	5	6	4	7	0	3	4	0	0	0	4
Total n= 20	7	13	5	11	4	7	5	2	1	1	4

Appendix G- Carnival Groups Data Analysis

Grupo	SENTIDO DE COMUNIDADE										RECONHECIMENTO SOCIAL				RIVALIDADE NO CARNAVAL							
	A1	A2-a)	A2-b)	A2-c)	A2-d)	A2-e)	A3-a)	A3-b)	A4-a)	A4-b)	A4-c)	A4-d)	B1	B2	B3	B4	C1-a)	C1-b)	C1-c)	C2	C3	
Fidalgos	a)	2007; Associação registrada em 2017	22	Seiscentos-27; obituário Filho-40	>35anos, não homens	Sim, Amizade	Dirigido - 5, Corpo Social- 9	A partir de Fevereiro vão a todos	Acompanham nos desfiles diários e abrigam a chegada de reis	Sim, outros grupos	Informal -> formal (pouco comum)	Adidos; Grupo amigos; Cultúrida, etc, etc	c)	Admirsão o positivo	Valorização, admirsão	Carolidade, gosto após conhecer se não identificação c/ o espírito		50-100 mil	Não	Competição c/ prêmios simbólicos		
Ministros e Matrafonas	a)	>100 anos; Associação registrada 3 maio de 20 anos	40/50	60 vitros (80 total)	Todos os garçons, 20 homens	Sim	Dirigido - 15, Corpo Social- 30	Discordo em direção, a partir de final de Janeiro e é decidido para oitocentos dias. Fatos de corte real, não costumam ultrapassar mais	Um fazem parte do grupo, outros não		c)	+ participativos e + valores	Apreciação e respeito	Apreciação e respeito	Carolidade, admirsão, admirsão			Não, Carnaval veloz	Não é vital			
Lumbias	a)	1938; Associação registrada em 2005	42	100	Todos os garçons, 20 homens	Sim	Dirigido - 5, Corpo Social- 11	Núcleo de bombeiros, grupo de amigos / familiares	Início de Janeiro, foto alatório	Vão entrando no grupo	Ver Follas (de trabalho)	a) e c)	Mis de tudo	Valoriza o, admirsão	Reconheco e valorizo os bombeiros, foodbuds positivos	Carolidade e vontade de experimentar	6 associações, 140 grupos	médios 50 p/ grupo	Milhares de pessoas	Não	Não, mas há comentários de que grupos tem + privilégios que outros	
Real Confraria	a)	Anho em a Comissão de Carnaval (grupo informal). Associação registrada em 2005	15	40 vitros (80 total)	>18 anos	Sim, por gosto e amizade	Dirigido - 7, Corpo Social- 13	Acadê próprio - normalmente uma semana antes (librada), cada um escolhe a foto	Particam a outros grupos		Informal -> formal mas raro	c)	Os que trabalham mais e f. ficam algo de voluntariado pelo Carnaval	Bom visto positivamente	Reconheco e valorizo os	Admirsão	Admirsão	6 associações, 42 grupos	Total membros grupos = 44, 3000	Milhares de pessoas	Não	Melhor foto - grupos mascarados
Casalinhos (Élia Roque)	b)	Informal, 2001	103	50	Todos	Por gosto e amizade	Não 2 pessoas + vitros	Não vão em grupo. Mas alguns pastores do grupo costumam ir e escolhem um foto alatório	Acompanham		c)	a) Os + participativos	Com agrado	Grupo sente um impacto e reconhecimento positivo	Depende: Um não estudam, outros tem carolidade e quando experimentam ruidam-iz				Não	Competição zueira		

SÍMBOLOS CARNAVALESÇOS			RITUAIS E TRADIÇÕES						IMAGEM TORREENSE			FATORES ATRAÇÃO AO ESTÁDIO				ATORES ATRATIVOS DENTRO DO ESTÁDIO					OBS
Grupo	D1	D2	E1	E2	E3	E4	E5	E6	F1	F2	F3	G1	G2	G3	G4	H1	H2	H3	H4	H5	
Fidalgos	a) caso específico b) caso geral	Samba da matrafona; Músicas típicas de Carnaval	Janeiro a 1 semana antes do Carnaval	Sábado depois do jantar				-- 10, 11 limitado p/ grupo	Importância histórica; Ambiente do festival	Problemas e afastamento do passado	Sim	Sib 18A/17H/18M/19N	Domingo	Pode influenciar mas é impeditivo	5-10l	Sim	Sim	Sim	1- Imperial, 2- bifas	+ mais (Trio clássico)	Tím tarda fira
Ministros e Matrafonas	a) Tudo. Liberdade de expressão	Samba da matrafona; Músicas típicas de Carnaval		Sib final tarde de noite	20/30	traje de gala	40/50	Sim	Asignamto no pavilhão jogo em casa mas mascarado e disciplinar	Nada de relevante	Sim	Sib 18M/19N/20N		Não	Habitos dos a tori recompensa. Preço simbólico o até 5l	Sim	Sim	Sim	1- Imperial, 2- bifas	Trio clássico, bandos ritmóicos	Chamada de atenção para grupos mascarados
Lumbias	Tudo. Liberdade de expressão	"É a boa", Músicas de Carnaval	Janeiro	Sábado antes do jantar	Núcleo duro, 20/30	Cada um escolhe com opção de fator selector	Sim, 15/20	Sim	Divulgação da cidade, investimento em jovens e novas modalidades	Afastamento da comunidade no passado	Sim	Sib 18M/19N/20N	Domingo	Só se tiver mesmo mo até 5l	Sim	Sim	Sim	Imperial	Bos idios		
Real Confraria	b)	Samba da matrafona; Músicas típicas de Carnaval	Mêz de Janeiro	Suato e sib depois do jantar	Juntas-as expostas amais pequeno grupo	Cada um escolhe	40	Sim	Chave de Terra, postagem de bone pagadora. Ambiente do festival	Mi gosto no passado	Sim	Suato e sábado se final de dia se noite	Durante a semana e no domingo	Fera da época Carnaval	Agora valor da disputa de corom o	Sim, mas se máscara do grupo não de todos	Sim, positivo para todos	Qualquer opção	1- Imperial, 2- bifas	Bos idios	Tím muita visibilidade, fira do Carnaval
Casalinhos (Élia Roque)	d) pura grupo e e) mix de tudo no geral	Samba da matrafona; Músicas típicas de Carnaval	Fevereiro	Suato e sib depois do jantar		À escola de cada um	10	Sim	Éis organizas a 1ª etapa (transmissão); boa relação entre clubes (GDR Casalelancas)	Nada de relevante	Sim	Sib e domingo a tarde	Durante a semana e de noite	Pode influenciar	até 5l	Sim, mas se máscara do grupo não de todos	Sim, positivo para todos	Qualquer opção	Bos idios	Tím muito trabalho quando se apresenta o Carnaval. Seguram bandos como Orgas, Pontorlecas, Toca Arrufar	

	SENTIDO DE COMUNIDADE												RECONHECIMENTO SOCIAL				RIVALIDADE NO CARNAVAL				
Grupo	A1	A2-a)	A2-b)	A2-c)	A2-d)	A2-e)	A3-a)	A3-b)	A4-a)	A4-b)	A4-c)	A4-d)	B1	B2	B3	B4	C1-a)	C1-b)	C1-c)	C2	C3
SacAdegas	a)	1 Dia 2015; Associação registrada a Maio 2018	6	47 (11 crianças)	Todos os garçons, maioria mulheres	Grupo recente	2- direção; 9- corpos sociais	2 sorralhos oficiais (traje oficial). Presença sorralhos em todos os outros sorralhos (exceto 5 sorralhos que não para todos)	Integram o grupo (SacAdidas)	N6o é so Follas	c) 1 ano de "teste"	a) e b)	Muito bom e c/ orgulho	Muito bom e c/ orgulho	Carolidade e vontade de experimentar, admirsão positiva	6 formais, muitos informais	N6o	os garçons, entre os grupos	Milhares de pessoas	N6o	N6o
Flauzinas	a)	TRADIÇÃO Informal, 1931	6	28 (bela nos 20 membros)	Sim, todos os idios e ocupações	Sim, Quem entra novo tem de ficar 1 ano si experincia	N6o, mas existem 5 alunos do efeito duro que sorvem si responsabilid e	S6o sorralhos por discursos, bair e lanch logo a meio de Janeiro. Escolhem fator de matrafona e alatoramente	Integram o grupo, não podem andar sozinho		b) e c)	a) Todos	Admirsão o positivo e admirsão	Muita admirsão e fascinação após conhecer o	Respeito e interage	Muita admirsão e fascinação após conhecer o				N6o	N6o, competição zueira
Os Bochas	a)	Informal, 2006	9	50	Grupo variado porque se foi juntado 12 grupos	Por gosto e por responsabilid e	N6o, mas existem 5 alunos do efeito duro que sorvem si responsabilid e	Alguns alunos do grupo vão, 1 meli antes. Fatos de uso sorralhos	Integram o grupo desde pequenos		c)	a) Participativos e que sorvem a responsabilidade	Agracia e admirsão	Visto como representante do Sobreiro Carro, O grupo é agredido	Percorrem e gostam do espírito		2000 a tal de pessoas a deitar	Carnaval	N6o	Sim, mas zueira	
As Marias Cachuchas	a)	Associação, 2011	25	10/60	Sim, mas poucos de alguns caíram por queimada da vida.	Amor é "Amor é"	Sim, 5. Corpos sociais - 11	Acadê próprio oficial - grupo recente e vestem traje oficial. As rotinas sorralhos são individualmente mas acontecem sempre	Integram o grupo logo desde que pequenos, se não logo que nascem		b) e c)	a) Participam em tudo	Agracia	Reconheco, a agredida a idios de bomaguar uma figura de Terra Vedras; Abordagem positiva	Admirsão e respeito	Admirsão e respeito	8 associações	Muito gosto de fora	N6o, identidade éica - naturalidade	N6o, competição zueira	Existem alguns por imitação de máscara
As Madres Gordas	a)	Informal, 1935	10	10-40	Sim, amizade	N6o, existe 1 pessoa que organiza tudo	N6o têm por hábito e	Corso diário de			c)	fulham um tempo de organização	admirsão	Reconheco, admirsão e admirsão com o grupo	Admirsão e respeito	Admirsão e respeito				N6o	

Grupo	SÍMBOLOS CARNAVALESCOS		RITUAIS E TRADIÇÕES						IMAGEM TORREENSE			FATORES ATRAÇÃO AO ESTÁDIO				FATORES ATRATIVOS DENTRO DO ESTÁDIO					OBS
	D1	D2	E1	E2	E3	E4	E5	E6	F1	F2	F3	G1	G2	G3	G4	H1	H2	H3	H4	H5	
SacAdegas	c) Tudo	"Das fadas". Tem uma música original não registrada. Músicas típicas do Carnaval	Oficial: 1 e 6 Fer (em bar específico e oficial). Sábados depois do jantar	Todos, exceto crianças	traje oficial ou accorário é acolha igual para todos	15	Sim		Pouco conhecimento, mas associada ao Futebol e Atlético. Hoje em dia só Futsal	Mi gente no passado	Pouco conhecimento. Podiam ser mais	6ª à noite, 1ª e 2ª domingo à tarde	2ª - 5ª			Grátis até aos 12 anos. 3,50	Sim	Sim	Sim	Bubido	Muito agradado e interesse em participar. Vontade de ver iniciativas a acontecer e poderem captar atenção para as condições (transporte e logísticas)
Flautinas	c) Liras, esportivo, mas de símbolos	Têm um netfio próprio e original do grupo	Meio de Janeiro até ao Carnaval	6ª e 5ª à noite: grupo	50% do grupo	Escolha de fado/ acorção matutinos	Sim, 15	Sim	2ª e Domingo de Carnaval e Torrecas ganha sempre. Hoje em tempos mascarados e promessa de saída no cortejo (2019 saas)	Nada de relevante	Coqueco e fim festividade positivos	5ª à tarde (mais ao fim do dia)	2ª - 5ª	Não	50	Sim	Sim	Sim	d) Brinde simbólico para registar o momento	Bou idola	Idola de haude conjunto. Fazem 1 jantar por mês para registar delado para o carnaval do Carnaval (tudo pago)
Os Bochas	c) e j) se ao encontro das tabas da sociedade	Samba da matutinos. Músicas típicas do Carnaval	3 semanas antes (avergação do movimento) até ao Carnaval	Sábado à noite	Núcleo duro	Fatoz de saas anteriores	Não, por falta de tempo	Sim	Clube que representa a Cidade. Reforça quando estava na 1ª divisão. Vitoria sobre o Porto, formação de jorcas, esletino, dinâmico em atividades	Divisão inferior e pouco projeção hoje em dia	Não conhece	porque há muita gente que trabalha no Sábado. Sábado à tarde (depois de almoço ou fim do dia)	2ª-5ª, Domingo de manhã e noite	Os dois, mais a chers	até 50	Sim	Sim	Sim	a) e b)	Idola gira	
As Marias Cachuchas	c) Mi de tudo	Típico do Carnaval matutinos; Músicas típicas do Carnaval	A partir da aversão do movimento	Sáb a partir das 20h e jantar jantar e rugem	Masoz de mtrida	Traj oficial ou de forma selectiva e individual	Sim, 20	Sim, mas notam escuro de poutar notam com que fim consegue	Jogadores específicos, vitória sobre o Porto, P diviso; Notou-se a aporia ao mês, mais conhecimento da comunidade	Perdeu-se a cultura desportiva (desligar da comunidade) ligação c/ a comunidade torricas	Sim conhecimento	Domingo à tarde por tradição, sábado depois do almoço	2-6ª horário de trabalho, fés, manhã, domingo à noite	Depois do jogo e do interesse de cada um, mas pode influenciar	5	Sim	Sim	Sim	s)	Toma-se mais apelativo e salmado	
As Madres Gordas	b) e c)		Logo a registar ao Natal	Sábado a partir das 22h	último		Não	Não	Formação de jorcas		Sim conhecimento	Domingo depois do almoço	2-6ª horário de trabalho, fés, manhã,	A chers pode afetar	2,50	Não	Sim	Sim	s)	Gorham	

Appendix H – Directors of School Data Analysis

Escola	SENTIDO DE COMUNIDADE							RECONHECIMENTO SOCIAL				RIVALIDADE NO CARNAVAL				SÍMBOLOS CARNAVALESCOS		RITUAIS E TRADIÇÕES			
	A1	A2-a)	A2-b)	A2-c)	A3-a)	A3-b)	A3-c)	B1	B2	B3	B4	C1-a)	C1-b)	C1-c)	C2	D1	D2	E1	E2	E3	E4
Henriques Nogueira - Dra. Maria Conceição Medeiros		1º ciclo e pré-escolar	400/500	1º ciclo e pré-escolar. Participação pontual de 2º e 3º ciclo	Camãra (Promotorres) e professores	Professores			Boa adesão	Positiva, muita gente a ver	Nula ou pouca expressão				Saudável, escolha do melhor fato	Não. Os cabeçudos acompanham o desfile e existe música ambiente de Carnaval		Dezembro/ano	Não	Não, mas é da autoria de cada escola decidir fazer atividades internas	Sim
Madeira Torres - Dra. Rita Sammer		5ª e 6ª ano	800	7ª e 8ª não desfilam; 9ª ao 12ª ano não fazem parte															5ª antes é dia de Carnaval: Sketchs humorísticos (presença dos Reis)		Sim

Escola	IMAGEM TORREENSE				FATORES ATRAÇÃO AO ESTÁDIO				FATORES ATRATIVOS DENTRO DO ESTÁDIO					OBS
	F1	F2	F3	F4	G1	G2	G3	G4	H1	H2	H3	H4	H5	
Henriques Nogueira - Dra. Maria Conceição Medeiros	Espirito de colaboração mas não existe nenhuma relação estabelecida	n.a	15/16 Janeiro	10h20 (15 mins)										
Madeira Torres - Dra. Rita Sammer	Ligação estruturada, excelente relação - existência de um protocolo		Tratar c/ AE	Validado. AE e rádio escolar. 10h20-10h40										Reunião curta, só registado o essencial. Escola fundadora do curso à mais de 30 anos. Disponibilidade de docs.

Appendix I- Madeira Torres Focus Group Data Analysis

Alunos	1. Associações com o Carnaval TV						2. Classificar o Carnaval TV	3. Participação no Carnaval TV 2019 e 2020			
	1.1	1.2	1.3	1.4	1.5	1.6		3.1 Assaltos 2019	3.2 Corso diurno 2019	3.3 Corso noturno 2019	3.4 Assaltos 2020
Martim	Folia	Alegria	Liberdade	Risos	Excessos	Monumento	10	Todos (5)	Sim	Sim	4
Carolina	Diversão	Máscara	Noite	Folia	Política	Amigos	10	Todos (5)	Não	Sim	Quase todos (3)
Mariana	Matrafonas	Diversão	Máscara	O melhor Carnaval	Multidão	Crítica social	10	Não (0)	Não	Não	2
Matilde	Diversão	Música	Amigos	Matrafonas	Confusão		10	2	Sim	Não	2
Maria	Diversão	Amigos	Felicidade	Matrafonas			10	2	Não	Sim	2
Ana	Amigos	Música	Multidão	Barulho	Felicidade	Matrafonas	10	4	Sim	Sim	1
Maria do Carmo	Diversão	Disfarces	Fantasia	Música	Noite	Bebida	10	Todos (5)	Sim	Sim	Todos a partir de 18/01 (5)
Afonso	Diversão	Loucura	Máscara	Fantasia	Festa	Cores	-5	Não (0)	Não	Não	Não (0)
Margarida	Diversão	Alegria	Amigos	Disfarces	Túnel	Convivência	10	Todos (5)	Sim	Sim	Todos a partir de 18/01 (5)

Alunos	4. Associações com o Torreense						5. Classificar o Torreense	6. Assistência jogos Torreense			
	4.1	4.2	4.3	4.4	4.5	4.6		6.1	6.2	6.3	6.4
Martim	Futebol	Rapazes	Desporto	Torres Vedras	Emoção	Orgulho	2	Não (0)	Não (0)	Não (0)	Não (0)
Carolina	Amigos	Equipa	Rivalidade	Futebol	Desporto	Cidade	0	Não (0)	Não (0)	Não (0)	1
Mariana	Desporto	Futebol	Betos				7	Não (0)	Não (0)	Não (0)	Não (0)
Matilde	Desporto						0	Não (0)	Não (0)	Não (0)	Não (0)
Maria	Desconhecido						0	Não (0)	Não (0)	Não (0)	Não (0)
Ana	Futebol	Bola	Equipa				0	Não (0)	Não (0)	Não (0)	Não (0)
Maria do Carmo	Equipa	Rivalidade	Convivência	Claque	Cânticos		0	Não (0)	Não (0)	1	2
Afonso	Futebol	Futsal	Espetáculo	Adeptos	Desporto	Clube centenário	3	Bastantes (20)	Bastantes (20)	4 ou 5	Vários das camadas jovens (10)
Margarida	Bola	Convivência	Nervos	União	Torreenses		5	2	1	Não (0)	Não (0)

PROJETO		FATORES ATRAÇÃO AO ESTÁDIO				FATORES ATRATIVOS DENTRO DO ESTÁDIO		OBS
B1	B2	C1	C2	C3	C4	D1	D2	
Os alunos tendem a assistir a apresentações e mostraram interesse	Apenas 3 pessoas responderam que não por desinteresse c/ clube e futebol	Sáb. á tarde (+ fim tarde); 1 pessoa indicou domingo á tarde	Domingo de manhã e á noite	Chuva	5€; a maioria indicou 3,5€; unanimidade no 2,5€	Alguma indecisão mas tendência para o SIM	Sim	Preferem bilhetes a vulto.

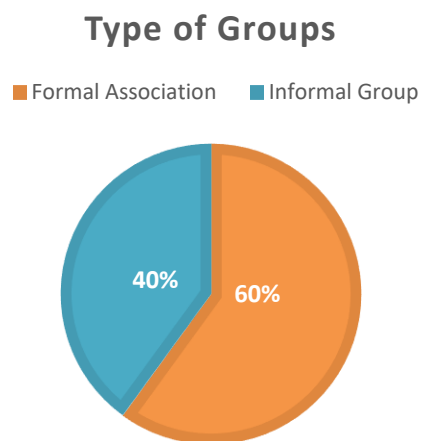
Appendix J- Henriques Nogueira Focus Group Data Analysis

Alunos	1. Associações com o Carnaval TV						2. Classificar o Carnaval TV	3. Participação no Carnaval TV 2019 e 2020			
	1.1	1.2	1.3	1.4	1.5	1.6		3.1 Assaltos 2019	3.2 Corso diurno 2019	3.3 Corso noturno 2019	3.4 Assaltos 2020
Frederico	Diversão	Alegria	Folia	O melhor Carnaval	Matrafonas	Carros alegóricos	10	2	Sim	Sim	Pretende ir a 2/3
Luís	Diversão	União	Disfarces	Liberdade	Multidão		8	Não (0)	Não	Não	Pretender ir a 1/2
José	Alegria	Convivência	Bebida	Confusão	Droga	Estrangeiros	10	Todos (5)	Não	Sim	Todos (5)
Sónia	Diversão	Amigos	Disfarces	Festa	Bebida	Carros alegóricos	9	1	Sim	Sim	Pretende ir a 2/3
Catarina	Diversão	Amigos	Bebida	Convivência	Festa		9	2	Sim	Sim	Pretende ir a 2/3
Francisca	Alegria	Bebida	Música	Dança	Diversão	Cansaço	5	Não (0)	Sim	Sim	Não (0)
Joana	Música	Diversão	Confusão	Alegria	Matrafonas	Festa	10	Não (0)	Sim	Sim	Pretende ir a 2/3
Iara	Alegria	Diversão	Dança	Matrafonas	Confusão	Convivência	10	3	Sim	Sim	Pretende ir a 2/3
Miguel	Excessos	Convivência	Festa	Fantasia	Vícios	Bebida	3	Não (0)	Não	Não	Não (0)
André	Diversão	Criatividade	Bebida	Convivência	Atrativo	União	8	2	Sim	Sim	Pretende ir a 2/3
Beatriz	Música	Diversão	Criatividade	Amigos	Festa	Dança	10	Não (0)	Sim	Não	3

Alunos	4. Associações com o Torreense						5. Classificar o Torreense	6. Assistência jogos Torreense			
	4.1	4.2	4.3	4.4	4.5	4.6		6.1	6.2	6.3	6.4
Frederico	União	Desporto	Representação do Oeste	Formação	3º divisão	Futebol	6	10	Sim	Não (0)	Muitos (15)
Luís	Modalidades desportivas	União	Diversão	Respeito	Apoio	Alegria	9	2	Não (0)	Não (0)	1
José	Competição	Classificação	União	Bons atletas	Confusão	Antigo	10	1	1	1	1
Sónia	União	Convivência	Máscaras	Diversão	Alegria	Desporto	1	Não (0)	1	Não (0)	Não (0)
Catarina	Desporto	Convivência	Competição	Amigos	Rapazes	Jogos	0	Não (0)	Não (0)	Não (0)	Não (0)
Francisca	União	Competição	Amigos	Dedicação	Convivência	Trabalho	0	Não (0)	Não (0)	Não (0)	Não (0)
Joana	União	Convivência	Inter-ajuda	Competição	Desporto	Esforço	5	Não (0)	Não (0)	Não (0)	Não (0)
Iara	União	Orgulho	Força	Família	Desporto	História	4	Não (0)	Não (0)	Não (0)	2
Miguel	União	Família	Clube da Cidade	História	Desporto	Adeptos	8	18	4	Não (0)	4
André	Orgulho	União	Patriota	Centenário	Alusivo	Organizado	7	5	2	7	6
Beatriz	Desporto	Convivência	Amigos	Colaboração			3	Não (0)	Não (0)	Não (0)	1

PROJETO		FATORES ATRAÇÃO AO ESTÁDIO				FATORES ATRATIVOS DENTRO DO ESTÁDIO		OBS
B1	B2	C1	C2	C3	C4	D1	D2	
Maioria respondeu SIM	Apenas 2 pessoas responderam que não por desinteresse c/ clube e futebol	Sáb. á tarde (+ fim tarde)	Domingo de manhã	Chuva	Até 5€; Unanimida de no 2,5€	Só se fosse um grupo grande a representar a escola	Sim	Desconto família, desconto estudante do Concelho, preferem bilhetes a vulso. Á 4f tarde têm disponibilidade para jogos ou atividades

Appendix K- Type of groups in the Sample

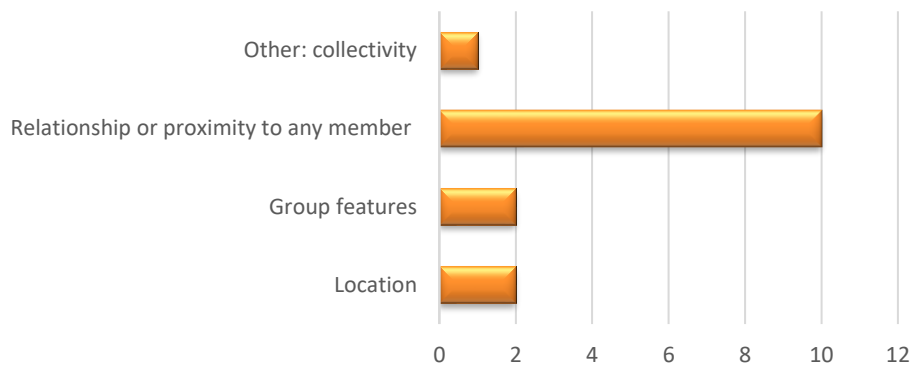


Appendix L- Summary Table - Organization of the Groups and their Participation in the Assaults

	Group	# Board Members	Participation in ‘assaults’
1	Fidalgos	Board Direction – 3 Corporate Bodies - 9	From February 1st
2	Ministros e Matrafonas	Board Direction – 15 Corporate Bodies - 30	Discussed with the board
3	Lumbias	Board Direction – 5 Corporate Bodies - 11	From the beginning of January
4	Real Confraria	Board Direction – 7 Corporate Bodies - 13	Discussed with the board – 1 personal official ‘assault’
5	Casalinhos (Élia Roque)	There is no formal board of directors but a group of people who come forward and take responsibility - 2 people	They don't perform themselves, nor do they usually go in group
6	SacÁdegas	Board Direction – 3 Corporate Bodies - 9	Discussed with the board – 2 personals official ‘assaults’
7	Flauzinas	There is no formal board of directors but a group of people who come forward and take responsibility – 4 people	Starting in the middle of January
8	Os Bochas	There is no formal board of directors but a group of people who come forward and take responsibility - 5 people	They don't perform themselves, nor do they usually go in group
9	As Marias Cachuchas	Board Direction – 5 Corporate Bodies - 11	Discussed with the board - 1 personal official ‘assault’
10	As Madres Gordas	There is no formal board of directors but a group of people who come forward and take responsibility – only 1 person	They don't perform themselves, nor do they usually go in group

Appendix M- *Analysis of the Preponderant Criteria in Choosing a Group for a Potential New Member*

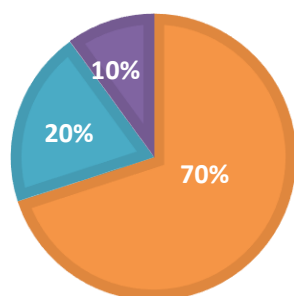
What Criteria may be Preponderant for New Members in Choosing a Group?



Appendix N- Analysis of the Participation of the Members' Children

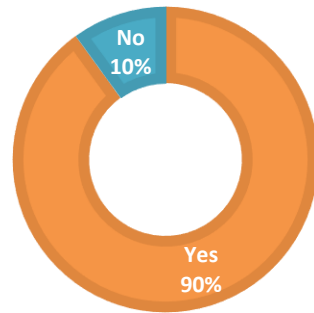
Young Generations/Childrens

- Are part of the group
- Integrate the group only in daytime activities
- Integrate other groups



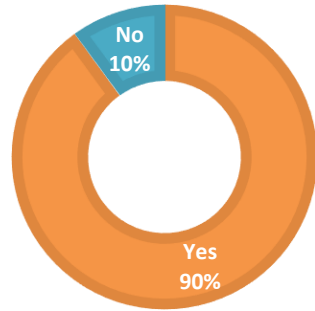
Appendix O- *Analysis of Interest in a Pre-match or Halftime Parade with Nameplates*

Parade with Nameplates



Appendix P - *Analysis of the Interest of Having Televised Coverage of the Event*

Television Coverage



Appendix Q- Advertising Poster



Source. SCUT

Appendix R– News in the Newspaper ‘A Bola’ About the 1st Action: 1st February 2020

Futebol e Carnaval para adeptos foliões

Mais de mil mascarados fizeram a festa em iniciativa inédita para atrair novos públicos e combater a violência • Não pode ser sempre assim?

TORREENSE

POF
GONÇALO GUIMARÃES

NUMA altura em que o tema da violência inspira cada vez mais preocupação (e urgência de medidas), o Torreense decidiu dar o seu contributo através de uma iniciativa no mínimo original para fazer dos seus jogos uma verdadeira festa. E que melhor maneira de o conseguir senão juntar futebol e o tão tradicional Carnaval de Torres Vedras? Foi este o desafio lançado pelos responsáveis do clube para atrair novos públicos e contribuir para um ambiente e convívio saudável no desporto-rei e em todos os outros.

Para tal, o Torreense convocou os vários grupos organizados de foliões e os estudantes das Escolas Secundárias Madeira Torres e Henriques Nogueira para se mascararem e assistirem, ontem à tarde, no renovado Estádio Manuel Marques, ao jogo com o Vitória Sernache, a contar para a 20.ª jornada do Campeonato de Portugal, Série C. Neste primeiro jogo compareceram cerca de mil adeptos com trajes de Carnaval e ao intervalo alguns participaram no concurso de *bola na barra*. Nas bancadas não faltou animação e cantou-se a canção mais célebre do Carnaval de Torres, o *Samba da Matrafona*. O resultado final (0-0) acabou até por tornar-se secundário perante as emoções de uma tarde diferente para miúdos e graúdos.

A festa prossegue no sábado, uma vez que o Torreense volta a jogar em casa, agora com o ARC Oleiros, e foi lançado um pack promocional (4 euros) que incluía o bilhete para os dois jogos e uma bebida em cada um deles — a organização tem esperança que o número de mascarados possa agora duplicar. Muitos dos adeptos foliões que assistiram ao encontro de ontem foram depois à inauguração do monumento do Carnaval, que marca o início oficial das festividades em Torres Vedras.



Há muito que não se via tamanha animação nas bancadas do Estádio Manuel Marques



Os mascarados deram colorido diferente ao Torreense-Vitória Sernache e ao intervalo participaram num concurso de 'bola na barra'

Source. Photo taken by SCUT member