

**How to use Social Media to promote Portuguese Soccer Club
Benfica – Social Media Communication Plan
Season 2013/2014**

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Project
Master in Marketing

Supervisor:

Hugo Faria, Assistant Professor, ISCTE Business School

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Resumo

O principal objetivo desta Tese é estudar como usar a internet e, mais especificamente, as plataformas de Social Media, para promover o clube de futebol “Sport Lisboa e Benfica”, elaborando um Plano de Comunicação de Social Media para a época 2013/2014, de modo a melhorar a comunicação online feita atualmente pelo Benfica.

Estas plataformas de Social Media proporcionam uma excelente oportunidade para os clubes de futebol promoverem os seus produtos/serviços e para manterem uma relação permanente com os seus adeptos. Comparativamente com outros tipos de Media como a televisão, estas plataformas apresentam várias vantagens: são gratuitos, fáceis de usar, estão em permanente evolução e desenvolvimento e permitem comunicar em tempo real com utilizadores em todo mundo.

Inicialmente foi feita uma análise teórica sobre três grandes temas fundamentais à realização deste trabalho: **Marketing Desportivo, Internet e Social Media e Desporto na Internet**. Depois, foi realizada uma análise sobre a comunicação feita atualmente pelo Benfica nestas plataformas e um questionário para perceber a opinião dos adeptos sobre o que está a ser feito pelo Benfica nessa área. Finalmente foi elaborado um novo Plano de Comunicação de Social Media com um conjunto de ações que visam otimizar a comunicação com os adeptos nestas plataformas no futuro.

Com a realização desta Tese foi detetado que, apesar de o Benfica já estar presente nestas plataformas de Social Media, há ainda vários fatores que podem ser melhorados de modo a otimizar a sua comunicação e a sua relação com os adeptos.

Palavras-Chave: Marketing Desportivo; Social Media; Futebol; Benfica

JEL classification system: M31 – Marketing; L83 – Sports

Abstract

The main objective of this Thesis is to study how to use internet and, more specifically, Social Media Platforms to promote “Sport Lisboa e Benfica” soccer club, elaborating a Social Media Communication Plan for the season 2013/2014, in order to improve the online communication made presently by Benfica.

These Social Media platforms provide an excellent opportunity for soccer clubs to promote their products/services and to maintain an ongoing relationship with their fans. Compared with other types of media like television, these platforms have several advantages: they are free, easy to use, are in constant evolution and development and allow communicating in real time with users around the world.

Initially, it was made a theoretical analysis on three essential subjects for this work: **Sports Marketing, Internet and Social Media** and **Sports in the Web**. Then, it was performed an analysis about the communication made today by Benfica on these platforms and a questionnaire to understand the views of fans about what is being done in this area by Benfica. Finally it was designed a new Social Media Communication Plan with a set of actions that aim to optimize the communication with fans on these platforms in the future.

With the elaboration of this thesis it has been detected that, although Benfica is already present on these Social Media platforms, there are still several factors that can be improved in order to optimize its communication and its relationship with the fans.

Key Words: Sports Marketing; Social Media; Soccer; Benfica

JEL classification system: M31 – Marketing; L83 – Sports

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Executive Summary

The evolution and improvements that have been verified in the **Internet and Social Media platforms** in the first decade of the 21st century changed the way brands communicate and interact with their customers. Soccer clubs are no exception and, although their products/services and positioning in the market may be different than the majority of the brands, there is also a big opportunity in this “online world” that can be explored. Social Media platforms are growing and improving at an amazing pace, reaching more people every day, allowing people and brands to communicate in real time with everyone at any place in the world, reducing costs and increasing the power of the message that we want to transmit. This way, these platforms are a gold opportunity to promote soccer clubs, increasing the number of fans, the sales of merchandising, tickets, season tickets and Membership cards, increasing Brand Awareness and improving the relationship with their fans.

Sports Marketing is everywhere. People are exposed to Sports Marketing almost every day, either on television, magazines, newspapers, online, among others. Its focus is in two main contexts: **Sports Events** (where spectators are the consumer's) and **Amateur athletes** (the consumers is part of the sport activity). One of the most common types of advertising in Sports Marketing is in the form of **Sponsorship**, which can be used in both contexts. In contrast to what happens in Marketing in general, in **Sports Marketing** is necessary to exist competition, the result is uncertain, the product does not depend on the Marketing department, athletes are spontaneous and the consumers participate in the event. Other main difference is the behaviour of the consumers (fans) that is **Tribal**, because fans won't change to a competitor club if they are not happy with the results. They buy merchandising and tickets, and they support their team in the soccer matches.

Web 2.0 changed the way people communicate. In Web 1.0 the communication was made only in one way (the internet users were only spectators). In Web 2.0 the users can interact with each other, post content, communicate with brands, etc. The **Social Media platforms** are divided in **Blogs**, **Picture-sharing websites**, **Video-sharing websites**, **Social Networks** and **Micro-blogs**. They are free and easy to use, companies can advertise on them and combine these platforms with each other creating synergy effects,

and if they are used correctly, they can make companies to gain highly targeted marketing, new audiences, trust, Brand Awareness and ability to listen and respond to customers' feedback.

Li and Bernoff (2011) propose a planning process called **POST** to lead companies to success when they enter the Social Media platforms. It consists in four steps: **People** (identify their target), choose which are their **Objectives** (Listening, Talking, Energising, Supporting and Embracing), define their **Strategy** and choose what **Technologies** to use.

With all of these changes in the web that occur in the first decade of the 21st century, companies also started to change the way they communicate. With the financial difficulties that they face, companies started to invest less money in **Paid Media**, starting to invest more in **Owned Media** (that is a lot cheaper), and to try to generate **Earned Media** (that is free) in word of mouth and content shared by users in Social Media platforms.

Sports clubs started to use these platforms to improve their connections with their fans, improving their commercial side, increasing teal status and provide information about the clubs, increasing the **Brand Loyalty** and increasing revenues by selling more merchandising and tickets to matches. This gained specially importance in channels like Facebook, Twitter or YouTube, which allow fans to interact with the club and with each other. These platforms allow fans to receive information like news about the club, season statistics, game schedule, club information, sponsors, etc. These platforms gained even more importance with the appearance of the Smartphone, which allow fans to access them everywhere at anytime.

Benfica is already present in the main Social Media platforms such as Facebook, Twitter, YouTube, Google Plus, etc. Benfica also have other Owned Media channels like their website, newsletter, TV channel, newspaper, magazine and Online Store where they make a big part of their communication, mainly because of the big price of Paid Media channels like television. They also generated a lot of Earned Media like the groups and pages created on Facebook by their fans. On these platforms they create **Recurrent Actions** along the year such as promotions on merchandising products, report of soccer matches, interaction with players, creating contests, among others, and

some **Occasional Actions** with specific objectives like the “1 Million Fans on Facebook” campaign.

With the **Social Media Communication Plan** created for the season 2013/2014, were created some actions to complete what Benfica is doing in order to optimise the current communication with fans such as 250.000 followers on Twitter, Benfica TV on Social Media platforms, Loyalty Discounts, Partnership with the charity institution, among others. The main objectives of the created actions are: **increase the number of fans** following Benfica on Social Media platforms, create a **bonding** between athletes and fans, make more use of **Earned Media**, **energise** fans making them to feel more passionate about the club, promote **Loyalty** and **involve fans** in the creation of Benfica’ products and Benfica Actions.

1 Literature Review

1.1 Sports Marketing

As the name suggests, **Sports Marketing** is a chapter of Marketing that studies the relationship of Marketing with sports, instead of products and services like normally happens. Kotler, Saunders and Armstrong (2004) define **Marketing** as “an exchange process whereby organisations works in order to meet the needs and wants of customers.”. Most of the definitions of Marketing are focused on the importance of profitability and efficiency, as well as improving the relationships between customers and organizations. These definitions are correct for the majority of the companies but don't capture the essence of sport and don't differentiate sports from other products and services (Beech and Chadwick, 2007).

1.1.1 Definition of Sports Marketing

Beech and Chadwick (2007) defined **Sport Marketing** as “an ongoing process through which contests with an uncertain outcome are staged creating opportunities for the simultaneous fulfilment of direct and indirect objectives amongst sport customers, sport businesses and other related individuals and organisations.”. According to Beech and Chadwick (2007), people are exposed to Sports Marketing almost everywhere, either reading a newspaper or magazine, watch sports programmes on television or simply by walking down the street through tools of marketing communication such as billboards or adverts.

1.1.2 Sports Marketing Characteristics

Sports Marketing has some specific characteristics that make its application a little bit different from other forms of Marketing in general. According to Dionísio, Rodrigues, et al. (2004) Sports Marketing can be used in two main contexts:

- **Sports Events** – where the consumer's only function is as a spectator
- **Amateur athletes/players** – where the consumer is part of the sport activity

In Sports Marketing context, there is a very important activity that can be applied to the two previous contexts that is called **Sponsorship**. It is considered Sponsorship when

companies that are not related with the event develop activities and place advertising on it to capture the audience's attention (or the athletes' attention depending on the situation) with the goal to promote their products/services. On this thesis, only the Sports Events context that will be explored (Dionísio, Rodrigues, et al. 2004). According to Unlucan (2013), **Sponsorship** is "the exchange of benefits between a sponsor and a partner in hopes of gaining from the partner for commercial, economic, media, corporate and marketing purposes" hoping to benefit from their initial investment. It represents a very important revenue source for sports entities. It is considered a big business and a strategic investment that has been growing over the last years because sports attract a very big number of followers to their fields and have very strong brands interested on it.

According to Dionísio, Rodrigues, et al. (2004), there are some main differences between Sports Marketing and other types of Marketing. In Sports Marketing, in opposition to what happens in Marketing in general, the **competition** is crucial for the success of the event because without competition, the event would lose the interest and its purpose because it wouldn't have the **uncertainty** of who would be the winner. Sometimes in a sport match, it's not only the teams/players that make the fans go to the stadium, but the importance of the game in the life of the clubs/players. Other main difference is that every time you go to a sports event it will always be **different** while, for example, if you're going to attend the same movies in the cinema, it will be the same experience as before. The last two differences are that, in Sports Marketing, the **supporters** also **contribute to the environment** of the event (cheering for his/her team) and the **marketing directors can't change the main product rules** (games/events rules).

So, according to Dionísio, Rodrigues, et al. (2004), we can conclude that the **main characteristics of Sports Marketing** are:

- Need for competition
- Uncertainty of the result
- Main product (the game) does not depend on the Marketing department
- Athletes are spontaneous in their performance
- Participation of the consumers

1.1.3 Tribal Behaviour in Sports

According to Dionísio, Leal and Moutinho (2008), some people join cults/tribes and are devoted to certain brands because of the feeling of belonging to a community that the group they join provides them. The concept of tribes has its origin in Michel Maffesoli (1996) and he considered that the mass culture became tribalised into some fragmented social groups. The people that belong to these tribes share the same interests, rituals, likes, emotions, consumption practices and the same feelings towards the object of the group (brand, sport club, religion, among others) with the other members of the tribe. Hamilton and Hewer (2010) suggested that “These neo-tribes are inherently unstable, small scale, affectual and not fixed by any of the established parameters of modern society; instead they can be held together through shared emotions, styles of life, new moral beliefs and consumption practices”. This concept of tribe became very visible in brands like Harley-Davidson, Apple, Nutella or Star Trek (Hamilton and Hewer, 2010).

The development of the Internet and Social Media platforms allow these tribes to become online, creating virtual communities in a much easier way. These platforms have the power to aggregate people with the same characteristics segmenting them by geo-demographics and their passion for a product or activity. These E-tribes or virtual communities have three main characteristics of the traditional community: “shared consciousness of kind, rituals and traditions, and a sense of duty or obligation to the community as a whole and to its individual members” (Hamilton and Hewer, 2010).

Although in the beginning this concept of tribes was only applied to religion, it quickly spread to other areas such as brands, sports or dance forms (Hamilton and Hewer, 2010). Novac (1995) even argued that “Sport is, somehow, a religion... sports flow outward into action from a deed natural impulse that is radically religious: an impulse of freedom, respect for ritual limits, a zest for symbolic meaning, and a longing for perfection. The athlete may of course be pagan, but sports are, as it were, natural religions.”. This concept of tribe is seen in sports fans in some rituals that they share such as the clothes and objects they wear, the food they eat, friends with whom they gather, songs they sing to support their club/athlete, among others. Fans don’t need to have special skills to be a part of the game, enjoying the benefits of camaraderie, community and solidarity that the other fans provide them (Dionísio, Leal and Moutinho, 2008).

1.1.4 What is the importance of the sports fan?

According to Mason (1999), the support of the sports fans is what maintains the sports industry alive, being an important revenue source for professional sports clubs. “This group buys season tickets, attends games, pays for parking and concessions, and typically follows the exploits of a favourite player or team with unabashed loyalty. When not actually attending games, this group will watch games on television, and purchase league apparel, supporting a multi-billion dollar market for licensed products” ... “It is this market for pennants, hats, T-shirts, and other items affiliated with the league that has led to a surge in revenues; it is also this market that has allowed professional leagues to penetrate global markets.” (Mason, 1999)

1.2 Internet and Social Media

1.2.1 WEB 2.0 and the Internet

2001 was a year where a big change occurred in the web, with the burst of the dot-com bubble and the appearance of new sites and applications. In the following years, the concept of Web 2.0 became commonly used with 9.5 million citations in Google in 2005 and 135 millions in 2007. Despite of that, there were many different opinions about what was the meaning of Web 2.0 (O’Reilly 2007).

Definition of Web2.0

So, what is Web 2.0 and Web 2.0 applications? According to O’Reilly (2007) “Web 2.0 is the network as platform, spanning all connected devices;” and “Web 2.0 applications are those that make the most of the intrinsic advantages of that platform: delivering software as a continually-updated service that gets better the more people use it, consuming and remixing data from multiple sources, including individual users, while providing their own data and services in a form that allows remixing by others, creating network effects through an "architecture of participation," and going beyond the page metaphor of Web 1.0 to deliver rich user experiences.”

Eijkman (2008) refers that “Web 2.0 is defined as new internet services which enable users to collaboratively create, share and recreate knowledge from multiple sources, leverage collective intelligence and organise action”.

Web 1.0 vs. Web 2.0

The main difference between Web 1.0 and Web 2.0 is the way communication is made. In Web 1.0, the communication was only made in one direction, making the internet users to have a passive approach. All the sites and platforms were created by Information Technologies experts and only they could write and edit what was published in the web. The consequence of that situation was that people only used the web to search for information, making the interaction between whom post the information and who received it inexistent. Web 2.0 came to change all of that. Its platforms allow communication to work in both ways, allowing people who are surfing the web to interact with the creators of the sites that put the information out there, and interact with each other's (O'Reilly, 2007).

Key Success factors for the Web 2.0

Quoting Ruzic and Bilos (2010), some characteristics that make WEB 2.0 such a success are:

- They are **free or cheap**,
- They most often **rely on the web as a platform**,
- They are relatively **easy to use**,
- They **function on the individual level**, but they also **provide** new and very often extremely rich forms of **interaction**.

1.2.2 Social Media Platforms and Social Networks (types and evolution)

Definition of Social Media

To Berthon, Pitt, Plangger and Shapiro (2012), **Social Media** is the result of internet-based applications that were created on the technological foundations of Web 2.0, that allow the creation and exchange of user-generated content and that transformed broadcast media monologues (one to many) into social media dialogues (many to many). Social Media is composed by several channels where individuals can interact with each other and with entities such as organizations. The contents of Social Media can be seen in many formats such as text, pictures, videos and networks.

To Berthon, Pitt, Plangger and Shapiro (2012) **Social Media platforms** can be divided into the following groups:

- **Blogs** – websites that individual users create and update regularly with content that may include text, videos, graphics and links to other blogs or web pages and that can be seen by other users
- **Picture-sharing websites** – allow users to store and share images with other users (for example Flickr and Picasa)
- **Video-sharing websites** – allow users to upload and share videos with other users (for example YouTube)
- **Social Networks** – users can find and add friends and contacts send messages and update personal profiles and status. In these sites there is a big change from the individual to the collective approach., where relationships assume a crucial importance (for example Facebook and Hi5)
- **Micro-blogs** – are social networking services where users can send and read very short messages, with a limited number of characters (for example Twitter)

The diffusion of the internet and Social Media Platforms allow companies to have many more marketing options and to increase their sales, with lower costs and reaching a larger and more targeted market. These platforms allow companies to elaborate marketing campaigns that target not only the customers already associated physically with them, but also everyone who is associated with them through these networks (like for example Facebook and Twitter). These platforms can make companies to gain (Lowry and Correll, 2011):

- Highly **targeted marketing**
- **New audiences**
- **Trust**
- **Brand awareness**
- Ability to **listen and respond to customers feedback**

Trough Social Media platforms, companies can also explore their customers word-of-mouth, that can make a brand become viral very quickly if the campaigns are successful and your customers are satisfied with your products or services. The fact that brands can listen to their customers' opinions on these channels can also be very useful in complaints

management. Listening and responding quickly to their complaints can be an effective way to avoid losing a customer (Lowry and Correll, 2011).

Definition of Social Network

Gomez-Arias, J. and Genin L. (2009) define **social network** as "a social structure made of nodes (which are generally individuals or organizations) that are tied by one or more specific types of interdependency, such as values, visions, idea, financial exchange, friends, kinship, dislike, conflict, trade, web links, sexual relations, disease transmission, or airline routes." These social networks provide a web service that allows users to create a profile and connect with other users, who have interests in common and are in the same system.

Evolution of Social Networks

Social Networks are always expanding and changing, reaching more people every day.

According to a research done by Microsoft in 2007, most of the activity of Social Networks occurs in the evening (70%), 37% of the participants use them every day and 41% some times per week. The favourite contents that users put and like to see on their friends' profiles are: photos, music, personal experiences, travels, diaries, movies and family. In the same year, DataMonitor expected that the revenues from social networking sites would be \$965 million and were expected to be \$2.4 billion in 2012, while comScore said that 1/6 of world population were subscribed on a Social Network site (Gomez-Arias, J. and Genin L., 2009).

Only in 3 years, between 2007 and 2010, the percentage of online Americans that used any type of social technology increased from 56% to 81%, which represent a raise of 25%. In 2010, the number of Facebook users exceeded the 500 million members around the world. Twitter, which in 2007 was just in the beginning, became a mass phenomenon and MySpace, that in 2007 was prospering, has vanished (Li and Bernoff, 2011).

This growth of the Social Networks started to worry some companies and their CEO's that were not familiarized with these new forms of communication, like Rick Clancy, CEO of "Sony Electronics" who, with the increment of Bloggers, Discussion groups, YouTube, among others, all of sudden was faced with consumers that he didn't even know, rating on public forums his company products, that couldn't be solved by the

traditional PR tools and made he become a blogger itself. This made that expressions which were unknown before like “friending”, “googling”, “tweeting”, “YouTubing” or “wikis” became understandable as part of corporate strategy (Li and Bernoff, 2011).

Types and uses of Social Networks

According to Li and Bernoff, (2011), if you want to connect with other people through a virtual world today, you have many different types of Social Networks, depending on what you are looking for. For example, if you want a social networking site with hundreds of millions users to connect, you have Facebook or Twitter. If you want to connect in a professional level you have LinkedIn. Brazilians and Indians normally prefer Google’s Orkut and South Koreans prefer Cyworld. You just have to create a profile, connect with other users and interact. It’s simple and, most important, it’s free. Users’ profiles are constantly updated by themselves, allowing people to connect in real time, in a virtual place. One innovation led by Facebook that improved the interaction between users, was the creation of mini-applications which enables users to play games with each others. In the table bellow, you can see that there is a high percentage of users that visit and update/maintain a profile in social networking sites, especially in the United States (58% and 47%), United Kingdom (43% and 42%) and South Korea (52% and 42%):

Percentage of online consumers using social networking sites

	United States	United Kingdom	France	Germany	Japan	South Korea
Visit social networking sites (monthly)	58%	43%	33%	19%	26%	52%
Update/maintain a profile on a social networking site (monthly)	47%	42%	31%	22%	18%	42%
Post updates on Twitter (weekly)	7%	3%	1%	2%	N/A	N/A
Update your status on social networking site (weekly)	30%	38%	28%	12%	N/A	N/A

Source: Forrester Technographics surveys from 2009 (Asia) and 2010 (US, Europe).

Table 1 - Percentage of online consumers using social networking sites

According to Li and Bernoff (2011) you can see that the most activities that U.S. Online adults participate in the Web are visiting social networking sites (58%), watch videos from other users (48%), update/maintain a profile on a social networking site (47%), add comments to someone’s page on a social networking site (46%), update your status on a

S.N. site (43%) and read customers ratings/reviews (43%) (Appendix 1 – Participation in groundswell activities).

Social Network Sites allow users with similar hobbies and interests to interact with each others. Although the initial goal of these sites was to make social relationships easier, they became much more than that and now are a gold marketing opportunity in the promotion of goods and services, allowing companies and singular individuals to promote themselves and their work. Below you can see a diagram with the social media landscape (Lemel 2010):



Figure 1 - Social Media Landscape

Opportunities from the use of Social Networks

This evolution of the Social Networks allows companies to connect and communicate with their customers in real time, telling millions of costumers at the same time their news and intentions with just one click (Tye, 2010).

Other important opportunity, it's the option to combine multiple social media, creating synergy effects. For example, you can combine YouTube videos in blogs and Facebook pages, adding value than if they were separated and saving money on advertising (Lemel, 2010).

1.2.3 Advertising on Social Networks

Evolution of advertising on Social Networks

The way that companies advertise their products is changing through time, not only because of the evolution of technology that creates new ways of communication and promotion, but also because of the change in the way that consumers look at advertising in general. Consumers formed a big resistance against traditional forms of advertising because of the astonishing number of ads that they are daily exposed, forcing marketers to be more creative and use new methods like Social Networks. One big advantage of Social Networks such as Facebook and Twitter is their capacity to automatically segment the market and select you targets more efficiently, according to information on user's profiles and their interests. The investment in communication in interactive marketing has been increasing every year and it is expected to continue on the next ones as you can see in the graphic bellow (Wright, Khanfar, Harrington & Kizer, 2010):

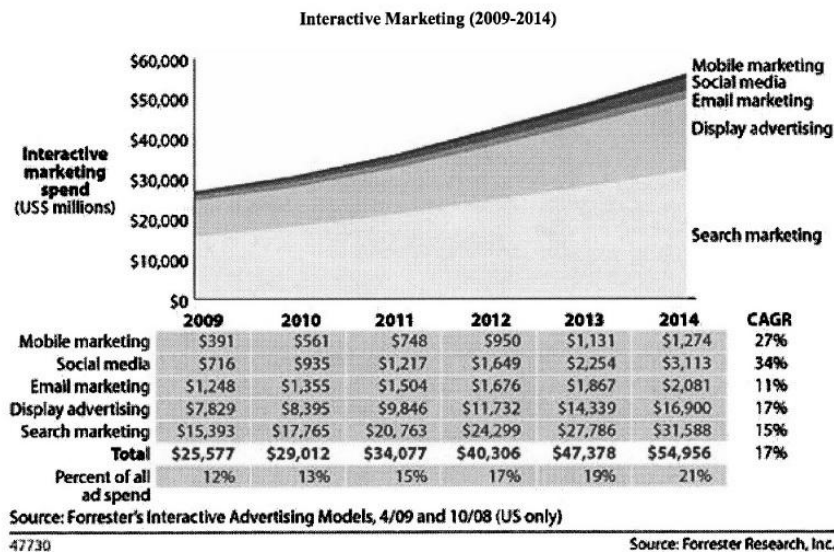


Table 2 - Expected evolution of investments in communication in interactive marketing

Because the majority of Social Networks are free, the most frequent way to generate revenues is to have companies advertising on them. According to Emarketer.com, \$700 million were spent in advertising on Social Networks only in the U.S. and they expected to reach \$2.5 billion in 2011, as you can see in the tables below:

Social network Ad spending (United States)

Year	Amount (\$)
2006	\$350 million
2007	\$900 million
2008	\$1.4 billion
2009	\$1.8 billion
2010	\$2.2 billion
2011	\$2.5 billion

Social network Ad spending (outside the United States)

Year	Amount (\$)
2006	\$95 million
2007	\$335 million
2008	\$530 million
2009	\$745 million
2010	\$970 million
2011	\$1.1 billion

Table 3 - Social Network Ad spending

Relationships with brands through Digital Channels

Interaction with customers is one great way for companies to create value and Social Networks made that process much easier. One of the first companies to recognize the potential of social networks to increase customers' loyalty and brand equity was Harley Davidson motorcycle. One of the actions created, was to create a group for all the owners of a Harley Davidson motorcycle (H.O.G. – Harley Owners Group) that give them access to news, exclusive merchandising, offline events and to be in contact with the other members of the group. They can also participate giving ideas for new products, increasing the loyalty to the brand (Gomez-Arias, J. and Genin L. 2009)

According to ACEPI and Mediascope study (2012), internet became an essential channel for brands to communicate and connect with consumers. The main results about European consumers were:

- 51% of respondents said that Internet help them to choose the best products / services they wish to buy and 47% are inclined to find more information about the products they see advertised online.
- 46% of internet users said that they often visit the websites of their favourite brands, 41% revealed that the way brands communicate online is important and also 30% of them said they are more inclined to buy brand products that they are following on social networks.
- Within six months the Europeans spent €188 billion in online shopping (goods and services), an average of €544 per European online consumers.

Advertising on Facebook

Facebook is one of the biggest Social Networks in the world, being the one that reaches more users, have the most options (allow users to use text, video, images, hyperlinks, among others) and that allow companies to interact more with their customers. In addition to that, it is very easy for companies to advertise on Facebook, making it the perfect Social Media tool for companies to improve their marketing strategy and to reach more customers. Facebook has a page called “Facebook Data Science”¹ just to build scalable platforms for the collection, management, and analysis of data, to help companies who want to improve their business’ performances in these platforms to make better decisions, reaching about 900 million people². One big advantage that companies have to advertise on Facebook when compared to other media is that, when advertising on Facebook companies can choose the characteristics of the target that will see their *ads*.

Advertising on Facebook works in a simple pay-per-click method. It means that, after the *ad* is created and becomes available online on Facebook, the company will pay a small value for each person that clicks in the *ad*. When a person clicks in the *ad*, it will open a new page that was the page selected by the company (normally is the official page of the company if the company is new, or it can also be an online store if they are making some discounts in some products)³. When the company is in the page where they create the *ad*⁴, they first have to select the page that they want to promote and how they want the advertising to look like (select the Headline, the text and the image). Then the company will have to select your target, choosing among several options such as location, ages, gender, interests’ categories, and connections, among others (Appendix 2 – Facebook Advertising). After this selection is finished, the company will have the information about how many persons will be their target or how many persons are expected to see the *ad*. Finally the company will have to choose how much money they want to spend before the *ad* is removed.

¹ <https://www.facebook.com/data>

² <http://newsroom.fb.com/content/default.aspx?NewsAreaId=139>

³ <https://www.facebook.com/business/connect>

⁴ <https://www.facebook.com/ads/create>

1.2.4 Consumer Behaviour on Internet and Social Networks

The consumer behaviour from the users of internet has changed since the “boom” of Social Media platforms, being now more active consumers, who use interactive applications such as Social Networks, online forums, blogs, and wikis to interact with other users, share opinions, review products and create virtual communities. The development of these sites allows companies to segment online users based on characteristics like social-demographic features, use of the Internet, online purchase behaviour, personality traits and the degree of use of Social Web sites. They can be classified based on their web knowledge and frequency of use in three segments: “**embryonic**”, “**amateur**” and “**expert**” 2.0 users. Their interaction can be also classified in four categories: passive, participative, cooperative and collaborative (Lorenzo-Romero, Constantinides, Alarcón-del-Amo, 2010). Li and Bernoff (2011) proposed a different classification, separating them into the categories “**Creators**”, “**Conversationalists**”, “**Critics**”, “**Collectors**”, “**Joiners**”, “**Spectators**” and “**Inactives**”.

Li and Bernoff (2011) also discovered a new tendency in the way web users’ use the several tools that they have at their display on the internet to get interconnect and to exchange information among them, making that process more simple and dynamic. That way, they defined the Groundswell concept as: “A social trend in which people use technologies to get the things they need from each other, rather than from traditional institutions like corporations”.

Consumer Behaviour on Internet and Social Networks by Portuguese Consumers

According to a study published in 2012 by Mediascope Europe⁵ (conducted by IAB⁶ Europe) about online consumers’ habits in Portugal and Europe (28 countries), it was observed that Portuguese online consumer habits are suffering a big change and a big increase in the shopping volume, thanks to the big development of the digital. Internet is gaining notoriety comparing to traditional media like television, newspapers and radio, changing consumers’ perspective to brands and products and opening new opportunities for companies to grow and develop themselves. Some conclusions of the study were (the

⁵ IAB Europe Mediascope 2012 Portugal Data Report

⁶ IAB – Interactive Advertising Bureaux

results are in the tables of Appendix 3 - Mediascope Europe – Portuguese’s Online Consumer Behaviour data):

- Among the studied types of media, Internet was the one with the biggest increase in its consumption by Portuguese consumers from 2010 to 2012, increasing 7% from 52% to 59%;
- The Media use in Portugal during the day has increased in all the media formats significantly from 6 am to 9 pm, only decreasing in the night period between 9 pm and 6 am (Table 4);

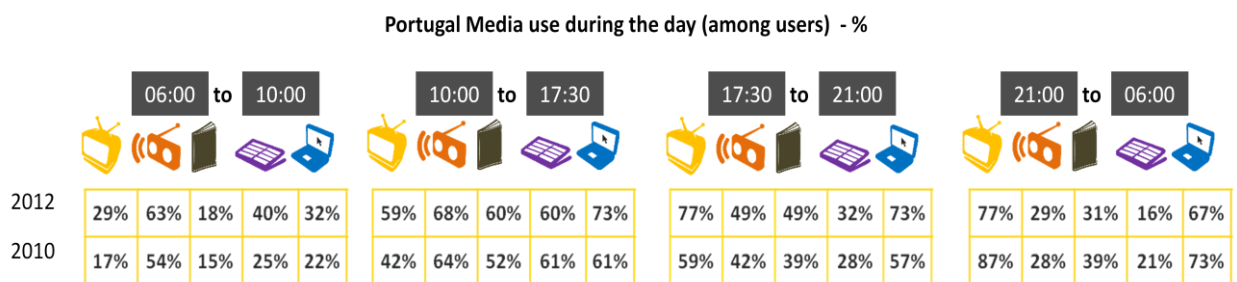


Table 4 - Trended media use during the day in Portugal

- Although the total number of hours spent on Internet per week by Portuguese consumers has decreased from 14,1 in 2010 to 13,2 in 2012, it is still very close to the time spend on television (13,9) and superior to radio (11,2), newspapers (4,2) and magazines (3,6);
- Internet is present in Portuguese’s day to day life where 59% of them use the Internet at least once a week, being 66% of them males and 52% females. Almost all of them accesses through the computer (57% of the total population) and a fifth of them through their mobile phone (11% of the total population) (Table 5)
- The age group of Portuguese consumers that accesses the most to Internet are from 16 to 24 years old (88%). The groups from 25 to 34, 35 to 44, and 45 to 54 also have a significant percentage of Internet users (78%, 70% and 62% respectively) but only 25% from the users over 55 years accesses the Internet. (Table 5);

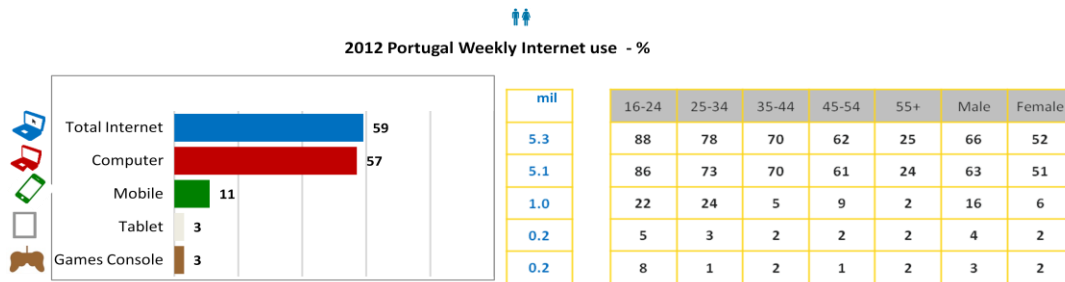


Table 5 - 2012 Weekly Internet use in Portugal

- From the Portuguese’s that access the Internet, the Online activities that they performed the most in 2012 were related with their Email (98%), Search (96%) and use a personal **social network**;
- The most visited types of websites visited in 2012 were **Social Media (88%)**, Video (77%), News (67%) and Maps (66%);
- The favourite type of Portuguese Internet users to connect with brands is via **social networks** with a mean of 3,07 in 5,00 (Table 6).

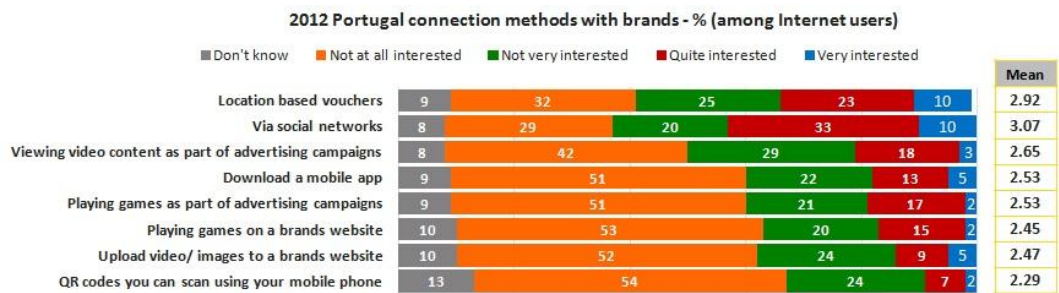


Table 6 - 2012 Portugal connection methods with brands among Internet users

1.2.5 Social Strategy Development - The POST Method

Li and Bernoff (2011) suggested the use of a planning process called POST that consists of four steps:

- **People** – evaluate your customers’ social activities and their behaviour on them;
- **Objectives** – decide what are your goals and what do you plan to accomplish
- **Strategy** – develop a plan for the changes you want to happen in the relationship that you have with your customers
- **Technologies** – evaluate which technologies are available and which ones you want to use for your plan

People

There are lots of different types of people that have different approaches and behaviours when are on a web environment. That way, it's important to identify and separate them into classes in order to set a proper communication strategy for each type. That's why Li and Bernoff (2011) developed a "Social Technographics Ladder" that allow us to separate our users according to their profile and their behaviour through technology (Figure 2). The different classes in this ladder, from the most to the fewer participants, are:

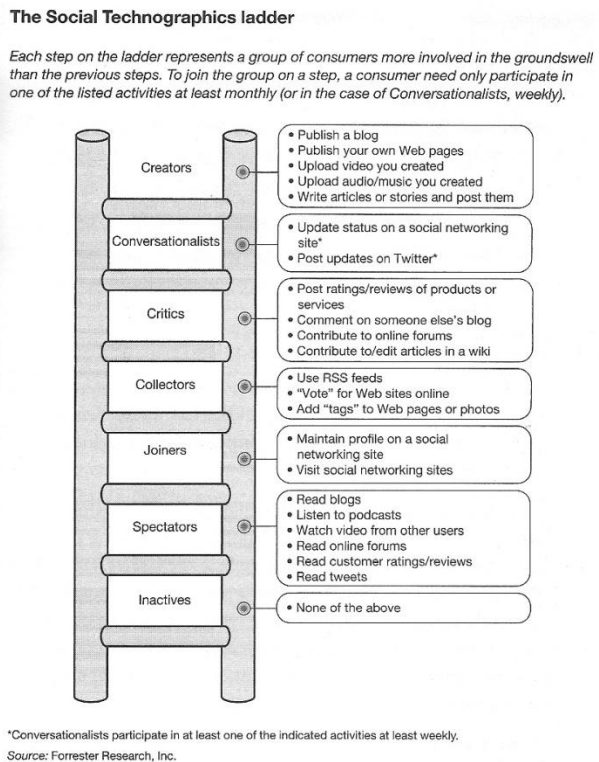


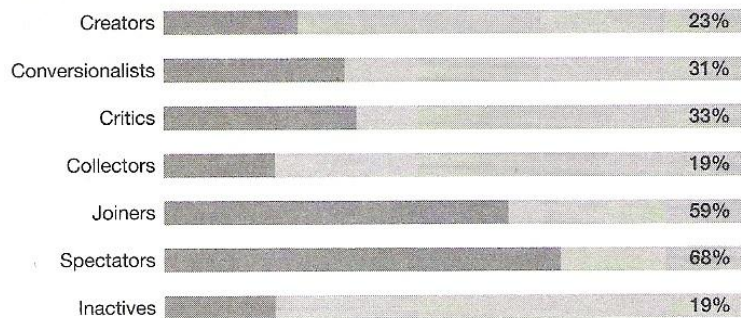
Figure 2 - Social Technographics Ladder

- **Creators** – online consumers that are active at the web at least once a month, either maintaining a web page, publishing a blog, uploading videos to YouTube, or others;
- **Conversationalists** – participate in dialogues and status updates in social networks like Facebook and Twitter at least weekly;
- **Critics** – rate and comment about products and services at blogs and online forums;
- **Collectors** – normally use RSS feeds, save URLs and tag on social bookmarking services to collect information;
- **Joiners** – occasionally participate or maintain profiles on social networking sites;
- **Spectators** – consumes what the other classes produce but don't produce itself (read blogs, forums and reviews, watch online videos, ...);
- **Inactives** - don't use social technologies.

Some people may belong to different classes at the same time. For example, one can be a joiner and a critic, but not a collector. Taking a study from 2010 with a sample from online U.S. adults, Li and Bernoff (2011) concluded that a big part of online users were “Spectators” (68%) and/or “Joiners” (59%). Only about a third of them were “Conversationalists” or “Critics” and only a few were “Creators” (23%), “Collectors” (19%) or “Inactives” (19%) (Table 7).

The Social Technographics Profile of online U.S. adults

Note the percentages add to more than 100 percent because the groups overlap.



Base: U.S. Online adults.

Source: North American Technographics Online Benchmark Survey, Q2 2010.

Table 7 - Social Technographics Profile of online U.S. adults

Objectives

According to Li and Bernoff (2011), when a company enters the Groundswell⁷, there are five primary objectives that a company can pursue. Depending on the company characteristics, dimension, types of products/services and goals, it can try to achieve more than one of the following objectives:

- **Listening** – look for customers’ opinions, to better understand what they want from your brand. Monitor their conversations with each other;
- **Talking** – use the web to communicate with your costumers in order to spread the word and increase your brand awareness and reputation
- **Energizing** – if you have passionate fans, take advantage of the groundswell to increase the power of their word of mouth.

⁷ Groundswell – “A social trend in which people use technologies to get the things they need from each other, rather than from traditional institutions like corporations” (Li and Bernoff, 2011)

- **Supporting** – provide customers tools in the web to let them help each other solving questions related to your products without contacting your company;
- **Embracing** - incorporate customers in your company, using their help to improve your products/services (difficult to achieve)

Strategy

After developing the Social Technographics Profile from your customers and decide which of the primary objectives you want to focus, it's time to develop a strategy that leads you to success. The success of that strategy can be measured by the progression that you made in achieving your primary objective. Developing a strategy isn't easy, so it's important to follow these three ground rules (Li and Bernoff, 2011):

- Create a plan that starts small but has room to grow;
- Think through the consequences of your strategy;
- Put somebody important in charge of it.

You should also think how you want your relationship with your customers to change, how to make them more connected with your brand and how to make them spread the word between them.

Technology

After these three steps are finished, it's time to select which types of technologies we should adopt to our company. We need to decide which of the available platforms like Social Networks, blog, online forums, among others, are more likely to make us accomplish the primary objectives that we have defined and reach the type of people that we identified in our Social Technographics Profile.

1.2.6 P.O.E.M. – Paid, Owned and Earned Media

In their day to day life, people are exposed to thousands of brands impressions, ads, information and media all the time and wherever they go, either by traditional media, social media, advertising or a mix from all of them. This fact led people to ignore almost every *ad* that appear in front of them, just because it became a normal part of their day to day life. So the big question to the brands is: What is the right media for our brand to use? Is it the **Paid**, the **Owned** or the **Earned media**? Or is the right media a combination from all three – a new Converged media?

First of all, it's important to differentiate these three different types of media. The most traditional, most used and older of these three is the **Paid Media**, mostly known as display or broadcast advertising. There are lots of different types of Paid Media such as TV and radio commercials, images of banner ads, Pay Per Click, billboards, search engine marketing, sponsorships and others. Although it's the most used type of media, its use has been decreasing over the years and losing importance to Owned and Earned Media, because it's much more expensive than the others, especially if it is a TV commercial in primetime. **Owned Media** is related to assets that are possessed by the company or that they can control. It can be assets like their official website, their YouTube channel, their Twitter or Facebook page or their blog. Because it's owned by the company, it doesn't involve media buy (although it has maintenance costs for the company with the people that are responsible for them). **Earned Media** is all the other type of free publicity that is referred to the company, but that they can't control. It's related to all the word of mouth online and offline, reviews about the company, forums, ratings, photos, videos, etc. As it is not controlled by the company, it's the most difficult to control of the three and can give also bad publicity to the company and not only a good one (Lieb and Owyang 2012).

In Table 8 you can watch the main differences between Paid, Owned and Earned Media⁸:

⁸ <http://www.smartinsights.com/digital-marketing-strategy/customer-acquisition-strategy/new-media-options/>

Media type	Definition	Examples	The role	Benefits	Challenges
Owned media	Channel a brand controls	<ul style="list-style-type: none"> • Web site • Mobile site • Blog • Twitter account 	Build for longer-term relationships with existing potential customers and earn media	<ul style="list-style-type: none"> • Control • Cost efficiency • Longevity • Versatility • Niche audiences 	<ul style="list-style-type: none"> • No guarantees • Company communication not trusted • Takes time to scale
Paid media	Brand pays to leverage a channel	<ul style="list-style-type: none"> • Display ads • Paid search • Sponsorships 	Shift from foundation to a catalyst that feeds owned and creates earned media	<ul style="list-style-type: none"> • In demand • Immediacy • Scale • Control 	<ul style="list-style-type: none"> • Clutter • Declining response rates • Poor credibility
Earned media	When customers become the channel	<ul style="list-style-type: none"> • WOM • Buzz • "Viral" 	Listen and respond — earned media is often the result of well-executed and well-coordinated owned and paid media	<ul style="list-style-type: none"> • Most credible • Key role in most sales • Transparent and lives on 	<ul style="list-style-type: none"> • No control • Can be negative • Scale • Hard to measure

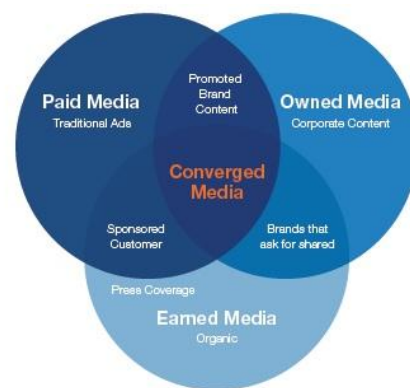
Source: Forrester Research, Inc.

Table 8 - Paid, Owned and Earned Media by Forrester

Converged Media

Nowadays, with the evolution of the complexity that involves the web and the evolution of the mobile phones (appearance of Smartphone) associated with more informed customers that have lots of options to choose between, forced the companies to look for new ways of promoting themselves and their products, which led to the appearance of a new concept – the **Converged Media**. Converged Media is no more than to use two or even the three channels mentioned before (Paid, Owned and Earned Media), going directly to what customers want, when and how the company wants despite the channel that is used.

Most of the companies are having some problems combining Paid, Owned and Earned Media, especially because they use different and separate departments to develop them. For example, Social Media department that is placing ads on Facebook or Twitter for Owned



Source: "The Converged Media Imperative: How Brands Must Combine Paid, Owned & Earned Media" Altimeter Group (July 19, 2012)

Figure 3 - Converged Media

Media is separated from the Marketing department that deals with the Paid Media, which makes it with little authority, low budget and less dynamic. Developing a common strategy for these two types of Media will increase its chances for success, increasing also the brand awareness and reputation which will most of the times improve all the Earned Media and general “buzz” around the company (Lieb and Owyang 2012).

1.3 Sports in the Web

1.3.1 Sports clubs in the Web and Social Networks

In the first decade of the 21st century, there was a big change in the way professional sports teams used the web to improve their connection with their fans and public in general. The use of Internet has allowed them to improve their commercial side, increasing team status, by providing information from the team (Scholl & Carlson, 2012).

The visualization of clubs websites is becoming more important every day for sport teams to generate revenues, with 50.000 to 400.000 persons visiting them daily (Google, 2010).

Increasing brand loyalty through the Web by professional sports teams

In professional sports teams, you can measure the **brand loyalty** by their fans and their behaviour concerning how much they buy in merchandising, tickets and their interaction with other supporters. The best way to increase the fans' loyalty is to create a strong brand identity, creating a team tradition and communities that make them to keep on following their team (Bauer, Stokburger-Sauer & Exler, 2008). Scholl & Carlson (2012) say that it is also important that their websites have functions like players and team information, online shopping and ticketing, and places for fans to socialize between them (Scholl & Carlson, 2012).

The use of the internet by 2009 is a lot different than it was ten years before. According to Filo, Funk & Hornby (2009), in the past people only go to the Web to find additional information such as event schedules, venue, public transport, accommodations, parking, food, entertainment, traffic, attractions, shopping, travel cost, and the weather. Today, the use of internet by fans is way more extensive, allowing sport teams to improve their product and service distribution as well as finding new ways to their communication and promotion (Kriemadis, Terzoudis, & Kartakoullis, 2010). In 2007, fans can access the internet wherever they are and they use it not only for the reason that were mentioned earlier, but also to look for their team information, socialize, escape from routine and buy merchandising from teams websites (Hur, Ko, & Valacich, 2007).

Professional sports teams' main revenues

Besides the player's transfers and according to Bauer, Stokburger-Sauer & Exler (2008), the main revenues from professional sports teams came from:

- TV broadcasts
- Sponsoring
- Ticket sales
- Sale of merchandising

Competition in online soccer and sports

The competition between teams has become way bigger than in the playing field. Due to the fact that professional sports are multi-billion dollar businesses that have a worldwide dimension, these days the competition has expanded to areas such as resources, market shares, mind shares and followership in cyberspace. The Web gained a very important role in the way teams connect to general public. Through channels like **Facebook**, **Twitter** and **YouTube** (and their websites) they can inform and be in touch with their supporters in real time, generating more incomes from merchandising, ticketing and media (Scholl & Carlson, 2012).

The **online competition** in soccer (and sports in general) come, not only from opponent teams websites, but also from the own supporters that create **non official pages** with club information and related services, where the most sophisticated are competing directly with the official ones. In the smaller clubs, some of the fans websites are even bigger and more complete than the official one (Beech, Chadwick and Tapp, 1999). Online sports newspapers (in Portugal some examples are "Record"⁹, "A Bola"¹⁰ and "O Jogo"¹¹) and service suppliers are other types of online competition

1.3.2 Soccer clubs in the Web and Social Networks

The innovative ways of communicating in the web made soccer clubs develop new strategies that improve the relationships, businesses and information shared with their

⁹ <http://www.record.xl.pt/>

¹⁰ <http://www.abola.pt/>

¹¹ <http://www.ojogo.pt/>

fans. It is well noticed in clubs, especially in England first division, where only one of the twenty clubs websites from the English Premiership League didn't use those three items in their communication actions in their websites. The competition for the clubs websites are not only the opponent's official websites, but also the pages and blogs made by their supporters (Beech, Chadwick and Tapp, 2000)

Providing information through club website

The most important item that soccer clubs have to consider when they create their sites is information ones. According to Beech, Chadwick and Tapp, (2000), the most important are:

- News about the club
- Season statistics
- Games schedule
- Club information
- Sponsors, ...

Using club website to improve business

Clubs' websites make some of their clubs' daily business actions a lot easier to do. Actions like selling merchandising, selling tickets and providing services related with away games become just a click away. This became possible because the **virtual stores** are very simple and intuitive to use and it allows online transactions of money (Beech, Chadwick and Tapp, 2000).

For some clubs the official website is an important form to increase their revenues through advertising. That way, the outstanding increase of the volume of users from Social Networks Services (S.N.S.) and other non-official sites, can be considered by many as an obstacle to their profits. Soccer fans seems to express their love for the club or their frustrations more easily in non-official sites like S.N.S. than in the official sites, because they promote the discussion of these themes and it's a lot more easy to exchange their personal opinions. This makes them to spend less time on clubs' sites, where the clubs have their merchandising, tickets, and other products for sale. For example, from the 80 UK clubs that have their site hosted, there was a reduction from

65m to 56m average page impressions per month (McCarthy, Pioch, Rowley and Ashworth, 2011).

Clubs' concerns with SNS

According to McCarthy, Pioch, Rowley and Ashworth, (2011), there are three main concerns by the clubs relatively to the SNS, as you can see below:

Inertia – clubs are not very active at SNS, being in some cases even reticent. First they were in a stage of **Denial** where they thought that SNS were a thing that wouldn't last. Second, it was an **Engagement** problem because people didn't feel connected to the official sites and went to unofficial ones after visiting them (Facebook, Twitter, ...). Third, although the clubs were starting to change that, there was still a lack of **Openness** and transparency by the clubs towards their fans, who didn't feel appreciated.

Control – One of the most important aspects of a soccer match is the **Conversations** before, during and after the match finish. Although SNS allow that much easily, there was still a little bit of fear of the fans related to negative comments, because they wanted to feel “accepted by the community”. However this is changing with the appearance of SNS like Facebook and Twitter. Other fact is related to the

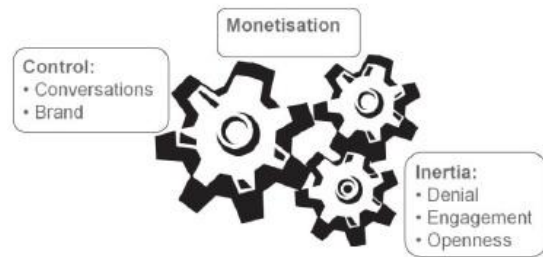


Figure 4 - Concerns about SNS by UK clubs

Brand because clubs are afraid that the presence on the SNS will affect their brand image and reputation negatively because bad comments may appear and it's a lot more difficult to control.

Monetisation – this is the main reason that made the clubs apprehensive about the appearance of SNS and unofficial sites. This appearance makes supporters to go fewer times to the official site, which will make clubs to lose money in the long run, not only because of the advertising revenue, but also from the sales of merchandising, ticketing, commercial products and others that they sell in their official web site.

But if the clubs can adapt to this new reality, there is a big opportunity to be explored. They have to make their own pages in these social networks in order to obtain **commercial gain**, need to **interact** with their fans through these channels, make their

pages with interesting and updated **content** in order to keep them interested and make them feel in a sort of **community**.

1.3.3 Connecting Soccer Fans with Clubs through Web

Nowadays, the **supporter** is not only a person who likes the club, but is also a **potential costumer**, representing the club as a company and as a sport entity. This relationship between clubs and fans is important because if it is strong, it increases the probability of the fans to buy tickets to go to matches, to buy merchandising, defend the team in public and participate in discussions. Also, the higher the number of fans is, the bigger will be the impact from the sport in the media. There are several factors that affect the relationship between fans and clubs than wins or losses from the team. Facts like changes in society, daily routine or simply personal problems can affect positively or negatively that relationship, (Camargo, 2011).

Fans in the Web - Cyber-fans

The main difference between a **cyber-fan** from a normal internet user or internet buyer is that he won't change to another team if their club website is very bad, in opposite to typical users that will change more easily to a competitor product or service that they were looking for. Nevertheless, they might change to a non-officially website or a sports newspaper if the club official website isn't appealing because there are thousands of websites with information that mobile technology allow users to use it everywhere. Fans can be informed in real time about what is happening in their club, choosing which information they want to receive and which platforms they want to use. They can receive for example news about injuries, training, transfers, etc by message, e-mail or by watching the website (Borba, 2008).

Segmenting and targeting fans

According to Tapp (2004 in Beech and Chadwick, 2004), it's crucial that the club gathers information about its fans, either personal (age, sex, address...), shopping history, sites' visits or tickets bought to matches. That information let the club to divide their fans into several classes, according to loyalty level. This will allow the club to make different types of communications to different types of supporters. For example:

- **low and medium loyalty** – create identification actions and offer information contents,
- **casual supporters** – incentive the increase of participation in the club online platforms,
- **regular supporters** – begin a one-to-one dialogue, trying to sell more tickets, products and services,
- **fanatics** – provide more dialogue and guarantee of exclusivity in services and merchandising

Spectators of professional sports events' categories

Giulianotti (2002) divided the spectators of professional sports events in four categories:

1. supporters with traditional though engaged (hot) attitude towards a team,
2. fans with a consumer and engaged (hot) attitude,
3. followers with a traditional and rather distant (cool) attitude,
4. flâneurs with a consumer and rather distant attitude.

Improving relationship with supporters through web and social networks

With the need to improve their relationship with their fans, soccer clubs started to **create profiles in virtual communities** like Facebook¹², Twitter¹³, Hi5¹⁴, among others. They also began to participate more in chats and forums, in order to interact with their fans. Also the appearance of mobile phones and Smartphone, changed the way people interact with clubs, becoming easier to access information in time and space. All this interaction occupies lots of time to the brands in their strategic communication plan (Borba, 2008). Another vital point to improve their relationship with fans is the entertainment. Beech, Chadwick and Tapp, (2000), refer that for a website to be successful, beyond being important e-newsletters, chats and discussion forums, is also very important to have games, contests and applications and media to mobile devices.

¹² www.facebook.com

¹³ www.twitter.com

¹⁴ www.hi5.com

2 Methodology

As it was seen before, initially it was made a theoretical analysis on three key chapters that covers the main points necessary to elaborate this Social Media Communication Plan: **Sports Marketing, Internet and Social Media** and **Sports in the Web**. That analysis was made by researching scientific articles, books, websites and some studies about those main chapters. The conclusions that were achieved doing that theoretical analysis allow me to identify the key points that should be explored in the development of this Plan.

To develop the Background analysis about Benfica and due to the fact that Benfica wasn't available to grant me an interview within the time available to elaborate this thesis, the data was collected through the observation of **websites** such as Benfica's official website and its sub pages, **Social Media pages** where Benfica is present (like Facebook, Twitter, YouTube, ...), and a **study** about Benfica's Investments in Communication.

In order to complement the information collected before and to better understand what Benfica's fans think about the current communication done by Benfica on these Social Media platforms, it was made an **online questionnaire** through "Google Docs" to 591 people that was sent via e-mail, Facebook pages and groups, blogs, among others. After that, the data was treated using "dynamic tables" in Excel to apply filters in order to select only the Benfica fans results.

All of this data collection was crucial to define the strategy that was developed in the new Social Media Communication Plan, as well as which new Actions should be created to achieve the objectives that were set in the strategy.

3 Background Analysis

3.1 Sport Lisboa e Benfica History



Figure 5 - Benfica Logo

Sport Lisboa e Benfica is the biggest club in Portugal with over 5 million supporters in Portugal and many more around the world (approximately 14 million total). More than a soccer club, it's the Portuguese brand with the biggest projection in the world, have been honoured as “Superbrand” since 2006 with a very creative communication. SLB is also at the “Guinness World Records” as the club with most members in the World (160.398) and today has over 180.000¹⁵. Although soccer is the most important sport represented by Benfica, it also represents other sports like, Hockey, Basketball, Handball, Volleyball, Judo and many more¹⁶.

Benfica was founded in 28th of February 1904 and Luis Filipe Vieira is the current president. Its stadium is “Estádio da Luz” which has capacity for 65.400¹⁷. Benfica's official website is <http://www.slbenfica.pt/Home.aspx> and has official pages in Social Media Platforms such as Facebook¹⁸, Google Plus¹⁹, Twitter²⁰, YouTube²¹ and Pinterest²²



Figure 6 - Estádio da Luz

Over the years Benfica won many titles included²³:

- 32 National Championships
- 24 Portuguese Cups
- 4 Supercups “Cândido de Oliveira”
- 4 League Cups
- 2 European Champion Clubs' Cup / Champions League (runner up in 5)



Figure 7 - 2nd European Champion Clubs' Cup (1962) Benfica 5 - 3 Real Madrid

¹⁵ <http://corporate.slbenfica.pt/pt-pt/marcabenfica.aspx>

¹⁶ <http://www.slbenfica.pt/en-us/home.aspx>

¹⁷ <http://www.slbenfica.pt/en-us/empresas/sportlisboaebenicacлубe.aspx>

¹⁸ <https://www.facebook.com/SportLisboaBenfica>

¹⁹ <https://plus.google.com/114069637143288723303/posts>

²⁰ https://twitter.com/SL_Benfica

²¹ <http://www.youtube.com/user/slbenfica>

²² <http://pinterest.com/slbenfica/>

²³ <http://www.slbenfica.pt/en-us/futebol/palmares.aspx>

Because Portugal has so many potential soccer stars to be found, Benfica has his own Youth Academy²⁴ in Lisbon where they develop future stars and have also eighteen Soccer Schools all over the country²⁵ expecting to find the new “Eusébio”. Eusébio da Silva Ferreira was the most successful soccer player from Benfica and also from Portugal that won among other things the “FIFA Ballon D’Or” in 1965 (best soccer player in the world), the “Golden Boot” in 1968 and 1973 (most goals scored in European Championships) and several times the top scorer in Portugal²⁶.



Figure 8 - Benfica 2012-2013 most used team



Other companies that belong to the Benfica universe are “Fundação Benfica” which is a foundation that creates and associates with other initiatives and to help social causes²⁷, “Benfica SAD” which has a share capital of €75 million²⁸, “Benfica Multimédia” that represents technological communication²⁹, “Benfica Estádio” corresponding to the stadium³⁰, “Clínica Benfica” that is a medical centre for athletes³¹ and “Benfica TV” that is the Benfica television channel.

Figure 9 - Eusébio da Silva Ferreira Benfica is the only club in Portugal with its own television channel, which was a big revolution and it’s directed to their supporters, with videos from sports activities of the club and interviews with athletes, among others³².

²⁴ <http://www.slbenfica.pt/en-us/futebol/forma%C3%A7%C3%A3o/departamentodeforma%C3%A7%C3%A3o.aspx>

²⁵ <http://www.slbenfica.pt/en-us/futebol/gera%C3%A7%C3%A3obenfica/gera%C3%A7%C3%A3obenfica.aspx>

²⁶ <https://www.facebook.com/SportLisboaBenfica/info>

²⁷ <http://fundacao.slbenfica.pt/>

²⁸ <http://www.slbenfica.pt/pt-pt/empresas/benficasad.aspx>

²⁹ <http://www.slbenfica.pt/pt-pt/empresas/benicamultim%C3%A9dia.aspx>

³⁰ <http://www.slbenfica.pt/pt-pt/empresas/benficaest%C3%A1dio.aspx>

³¹ <http://www.slbenfica.pt/pt-pt/empresas/cl%C3%ADnicabenfica.aspx>

³² <http://www.slbenfica.pt/pt-pt/empresas/benficatv.aspx>

3.2 Benfica Stakeholders:

There are many entities and persons that interact in a regular basis with Benfica's institution, and can influence their behaviour and actions. These entities or persons are called the Stakeholders. According to the definition in "BusinessDictionary"³³, a stakeholder is "A person, group or organization that has interest or concern in an organization" and "can affect or be affected by the organization's actions, objectives and policies." It is important to identify the most important ones, to help us to choose which ones should we direct our communication actions.

Benfica has many Stakeholders that include the government, suppliers, creditors, FIFA and UEFA, its own athletes, sponsors, the Media, among others. From all of these Shareholders who deal regularly with Benfica, only the **fans** and the **members** (and the **athletes** that are consumers of Benfica products) will be the target of our Communication Plan.

3.3 Advantages of being a Benfica member/associate:

To be a Benfica member/associate, Benfica's fans have to pay an initial 25€ for a kit that gives them 1 scarf from Benfica, 1 membership certificate, 2 tickets to matches in the Benfica's stadium, offers them an extra kit and the first monthly membership fee³⁴. Then they have to pay a membership fee, that is 156€ per year (12€ per month x 13 months) if they are over 18 years old and it has a discount for kids and senior members³⁵.

That membership gives them many advantages and benefits that goes from discounts in tickets' prices, priority in tickets acquisition, offer of "Mística" magazine, possibility to vote in assemblies, discounts in "Megastore Benfica" and visits to Benfica Stadium³⁶, to discounts in Benfica's partners such as gas at Repsol, offer of the first 3 monthly fees at MEO, 10% discount in all TMN communications, among others.

³³ <http://www.businessdictionary.com/definition/stakeholder.html>

³⁴ <http://loja.slbenfica.pt/DetailProduto/tabid/894/ChildProductID/1735/KIT%20S%C3%93CIO%20FOR%20BENFICA.aspx>

³⁵ <http://www.slbenfica.pt/pt-pt/socios/quotas.aspx>

³⁶ <http://www.slbenfica.pt/pt-pt/socios/vantagensebenef%C3%ADcios.aspx>

3.4 Benfica's SWOT analysis:

A SWOT analysis is important to evaluate the strengths, weaknesses, opportunities and threats about a certain company, business or product/service. It allows companies to make an internal analysis about which are their strengths and weaknesses compared to their competition and an external analysis about which are the opportunities and threats from the market.

Internal Analysis	
Strengths	Weaknesses
<ul style="list-style-type: none"> • Size and dimension – high number of fans and members; • Stable board – president and coaches; • High Brand Value; • Professional Marketing and Communications Department; • Present on Social Media Platforms. 	<ul style="list-style-type: none"> • Results below fans expectation in the first 13 years of 21st century; • Weak financial situation with high liabilities.

External Analysis:	
Opportunities	Threats
<ul style="list-style-type: none"> • High fan loyalty to clubs; • Continuous evolution of the Internet and Social Media Platforms; • It's much cheaper to communicate using Social Media platforms than Paid Media; • Online sports newspapers are starting to require paid subscriptions; • Synergies between Benfica TV and Benfica Social Media platforms; • Possibility to reach fans around the world using Social Media platforms. 	<ul style="list-style-type: none"> • Financial world crisis make fans to have less buying power; • Financial world crisis forces clubs to sell more players, losing competitiveness; • The money spent by fans are related to soccer results • Portugal small size and population

3.5 POEM Analysis – Paid, Owned and Earned Media

Before we elaborate our Social Media Communication Plan it's crucial to identify which Media channels Benfica use to communicate their message, either with their fans or any other stakeholders. With the increase of the prices over the last few years from the Paid Media, followed by the appearance of more cheap types of Media like the Social Media channels, a strong decrease in the investment was observed on this types of Paid Media, because Social Media channels can reach a larger audience, with less costs. However it is still noticeable the investment in Paid Media channels like Television and Billboards, which are used to promote Benfica's future soccer matches, membership cards, season tickets and merchandising products.

In the Owned Media is where Benfica's communication is more strongly visible. Owned Media are all the channels that belong to Benfica and are used by the club to communicate with their fans. The following channels are the most used by Benfica:

- Benfica's website
- Benfica's Social Networks official pages (Facebook, Twitter, YouTube, etc)
- Benfica's stadium
- Benfica's weekly Newsletter (by e-mail)
- Benfica TV
- Benfica's Houses
- Benfica's newspaper "OBenfica" and "Mística" magazine
- Online Store

As we have seen before, Benfica is a soccer club with such a big dimension that moves crowds, not only in Portugal but all around the world. This generates Earned Media, which are all the other types of free publicity generated by people or entities not related with the club. We can find as an example the fans, with the unofficial pages on Facebook, blogs, Twitter and YouTube channels, generating a word of mouth. In the Earned Media category we can also find the sports' newspapers, the Media which includes commentators from sports' programs and journalists, forums, international statistics, among others. In these Earned Media channels, we can also find the same content as the one that is in the Owned Media, because of the fans' word of mouth.

Benfica's Investments in Communication between 2009 and 2012 (Rate Card)

As we all know, Portuguese soccer clubs are struggling with financial problems, as most of the companies in the country are. Those problems are reflected in the investments that the club make, and investments in Communication are no exception. As you can see on the table with the investments made by Benfica in Communication between 2009 and February 2013³⁷ (Appendix 4 - Benfica's Investments in Communication), we can see that there was a big reduction on the money spend in general. In 2009 the investment in Communication was over 3,2 million Euros, in 2010 was over 1,3 million Euros and in 2011 was only around 250 thousand Euros. In 2012 the tendency has inverted and Benfica spent almost 2,2 million Euros.

The main difference between 2009 and 2010 was the investments related to "CARTAO BENFICA" (Benfica card) that represented more than 2,5 million Euros in 2009 and less than 200 thousand in 2010 (in 2011 and 2012 there was no investment on it), with an extra 150 thousand spent on "CARTAO BENFICA/REPSOL" in 2009. One of the products that also represent a significant investment in Communication over the last years is the "CARTAO RED PASS" (season ticket card). In 2009 Benfica spend over 277 thousand Euros on it, over 126 thousand in 2010, over 61 thousand in 2011 and over 286 thousand in 2012, which is over 750 thousand Euros spent in just 4 years.

In 2010 there were other two products that had a relevant investment in Communication that was the "BENFICA SHIRT DVD" with over 331 thousand Euros spent (there was no investment on it in 2009, 2011 and 2012), and "KIT SOCIO" (membership kit) with over 150 thousand Euros (in 2009 has been only over 40 thousand and in 2012 only over 10 thousand).

From the almost 2,2 million Euros spent on Communication in 2012, more than 600 thousand were on "GLOBAL NOTICIAS/SPORT LISBOA E BENFICA SAD". Other big investments were over 300 thousand on "BENFICA CORPORATE CLUB", over 100 thousand on "FUND. BENFICA"³⁸ (in 2009 had already an investment of 80 thousand) and over 100 thousand on "GALA BENFICA".

³⁷ Markttest, MMW, 2013:

³⁸ Is a Benfica's Foundation

Benfica Social Media Platforms - Owned Media

Benfica has a strong presence in Social Media platforms. It has official pages in the major platforms such as Facebook³⁹, Twitter⁴⁰, YouTube⁴¹, Google Plus⁴² and Pinterest⁴³ as we have seen before (Appendix 5 – Benfica’ Social Media Platforms Official Pages). It is very usual nowadays to have such a strong presence in these types of media, because the evolution of the internet made Social Networks and Social Media platforms a huge mass phenomenon. They are totally free, easy to use and allow people to interact with brands and between each other in a way that is impossible with the traditional media.



Figure 10 - Benfica Facebook Official Page

The most important from all of these Social Networks is Facebook, because is the one with the highest number of users all around the world and allows an easy interaction with all the other platforms. It has over 1 billion users, which represented almost 42% of the total number of internet users in 2012. According to “FutebolFinance”⁴⁴, which has made a study published in 12/11/2012 about the 100 soccer clubs in the world with the biggest number of fans following them on Facebook⁴⁵, Benfica was the best Portuguese club in 31st place with 1.211.000 fans, followed by Porto in 34th with 983.000 fans and Sporting in 47th with 526.000 fans. The club with the biggest number fans following them on Facebook is Barcelona from Spain with over 36 million, followed by Real Madrid, also from Spain, with over 32 million and Manchester United, from England, with over 28 million. In the top ten places, 4 clubs are from England, 2 from Spain and Turkey, 1 from Italy and Germany, as you can see in the list below:

³⁹ <https://www.facebook.com/SportLisboaBenfica>

⁴⁰ https://twitter.com/SL_Benfica

⁴¹ <http://www.youtube.com/user/slbenfica>

⁴² <https://plus.google.com/114069637143288723303/posts>

⁴³ <http://pinterest.com/slbenfica/>

⁴⁴ <http://www.futebolfinance.com/>

⁴⁵ <http://www.futebolfinance.com/futebol-facebook-index-11-2012>

Futebol Facebook Index 11.2012

Pos	Clube	País	Nº Fãs	Pos	Clube	País	Nº Fãs
1	Barcelona	Espanha	36.819.000	51	Los Millonarios	Colômbia	472.000
2	Real Madrid	Espanha	32.858.000	52	Trabzonspor	Turquia	468.000
3	Manchester United	Inglaterra	28.533.000	53	Zenith St. Petersburg	Rússia	463.000
4	Chelsea	Inglaterra	13.762.000	54	Zamalek	Egipto	451.000
5	AC Milan	Itália	12.206.000	55	Fluminense	Brasil	445.000
6	Arsenal	Inglaterra	11.778.000	56	Werder Bremen	Alemanha	430.000
7	Liverpool	Inglaterra	10.529.000	57	Spartak Moscovo	Rússia	409.000
8	Galatasaray	Turquia	7.581.000	58	Hamburger SV	Alemanha	385.000
9	Fenerbahçe	Turquia	6.099.000	59	Málaga	Espanha	367.000
10	Bayern Munchen	Alemanha	5.279.000	60	Botafogo	Brasil	363.000
11	Juventus	Itália	4.524.000	61	Tigres UANL	México	350.000
12	Boca Juniors	Argentina	3.764.000	62	Santos Laguna	México	343.000
13	Besiktas	Turquia	3.746.000	63	Bursaspor	Turquia	343.000
14	Manchester City	Inglaterra	3.627.000	64	Newcastle United	Inglaterra	333.000
15	Corinthians	Brasil	3.038.000	65	Persebaya	Indonésia	326.000
16	Flamengo	Brasil	2.883.000	66	Panathinaikos	Grécia	321.000
17	Persib Bandung	Indonésia	2.370.000	67	Atletico Madrid	Espanha	313.000
18	Chivas	México	2.197.000	68	St. Pauli	Alemanha	308.000
19	Olympique Marseille	França	2.022.000	69	1.FC Köln	Alemanha	307.000
20	Al Ahly	Egipto	1.875.000	70	Girondins Bordeaux	França	306.000
21	Internazionale	Itália	1.810.000	71	West Ham United	Inglaterra	287.000
22	River Plate	Argentina	1.685.000	72	Rangers FC	Escócia	282.000
23	São Paulo	Brasil	1.640.000	73	VfB Stuttgart	Alemanha	280.000
24	Borussia Dortmund	Alemanha	1.622.000	74	Seattle Sounders	EUA	280.000
25	Paris Saint-Germain	França	1.530.000	75	Everton	Inglaterra	280.000
26	Tottenham Hotspurs	Inglaterra	1.463.000	76	Chivas USA	EUA	274.000
27	AS Roma	Itália	1.343.000	77	Valencia	Espanha	271.000
28	Universidad de Chile	Chile	1.291.000	78	Internacional	Brasil	271.000
29	Palmeiras	Brasil	1.269.000	79	Celtic	Escócia	271.000
30	América	México	1.213.000	80	Emelec	Equador	267.000
31	SL Benfica	Portugal	1.211.000	81	Olympiakos	Grécia	264.000

Table 9 - Soccer clubs' number of fans on Facebook

Benfica has a website⁴⁶ where fans can find all they want related to the club they love.

They can find news about the club, several information about Benfica such as its squad, technical team, stadium, history, achievements, other sports than soccer and news related to them, the position in the championship and all the competitions that it is participating in that year, statistics about the players, Benfica's Foundation, Benfica's Houses, among others.

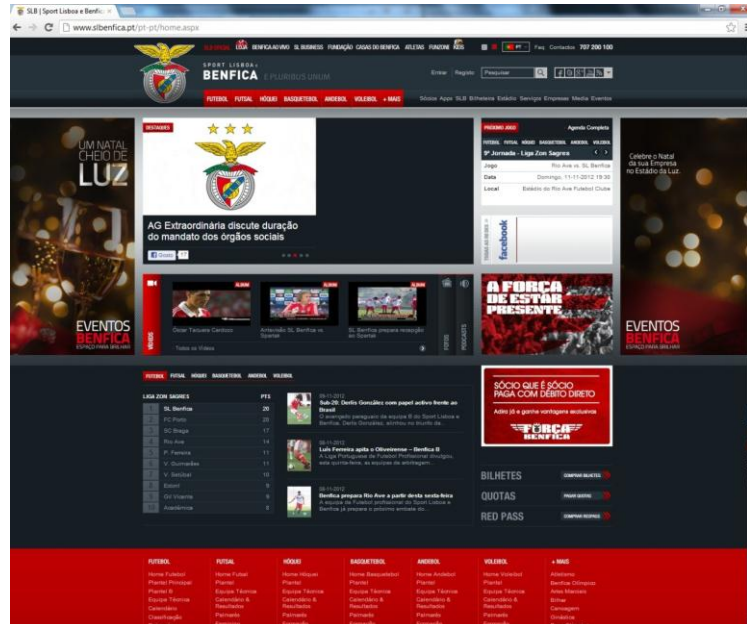


Figure 11- Benfica's official website

⁴⁶ <http://www.slbenfica.pt/Home.aspx>

On its site, Benfica has also his online store⁴⁷ where supporters can buy several products, from merchandising like clothes, scarves, postcards, sculptures, DVDs, books, pens, food or cups, among others, to tickets, Season tickets, Member Kits and pay their membership fees.



Figure 12 - Benfica's Online Store

In the site, we can also find a "Funzone"⁴⁸ where fans have the opportunity to play several games like "Benfica Fantasy Manager" (also connected with Facebook), "Find the Net", "Differences", "Memory" and others. They can also participate in activities, contests, connect with other registered fans and download multimedia to their computers, laptops or cell phones.



Figure 13 - Benfica's Funzone

Benfica's Online Store and Benfica's "Funzone" pages have a very important role which is not very visible at first sight, which is **data collection**. Although their main objective is very clear (being the Online Store to sell merchandising and tickets to

⁴⁷ <http://loja.slbenfica.pt/>

⁴⁸ <http://funzone.slbenfica.pt/>

matches and the “Funzone” to improve the relationship and the connection with Benfica fans) they are also very important for Benfica to collect data from their fans that they only would have access if they were members. In order to purchase items, to play games or to participate in activities and contests, fans have to fill in a form in order to be registered. When fans fill in that form, Benfica gains access to several personal information such as name, e-mail, age, sex, phone number and address, among others (Appendix 6 – Registration in Benfica’s website). This will allow Benfica to increase its database, improving their information about some potential future members. If you are a member, you can make your registration as being already a member, on a different page. After filling in the registration form, Benfica’s fans have the option to subscribe Benfica’s newsletter, where they can receive in their e-mail additional information such as official newsletters, warnings about ticket sales to matches, Online Store, contests/questionnaires, newsletter “SLB Fundação” or Funzone (Appendix 7 - Benfica Online Registration Newsletter).

In the weekly newsletter, fans receive on their e-mails the most important news about the club that occurred in the past week, including soccer team and other sports scores, as well as when and where the next matches will happen and promotions from Benfica’s online store and Benfica’s partners. There is also (in the top right) links to Benfica Social Media official pages like Facebook, Twitter, YouTube and others (Appendix 8 - Benfica newsletter).

Interaction between Benfica’s Social Media Platforms and advantages of these platforms compared with Paid Media

It is amazing and interesting to see all the interaction that is possible to make between all of these Social Networks with each other, and with other platforms like blogs and the club website, making all the information that the club want to share with their fans (such as news about the club, promotions in tickets or in merchandising, videos or photos) become viral very quickly, being watched by lots of supporters in a short amount of time, with



Figure 14 - Benfica Twitter Official Page

very few resources spent, especially when compared with other types of media advertisement. All these official channels allow Benfica to promote the club and the brand more easily, faster and cheaper. It also allow fans to know all the new stuff that Benfica put on its website without having to go there. They only have to be connected (or be following) the club in these channels to be informed about what is new with the club. For example, without the existence of all of these official channels, if Benfica makes a discount on some merchandising products and announce it in their website, only the fans that visit Benfica's website frequently or receive the weekly newsletter will be aware of it. The appearance of these channels allows the clubs (or companies in general) to disseminate the promotion in just a few minutes. When they put the ad in the website, they can spread it to the official channels like Facebook or Twitter by just copying the text (or creating a simple one) with the link to the website page where the discount is. It will make that all the fans that had already "put a like" on the Benfica's official Facebook page or are "following" Benfica on Twitter, receive the information of that specific promotion instantly, allowing them just by clicking in the link to go directly to the page where they can buy the product, which, in this case, will be Benfica's online store.

These platforms have big advantages for Benfica when compared with the Paid Media. They are free and they allow the club to analyse results in real time and whenever they want. With them, Benfica can gather many different types of socio-demographic information about the persons they are reaching on the platforms. For example, on 12th of November of 2012, Benfica's Facebook page had more than 1.2 million likes (people that are connected and see/receive notifications from the page) and more than 62.000 talk about this page. It also allows us to observe that the most relevant class of these fans are from 18 to 24 years old and the city that has more of these fans is Lisbon (Figure 15). On the same day, more than 59.000 people were "following" Benfica on Twitter and more than 11.000 "subscribed" Benfica YouTube channel.

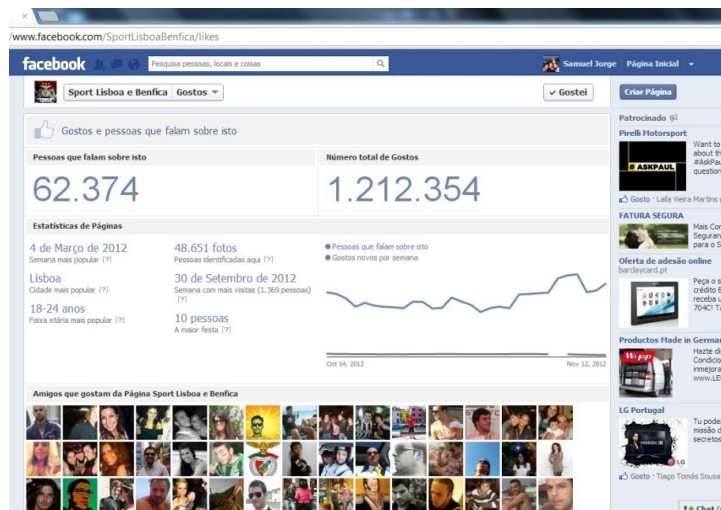


Figure 15 – Benfica’s Facebook Data

Benfica Social Media Unofficial Pages - Earned Media

Benfica is a soccer club with passionate fans and most of them like to be aware of the reality about the club on a daily basis. Some of them are so passionate that created Facebook pages, Facebook groups, and blogs, among others with topics totally related to Benfica. The difference between a Facebook group and a Facebook page is that in the first one, Facebook users can join the group as members (depending on the group’s privacy, it can be open to everyone or private to “invitation only” members) while in the second one, users can only “Like” the page receiving its notifications and updates, but can also participate in the discussions and all the other functions. They use them to publish the most relevant news about Benfica that are being published on Benfica’s website, on the online newspapers or on the internet in general, to comment about the reality of the club, publish videos and photos about the club and players, support the club, to depreciate other clubs like Porto and Sporting, discuss opinions and share experiences with other members, to promote other internet pages, blogs or other groups about Benfica and some of them make **promotions and contests** offering prizes such as tickets to matches or merchandizing, like Benfica’s official pages usually do. Although there are thousands of these unofficial pages from all around the world and most of them have only a few tens or hundreds of members participating or following them, there are some of them with a substantial size, having more than a thousand members with a few having more than 10.000 members. As an example, we can have some

Facebook pages such as “SLBENFICA SUPPORTERS”⁴⁹ (49.049 likes), “SLB Fans”⁵⁰ (63.878 likes), “Tudo Por Ti Benfica”⁵¹ (7.905 likes), “Slb, Sempre Sempre.”⁵², (2.967 likes), “Sem corrupção, o Benfica é campeão”⁵³ (2.076 likes), among others. Relatively to Facebook groups some examples are: “Contra a página anti-benfica - SLB SEMPRE!”⁵⁴ (3.751 members), “S.L.Benfica”⁵⁵(3.644 members) or “BENFICA”⁵⁶ (1.313 members). There are also some blogs like “Tertúlia Benfiquista”⁵⁷, “Geração Benfica”⁵⁸, “Tudo por ti BENFICA”⁵⁹ or “ETERNOBENFICA”⁶⁰. Some of these Blogs have also a Facebook page such as “Tudo por ti BENFICA” or “ETERNOBENFICA” and a Twitter page like “ETERNOBENFICA”. Some of these pages/groups/blogs even create actions like Benfica’s official pages do. These actions are usually to create a pastime where users can participate and win prizes related to Benfica. These actions increase the popularity of the page/group/blog, bringing in more users/members to be part of their community. One example of these actions was done by the page/blog “Tudo por ti BENFICA”, where they created a pastime with a Benfica photo where fans have



Figure 16 - Unofficial Page contest

to comment the photo making a title for it and the title with the highest number of “likes” after a certain period (in this case it was the next Thursday), won 2 tickets to watch Benfica vs. Marítimo’s match in Benfica’s Stadium (Figure 16).

⁴⁹ <https://www.facebook.com/SLBenficaSupporters>

⁵⁰ <https://www.facebook.com/SLBFans>

⁵¹ <https://www.facebook.com/tudoportibenfica>

⁵² <https://www.facebook.com/SlbSempreSempre>

⁵³ <https://www.facebook.com/semcorrupcaobenficacampeao>

⁵⁴ <https://www.facebook.com/groups/114991208511948/>

⁵⁵ <https://www.facebook.com/groups/fegrw/>

⁵⁶ <https://www.facebook.com/groups/cabaco98/>

⁵⁷ <http://tertuliabenfiquista.blogs.sapo.pt/>

⁵⁸ <http://geracaobenfica.blogspot.pt/>

⁵⁹ <http://tudoportibenfica.blogspot.pt/>

⁶⁰ <http://eternobenfica.blogspot.pt/>

3.6 Benfica POST Method (People, Objectives, Strategy and Technologies):

People

Using as reference the data that we have seen and gathered before in the chapters “Types and uses of Social Networks – Facebook and Twitter” and “Benfica Social Media Platforms”, we can identify that the majority of the fans that we intend to reach with our Social Media Communication Plan will be in the range of 18 to 24 years old, with a slightest advantage of the male population, living in the city of Lisbon, being present on Facebook and Twitter platforms, which are the two most Social Networks used nowadays. Using also the Social Technographics Ladder and *Li and Bernoff (2011)* analysis in *Groundswell* (in chapter “1.2.5 Social Strategy Development - The POST Method”) we can also predict that most of this population, who will be active and respond to our actions, will be in the class of Spectators, Joiners, Conversationalists and eventually some Creators. We don’t expect to reach the classes of Inactives, Critics and Collectors very often, but it can eventually happen.

Objectives

A soccer club is very different from a normal company, with different products, goals and objectives. Because of that, it will have different objectives when they enter de Groundswell. From the 5 objectives identified by *Li and Bernoff (2011)* in *Groundswell* (Listening, Talking, Energizing, Supporting and Embracing) there is one that we can automatically exclude, which is the Supporting, because Benfica products don’t have the complexity to create problems that need a lot of support to the company or other users.

Most of the actions that are created in the Social Media Platforms are Talking actions, with the objective to inform the fans about the reality, the news and day-to-day activity from the club. These platforms have a tremendous potential in terms of sharing and dissemination of contents, news and actions. To explore this situation, it is important to create Energizing actions that are appealing to fans, exploiting the fact that Benfica’s fans are very passionate about the club. It’s essential that these actions oblige fans to participate and to share them with other fans, creating a positive viral effect and reaching a lot more people that they would reach normally. It is also very important to listen to fans’ opinions about what is being done by Benfica, either in the soccer

matches (all the environment that is created around them), products in the Online Store and Social Media actions that are being done. It can be done creating a Listening action where fans can give their opinion or simply by analysing fans complaints. This will make fans feel more close to the club and that their opinion is heard and respected. Although this next field is more difficult to achieve, it can also be created some Embracing actions, involving some fans in the customisation of some products that Benfica sells in the online store, making the products more appealing to them.

Strategy

Now that we have identified which are the main characteristics of the target audience that we want to reach and the objectives that we want to achieve with our Social Media Communication Plan, it's time to develop the best strategy in order to achieve them successfully. We can start by adopting a **Listening** action, analysing fans complaints and suggestions to try to understand what are the main problems that exist in Benfica's products and services, as well as the things they would like to see improved in Benfica soccer matches and Social Media actions. Then, we will continue to develop some **Talking** actions letting fans know what is happening with Benfica, and invest strongly in some **Energizing** actions, creating contests and activities for fans to participate and share them with their friends, becoming closer, more happy and more identified with their club, improving also the sales in tickets and merchandising products and raising Benfica's brand awareness in the Social Media platforms.

After these actions are implemented, it is important to analyse the results and examine if there were significant improvement in the number of fans following Benfica in the Social Media Platforms, number of tickets, membership's cards, season tickets and merchandising products sold, improvement in the relationship with the fans and improvement in the brand awareness of Benfica.

Technologies

Because this is a Social Media Communication Plan, the technologies that we are going to use to develop our actions will be the main Social Media platforms used by Benfica, which are Benfica's website, Benfica's Social Networks official pages in Facebook, Twitter and YouTube, Benfica's newsletter, Benfica TV and unofficial pages about Benfica on Facebook and Blogs.

3.7 Benfica Social Media Actions:

In this chapter we will describe and analyse some of Benfica's Social Media and Social Networks actions, and relate them to the 5 objectives described in the **POST method** in "Groundswell" book (Li and Bernoff 2011) previously referred in the literature review chapter: **listening, talking, energizing, supporting** and **embracing**. While some of the actions are created specifically to a certain Social Media platform, most of them are combined in more than one at the same time. For example when Benfica creates a video on its YouTube page (like a commercial), it will share it through its Facebook' page and Twitter account in order to reach a larger number of fans. Another example is, when Benfica soccer matches are happening, Benfica publishes on its website the main events, and publishes the link on Facebook and Twitter, so that fans can follow all the action. The results of these actions can be measured by the platforms themselves. In Facebook we can see how many people "Like", "Comment" or "Share" Benfica "Posts". In Twitter we can see who adds Benfica "Tweets" as "Favourites", who "Reply" to them and who "Retweets" them. In YouTube we can see how many people "view" the video, "comment" it and "Like" or "Dislike" it. To facilitate its analysis, let's separate them into two categories: the "**Recurrent Actions**" and the "**Occasional Actions**".

Recurrent Actions

Regular Actions are all the actions that are related with the normal activity from Benfica. These are actions that are repeated in a certain frequency and cover a wide range of activities such as: publication of news about Benfica, promotions in merchandising products, summary of the main incidents of Benfica soccer matches in real time (written), interaction with players, remembering fans about their birthdays⁶¹ and making videos with the players inviting fans to come to matches, support the team and answer to questions about the fans (Lima made one in 14/11/2012⁶² answering questions about the fans), creating events in Facebook inviting fans to go to the matches (main team⁶³ and Benfica B⁶⁴), informing fans about Benfica's teams in other sports

⁶¹<https://www.facebook.com/photo.php?fbid=10152236024405716&set=a.10150161579895716.409093.212504785715&type=1&theater>

⁶² <http://www.youtube.com/watch?v=WR4hzaRMhOU&feature=plcp>

⁶³<https://www.facebook.com/events/234736023329040/?ref=3&suggestsessionid=7bb5dd96be749dc7db950178e8ba5aa0>

⁶⁴ <https://www.facebook.com/events/360032044064817/>

like Basketball, Handball and others⁶⁵ and soccer youth formation teams⁶⁶, among others. Let's look more closely to some of these actions.

Benfica News in Social Media platforms

Probably the most common actions that Benfica and soccer clubs in general do in their Social Media platforms is to inform their fans about the reality and day-to-day events from the club. In this **Talking** action, Benfica posts every day the most important and relevant news about themselves in their website, Facebook and Twitter official pages in order to keep their fans informed about what is happening with their club almost in real time. Also once a week Benfica has its weekly newsletter and newspaper where they inform their fans about the most important news from the past week, as well as events that will occur in the next week and the matches from the soccer team and other sports that Benfica will be involved. This news can be from different themes such as:

- Soccer and other sports results (from the main team and youth teams);
- Agenda for future Benfica soccer and other sports matches;
- Future events promoted by Benfica like charity events, autographs, youth tournaments, etc;
- Discounts in products from the online store;
- Contests for the fans;
- Awards won by Benfica and its athletes;
- Players acquisitions and contract renewals;
- Benfica players and ex players birthdays; ...

Report of the Soccer matches

Other of the most common **Talking** actions that Benfica does on its website and Social Networks official pages is the report of the main incidents in their soccer matches (main team and Benfica "B"). During the soccer matches they update almost in real time their website, Facebook and Twitter official matches with the most important things that are happening in the match. They inform the fans that are following them about things such as the players that compose the initial squads, goals, substitutions, fouls, yellow and red

⁶⁵<https://www.facebook.com/photo.php?fbid=479628928734237&set=a.210281522335647.55318.206522566044876&type=1&theater>

⁶⁶<https://www.facebook.com/photo.php?fbid=507096062651224&set=a.265049810189185.73613.253260504701449&type=1&theater>

cards, corners, number of fans in the stadium and all of the danger plays and information that they think is relevant. Some time before the match happens, they inform their fans in Benfica’s pages that they will do that report, for fans to follow them during the match⁶⁷



Figure 17 - Benfica soccer matches report in website, Facebook and Twitter

Happy Hour in the Online Store

In some weeks of the year (less than once a month), Benfica makes a promotional action that is called “Happy Hour”. This is another **Talking** action that consists on the following: at the beginning of the week, they announce on their Facebook official page for the fans to pay attention to the official page and to the online store after 17h00 (5 pm), where they will make a discount in a certain product that Benfica choose⁶⁸. Sometimes they announce the product in the advertising that will have the discount in the day and period at their choice, like on 16th June 2012 when they announced on their Facebook page that they would make a discount of 30% in all their scarves between 17h00 and 19h00 (between 5 pm and 7 pm)⁶⁹. In the *add* on the Facebook page, they have a direct link to the online store where fans can buy the products.

Discounts in products

It is very common for the majority of the brands to make discounts in some of their products from times to times, either because they’re seasonal, they are not selling as

⁶⁷https://www.facebook.com/photo.php?fbid=10152036954320716&set=a.10150161579895716.409093.212504785715&type=1&utm_source=dvvr.it&utm_medium=twitter

⁶⁸<https://www.facebook.com/photo.php?fbid=10151827450965716&set=a.10150161579895716.409093.212504785715&type=1&ref=nf>

⁶⁹<https://www.facebook.com/photo.php?fbid=10151934076605716&set=a.10150161579895716.409093.212504785715&type=1&theater>

well as the brand expected or simply to increase sales in general. Benfica is no exception and when they make discounts in the products that they are selling in their Online Store, they announce it in their Facebook page in a **Talking** action that has once again a Talking objective. One example of this happened at the end of the summer (30th August 2012) when they made a campaign of 50% discount for members and 40% discount for fans in general in all beach products in the online store. They announce it in their Facebook page with the theme “Conquista a praia com o Benfica” (conquer the beach with Benfica)⁷⁰⁷¹.

Occasional Actions

Occasional Actions are actions that are created sporadically to achieve a certain objective from the club. These actions are rarely repeated, except if the club wants to achieve the same objective after a certain period of time.

1 Million Fans on Facebook

This was probably the biggest campaign ever made by Benfica in the Social Media platforms official pages, with the objective to promote their Facebook page. As we have seen before, Facebook is the Social Media platform with the largest number of users with over 1 billion, so Benfica wanted to exploit that fact in order to expand their brand worldwide and increase sales and awareness among the fans. In the middle of 2011, President Luis Filipe Vieira had set the objective to exceed the 1 million fans mark in Benfica’s Facebook official page. It was created a big **Energising** campaign with the name “4-5-1 Milhão” (4-5-1 million) developed in several types of Media, both physical and digital like in Benfica’s newspaper, Benfica’s website, official newsletter, stadium, soccer matches’ commercials, YouTube videos, among others. It was also created an application on Facebook that was only available for fans that had already put a “Like” on Benfica’s Facebook page, with quizzes and other games that allow fans to win prizes such as tickets to soccer matches, Benfica’s official jerseys signed by the players and other merchandising products (Appendix 9 – “4-5-1 Milhão” campaign). This application was very successful with the participation of over 100.000 Benfica fans, which allowed Benfica to receive at least that amount of “Likes” on their Facebook’s

⁷⁰https://www.facebook.com/photo.php?fbid=10152075184645716&set=a.10150161579895716.409093.212504785715&type=1&relevant_count=1

⁷¹https://www.facebook.com/photo.php?fbid=10152066849290716&set=a.10150161579895716.409093.212504785715&type=1&relevant_count=1&ref=nf

page, thanks to the application⁷² (Appendix 10 – “Benfica 1 Milhão” application). The objective was achieved in the beginning of 2012⁷³ (3rd January 2012) and this achievement was considered so important that in 28th February 2012, on the Benfica’s 108th anniversary gala it was considered the Project of the Year, being more voted than “Benfica New Website” and “Youth Cup Tournament”⁷⁴.

Fans can choose the starting team

Soccer fans are very passionate about their team and Benfica’s fans are no exception. Almost all the fans have their own opinion about which of the players from their team should play in the next match and sometimes they are different from the choices of the manager. In the summer of 2012 and during the pre-season time (before de the season to start), Benfica decided to innovate and made a **Listening** action, giving fans the chance to choose the starting team from Benfica in a friendly match for charity against a team composed by “Luís Figo” and players from all over the world selected by him for this match. Although this action is not valid to be used in official matches, it allowed fans to “be in control” and feel what it was like to have the power to decide which players should play in the match. Fans could choose the players on the Benfica’s website⁷⁵. Benfica promoted this action in their Facebook and Twitter’s pages, and this action had repercussion in sports newspapers in Portugal, like “Record”⁷⁶.

SL Benfica Fantasy Manager 2013 Game

In order to become closer with their fans, Benfica created a game called “SL Benfica Fantasy Manager 2013” which is associated with Facebook and works as a Facebook application. In the game fans can build their own team buying and training players, play tournaments and matches against other fans, build their own “installations” among other options. The fans with the best results at the end of the season will receive prizes like tickets to matches at Benfica’s stadium, merchandising from the club and tours to the

⁷² <http://www.behance.net/gallery/4-5-1-Milhao-de-Fas-A-Tactica-Vencendor/3059799>

⁷³ <http://aovivo.slbenfica.pt/Noticias/DetaildeNoticia/tabid/790/ArticleId/20511/language/pt-PT/Luis-Filipe-Vieira-sobre-1-milhao-de-fas-Esta-marca-reforca-a-nossa-historia.aspx>

⁷⁴ <http://aovivo.slbenfica.pt/Noticias/DetaildeNoticia/tabid/790/ArticleId/21508/language/pt-PT/Gala-Benfica-1-milhao-de-adeptos-no-Facebook-e-o-Projecto-do-Ano.aspx>

⁷⁵ <http://www.slbenfica.pt/pt-pt/socios/vota%C3%A7%C3%A3o1inicial.aspx>

⁷⁶ http://www.record.xl.pt/Futebol/Nacional/1a_liga/Benfica/interior.aspx?content_id=766794

stadium and facilities⁷⁷. This game was promoted in an **Energizing** action in the beginning of the season at “Funzone” on the official site⁷⁸, and on the Social Network’s official page on Facebook⁷⁹ and Twitter.

Summary of the Actions per Groundswell objective

As it is possible to see on the table before, most of the Benfica’ **Recurrent Actions** done on Social Media platforms have a **Talking** objective, and the **Occasional Actions** have more of an **Energizing** and **Listening** objective:

Actions	Objectives				
	Listening	Talking	Energizing	Supporting	Embracing
Recurrent Actions					
Benfica News in Social Media platforms		X			
Report of the Soccer matches		X			
Happy Hour in the Online Store		X			
Discounts in products		X			
Occasional Actions					
1 Million Fans on Facebook			X		
Fans can choose the starting team	X				
SL Benfica Fantasy Manager 2013 Game			X		

⁷⁷https://apps.facebook.com/slbenficafm/?ref=bookmarks&count=0&fb_source=bookmarks_apps&fb_bmpos=3_0&sf5533979=1&installed=1#=_

⁷⁸ <http://funzone.slbenfica.pt/pt-pt/home/jogos/fantasymanager.aspx>

⁷⁹https://www.facebook.com/photo.php?fbid=10152024918760716&set=a.10150161579895716.409093.212504785715&type=1&utm_source=dlvr.it&utm_medium=twitter

4 Online Questionnaire

Clubs depend on their fans, because they are responsible for a big part of their revenues, either by buying tickets to matches (soccer and other sports), paying membership fees, buying merchandising, among others. For that reason is very important to know their opinion and their concerns to keep them happy and connected with the club. In order to identify the level of engagement between the fans and the clubs in Social Media platforms, it was made an Online Questionnaire about the relationship between the soccer fans and the Social Media official channels from their clubs.

This questionnaire was made online and sent via e-mail, Facebook pages and groups, blogs, among others. 591 persons have responded to it and the results are in the appendix (Appendix 11 - Online Questionnaire – full sample results). In our sample of 591 persons, 62% were male and 38% were female, being the majority of them (81%) between 18 and 35 years old (49% between 18 and 25 years old and 31% between 26 and 35 years old). They are highly educated people with 40% of them having graduated, 18% having a master degree and 32% having finished the high school (12^o ano in Portugal). The sample includes people from all types of incomes (there is not a big difference in the number of the respondents between the different classes of incomes).

Almost all of the respondents (97%) use Social Networks (like Facebook and Twitter) or other Social Media platforms (like YouTube and Blogs). From those 97%, the ones that they use the most are Facebook (99%) and YouTube (79%), and 74% of these people spend more than 1 hour per day on them (46% 1 - 2 hours per day and 28% more than 3 hours per day). The most used means and places to access these platforms are: at home (96%), in mobile devices (46%) at work (36%) and at school or university (26%).

As expected, due to the fact that Benfica is the club with more fans in Portugal, more than 50% of the respondents are fans of Benfica (55%), 30% are from Sporting and 5% are from Porto. Also 4% are fans of other clubs and 6% are not fans of any club.

Because Benfica is the club that we will be the focus of our communication plan, it was important to apply filters treating the data in order to understand the opinion from Benfica' fans only, about what they consider important in the Benfica' Social Media platforms. It was applied a **filter** selecting only the results from the people that are **Benfica fans** and use **Social Networks and other Social Media platforms**, obtaining a

new sample of 315 persons, being 62% male and 38% female (you can see the most important results from this sample in Appendix 12 - Online Questionnaire – Benfica fans that use Social Networks and Social Media platforms results).

When questioned about if they follow/are connected with Benfica in their Social Media platforms **official channels**, more than half of them (64%) responded affirmatively (Table 10) being Facebook the channel where almost all of them are connected (almost 100%) followed by YouTube (26%) and Twitter (only 12%).



Table 10 - Percentage of Benfica' fans that follow Benfica on Social Media platforms "Official Pages"

The main reasons that make the respondents Benfica' fans to follow Benfica on their Social Media platforms **official channels** are: “I like to keep me updated about the news from the club” with 75%, “I think that the channels are updated frequently” with 63%, “I like to watch photos and videos from the club” with 41% and “I think that these channels are modern and with relevant content” with 37% (Table 11).

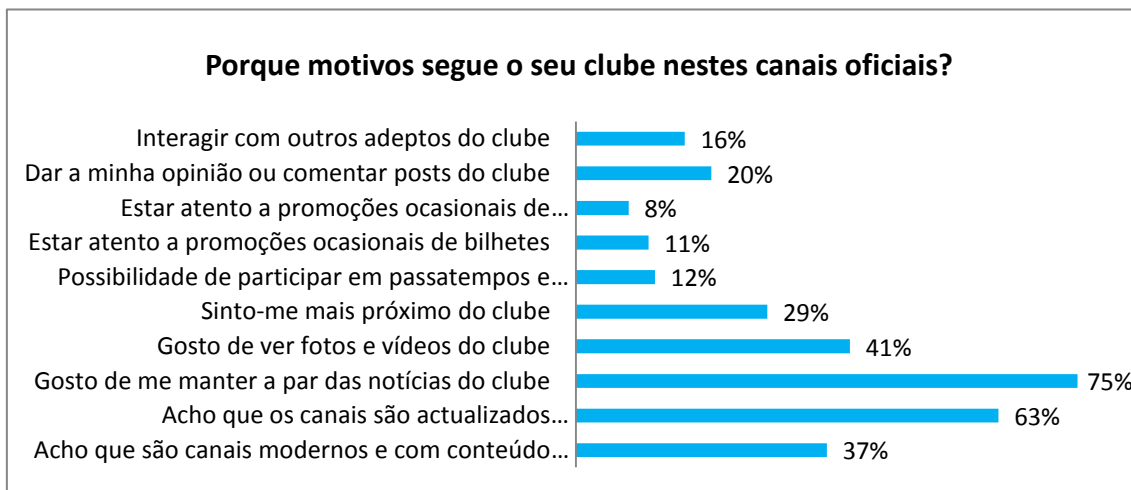


Table 11 - Reasons why Benfica' fans follow Benfica on Social Media platforms "Official Pages"

From those 36% who don't follow their club in the **official channels** on Social, the main reasons are: “I don't have time” with 33% , “There are better options with news about the club such as sports newspapers, non official channels, blogs, etc” with 31% and “I don't like giving my opinion or to comment posts about the club” with 20%.

Note that only 9% have never heard about these channels, so the lack of awareness about them is not a reason for Benfica' fans not to follow their club on them (Table 12).

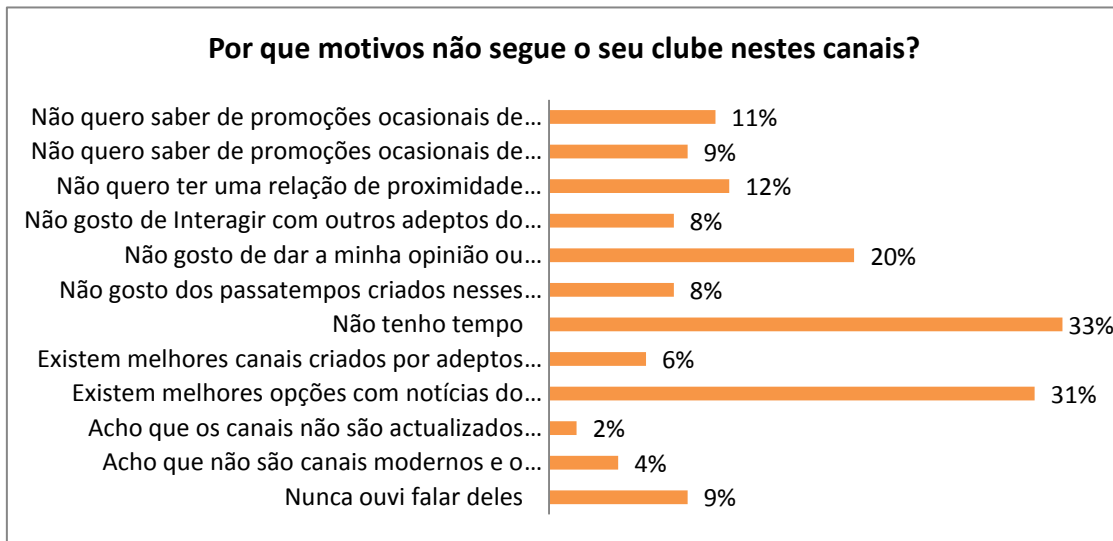


Table 12 - Reasons why Benfica' fans don't follow Benfica on Social Media platforms "Official Pages"

Regarding to the **unofficial channels** in Social Media platforms, the number of respondents that follow Benfica on them is smaller than in the official ones (only 45%). From these ones, the channel that they use the most to do it is Facebook (87%), followed by YouTube and Blogs with 22% each. The main reasons for the respondents to use these channels and prefer them to the official ones are: “The news are updated more quickly” with 44%, “They gave more relevant content” with 26% and “The group of fans that participate is more restricted and selected” with 22%. Only 27% of the respondents that follow Benfica in the **unofficial channels** prefer the **official channels** (Table 13).

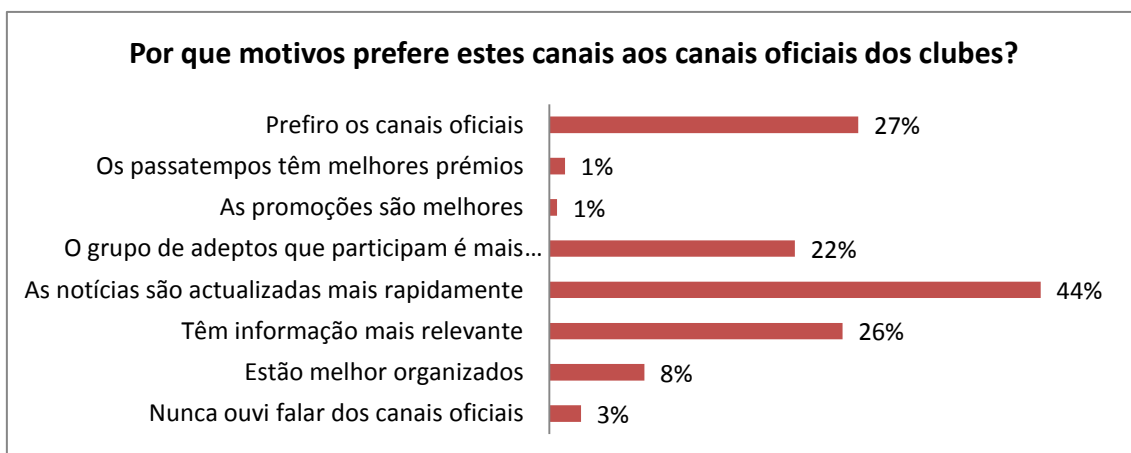


Table 13 - Reasons why Benfica' fans prefer the Social Media "Unofficial Pages" than "Official Pages"

From the 55% of the respondents that don't follow Benfica in **unofficial channels**, the main reasons are similar to the ones in the official channels: "I don't have time" with 30%, "There are better options with news about the club such as sports newspapers, official channels, blogs, etc" with 29% and "Never heard about them" with 21%.

Relatively to Benfica' **official website**, only 50% of the Benfica fans visit it with frequency, 78% of them to watch news about the club, 51% to see information about the club such as trophies won, players, coaches, infra-structures, among others, 39% to buy tickets online to soccer matches of the club and 23% to watch photos and videos from the club. Note that only 14% buy merchandising at the **online store** and only 6% participate in contests and play games in the website (Table 14)

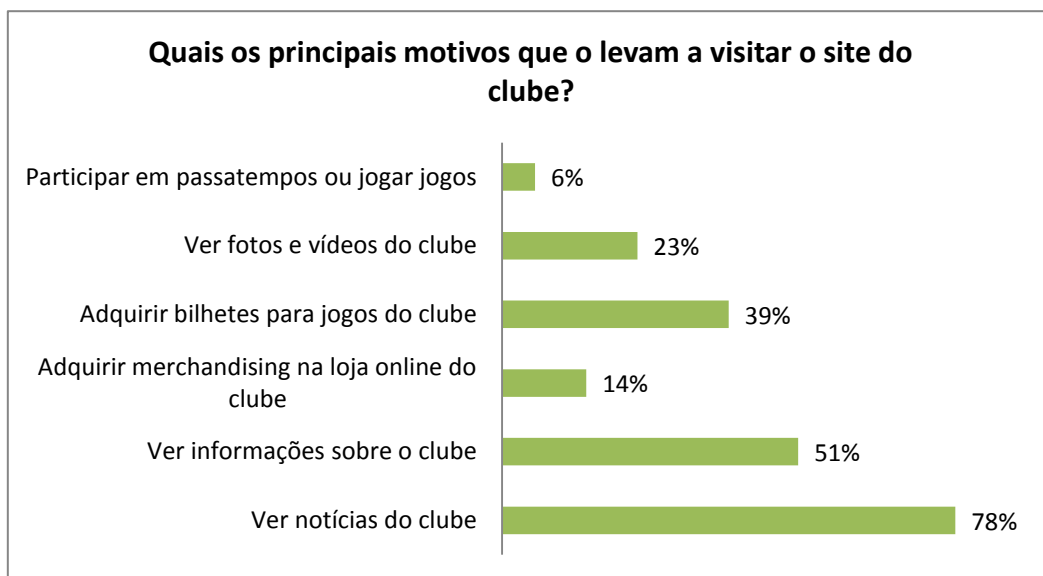


Table 14 - Reasons why Benfica' fans visit Benfica' website

From Benfica's fans respondents, only 16% play games and participate in contests created online by their club in the website and in Social Networks (or are aware of their existence). From these 16%, 73% play games, 35% participate in contests, 20% participate in activities and 18% download multimedia files.

Relatively to other sports than soccer that clubs have professional teams, 52% of the Benfica's fans respondents think that they should be more present in the clubs' **official channels** in the Social Media platforms and only 14% think that the information given is enough (34% don't know).

5 Social Media Communication Plan

5.1 Social Media Communication Plan - Strategy

As we've seen before, Social Media platforms offer companies endless opportunities to promote their products or services, as well as improve their communication with their customers. Soccer clubs are no exception and can exploit the presence on these platforms to transmit their message to a large number of fans and consequently, reduce their investment in more expensive types of paid media, such as television or radio. This will make soccer clubs like Benfica to save a considerable amount of money, reducing their costs, which is crucial in this time where the country is struggling with financial problems.

Benfica has already a strong presence in Social Media platforms, as it has been shown before, but there are a lot of improvements that can be made in order to optimise their communication on these platforms with their fans. The purpose of this new Social Media Communication Plan it's not to replace all the communication strategy and actions that Benfica is currently doing, but to elaborate a set of new actions that will improve and complement the existent communication plan. After realizing the theoretical research in all the topics related with this environment, such as sports marketing, internet and social media or sports in the web, and after all the background analysis about Benfica and Benfica's actions until 2013 on these platforms, there were detected some points that can have some improvements and it is expected to be solved in this new communication plan. Some examples are the **inexistence of embracing actions**, very **little use of Twitter**, **insufficient contests and promotions**, very **little involvement from the fans in energizing actions**, **lack of solidarity actions** promoted on these platforms, among others.

The target of this Plan will be the users of social media platforms from 16 to 54 years⁸⁰, from all over Portugal and some countries with a extensive immigrant community like France or Switzerland, mostly male (because soccer is a sport more appreciated from men than women), from all types of incomes or education. The main objectives of the Plan will be Talking and Energizing in order to maintain the fans active and connected to the club, although it will have also some Embracing and Talking actions to involve

⁸⁰ Main internet users in Mediascope study

the fans in Benfica's activities and make them feel appreciated and that their opinion is taken into consideration.

The strategy for this new Social Media Communication Plan, for Benfica's 2013/2014 season, has the purpose to accomplish the following objectives:

- **Increase the number of fans** following Benfica on Social Media platforms
- Create a **bonding between athletes and fans**
- Make more use of **Earned Media**
- **Energise fans** making them to feel more passionate about the club
- **Promote Loyalty**
- **Involve fans** in the creation of Benfica' products and Benfica Actions

Bellow we will explain the new Social Media Actions that we want to implement in this Plan, in order to promote Benfica on these platforms and to narrow the relationship between the club and their fans, increasing the number of paying members, the number of tickets sold to Benfica soccer matches, the number of season tickets and the volume of merchandising sold, among others. We will also relate them to the 5 objectives described in the POST method (Li and Bernoff 2011) - listening, talking, energizing, supporting and embracing.

5.2 Social Media Communication Plan – Actions Plan

Thematic videos

This will be an **Energizing** action where Benfica fans can upload videos up to 30 seconds in Benfica Social Networks official pages Facebook and Twitter and Benfica Social Media official page in YouTube, showing themselves dressed with Benfica's clothes and representing some thematic situations related with Benfica's most influent players. The themes can be:

- Be calm and collected like Luisão;
- Be creative like Aimar;
- Be strong like Cardozo;
- Be unpredictable like Gaitan or Salvio;
- Never give up like Maxi Pereira.

The most voted videos on each platform (on Facebook and YouTube the one with most likes and on Tweeter the one that is more added as favourite) will win a ticket to watch a soccer match at Benfica's stadium, a signed jersey and a dinner with the player that the campaign is referring to. This campaigns should be used in matches where it is predictable that the capacity of the stadium won't be full. This action will make Benfica to explore their fans' "word of mouth" because in order to get enough votes to win the prize, fans will have to share their videos with their friends, exploring the advantages of Social Media platforms to reach a big number of fans.

250.000 followers on Twitter

This **Energizing** action will be similar to the campaign done before by Benfica to the Facebook platform (1 Million Fans on Facebook action). The objective is to promote Benfica's Twitter official page that has only 59.000 fans following it⁸¹. Twitter is an easier and fast way compared with Facebook for fans to know what's happening in their club, when and where tickets become available for soccer matches, which are the new merchandising products, among others and allow a more fast interaction with Smartphone's. This way, we feel that it is a platform that is being underexplored according to its potential. To increase the number of fans following Benfica on Twitter, will be created a campaign using Benfica Owned, Paid and Earned Media (more in the Owned Media). It will be promoted on Benfica's website, Facebook page, during Benfica's soccer matches, in the stadium and stores (physical and online stores), in Benfica's Newspaper and Benfica's Newsletter. It will also be created an application similar to the one created to the Facebook campaign (Appendix 10 – "Benfica 1 Milhão" application), with quizzes, games and contests where fans can win prizes according to their results (sign jerseys, tickets to matches and merchandising products). To participate, they will have to log in using their Twitter account and to be following Benfica on it. It will also make fans to use their "word of mouth" to spread the campaign, giving more chances to win for those who bring more friends to participate in the application (using a code for each user). The fact that there are already more than 1,2 million Benfica's fans on Facebook will make easier for this campaign to be a success.

⁸¹ in 12th of November of 2012

I'm proud to be a Benfica fan

This **Energizing and Listening** action has the objective to improve the relationship between Benfica and their fans, improve the passion that they have for the club and can eventually increase the sales of merchandising products like jerseys and scarves. The action consists in a contest where fans have to send photos to Benfica's Facebook and Twitter official pages, dressed with Benfica's official products in original places, where they show the passion that they have for the club. The most voted in each one of the platforms and the most original selected by the club will win a double ticket to a Benfica match during the season (in a game that the capacity isn't expected to be full).

Follow the Life of a Champion (on Twitter)

This talking action has the objective to approximate the fans with the Benfica's soccer players and make them understand what a soccer player life is all about (and that is not as easy as many of them must think). This **Talking** action will allow Benfica's fans who have a Twitter account to receive updates about what their players are doing during a normal day of work, either in training or other promotion actions that they are doing for the club like giving autographs, charity events associated with Benfica's Foundation, advertising campaigns and others. This action will start in July, when the pre-season trainings begin and when the players have some of their trainings outside Portugal, being hard for fans to follow their team so closely.

It will also be created a free Smartphone application at the same time with the same objective where fans will have to log in with their Twitter or Facebook account (or to register creating a new one) allowing Benfica to increase their fans database. In both cases, the news about the players' day to day life will also have reference to some of the products that Benfica is selling at the Online Store, like Benfica does in its regular news on the website, in order to increase sales of merchandising and other products.

Benfica TV on Social Media platforms

As we have seen before, Benfica is the biggest soccer club in Portugal and has lots of fans all over the world. With the development of Globalization helped by the advances of the Internet and Social Media platforms, the world "became smaller" being easier to interact with anybody, anywhere and in real time than it was before. Benfica's fans who

live outside Portugal are as passionate (if not more) than the ones that live in our country, because of the memories that Benfica brings them about their homeland.

Luís Filipe Vieira (Benfica's president) has announced that Benfica will not renew their contract with "Olivedesportos" to transmit their soccer matches in "Sport TV"⁸² and Benfica has already notified "CMVM"⁸³ about their intentions of transmit their soccer matches in Benfica TV after making a study that proves the sustainability of the channel and that the expected revenues will exceed the proposal from "Olivedesportos"⁸⁴.

This will open a new window of opportunity to explore all the features that Social Media platforms allow to reach Benfica's fans all over the world that can't have access to Benfica TV on cable. It will be created an online channel where fans can watch the Benfica soccer matches by a "pay-per-view" (PPV) method, like it's frequently used in the U.S.A. to sports like Basketball, Soccer, Baseball, UFC, among others, although the prices will have to be adjusted to the Portuguese reality where the prices to sports' events are much lower. The PPV of a UFC event can cost until 54.99\$ and a Half season pass to all the NBA games costs 99\$⁸⁵. In Portugal there is a similar situation for the movies renting on TV cable. In "MEO VideoClube", the prices of renting a recent movie is between 3,50€ and 4,50€⁸⁶, so people will be able to pay more than that (maybe between 5€ and 10€) to watch a soccer match on their television, laptop, computer, tablet or even Smartphone. Fans will also have the option to buy a half season or full season package, with a lower price than if they buy the matches separately. This campaign will be promoted using **Talking** actions on Benfica's Social Media channels like Facebook and Twitter's official pages, Benfica's newspaper and newsletter and will be created a movie to promote it on YouTube and posted on the official pages.

Be more active in Tweeter – Quiz Tweet

As we have seen before, it's important for Benfica to be more active in Tweeter. In order to do it and for fans to understand the importance of following Benfica on it, it's

⁸² http://www.record.xl.pt/Futebol/Nacional/1a_liga/Benfica/interior.aspx?content_id=784620

⁸³ CMVM – Comissão do Mercado de Valores Imobiliários

⁸⁴

[http://desporto.sapo.pt/futebol/primeira_liga/artigo/2012/10/25/benfica_comunica_aquisi_o_d.html](http://desporto.sapo.pt/futebol/primeira_liga/artigo/2012/10/25/benfica_comunica_aquisi_o_dos_d.html)

⁸⁵ <http://www.mydish.com/pay-per-view/sports-and-events/?WT.svl=bread-crumb>

⁸⁶ <http://online.meo.pt/Videoclube/Catalogo/Novidades>

important to create contests and contests exclusively for Tweeter to increase the willingness of fans register on Twitter and start to follow Benfica on it. One of these contests can be called “Quiz Tweet”. In this **Talking and Listening** action twice a week, there will be posted a tweet in Benfica’s official Twitter page with three questions related to the club and the first fan to respond to it with the correct answers, will win a merchandising product available on the online store. One of the quizzes will be posted during the report of the soccer matches on Twitter, to make the fans watch it and where Benfica can make advertising of its products. These types of quizzes can also be done on the Facebook page and site during the soccer matches’ report or at any time, forcing fans to have the notifications from the Social Networks’ official pages activated and be aware of the messages that Benfica wants to transmit.

Loyalty Discounts

One of the most important things for brands is to have their costumer’s loyalty. Soccer clubs have an advantage when compared with regular brands because a fan rarely changes to another club when they are not happy with their performance, but they can start to buy fewer tickets to watch soccer matches in the stadium, buy less merchandising products and eventually stop paying their season tickets and membership payments if they have those. That way, it’s important to make fans feel that their loyalty is appreciated and valued, and that they have benefits maintaining that loyalty.

In this **Talking** action we will make cumulative discounts in Red Passes and tickets to matches to value those fans that keep following and supporting their team to the stadium to make them feel that their fidelity is rewarded. In the tickets’ case, fans will have a 5% discount in the price of the ticket when they are going to the third consecutive game and a 10% discount when they go to the fifth consecutive game. These campaigns will be called “**Three in a Row**” and “**Five Star Supporter**” respectively (“**Três em Linha**” and “**Adepto Cinco Estrelas**” in Portuguese). In order to receive these discounts, fans have to register in the website or log in using their Facebook and Twitter account and insert the numbers of their previous tickets in the online platform (in Benfica’s website).

At the same time there will be also a loyalty campaign for fans that have the Red Pass (season ticket). It will be similar to the previous one and has the same names with Red

Pass added - “**Three in a Row – Red Pass**” and “**Five Star Supporter – Red Pass**” (“**Três em Linha –Red Pass**” and “**Adepto Cinco Estrelas – Red Pass**” in Portuguese). In the third year in a row that a fan acquires his Red Pass, he will have a 5% discount in the payments and in the fifth year he will have a 10% discount. Both campaigns will be promoted on the Social Media channels referred in the actions before.

Partnerships with the most important Facebook “Unofficial Pages”

As we have seen before, although Facebook Unofficial Pages have not the same importance and the same number of fans following them as Benfica’s Facebook official page, some of them reach a considerable number of fans having more than 10.000 fans following them. This fact makes Unofficial Pages as a window of opportunity that Benfica can explore. In this **Energizing** action, every year Benfica will make a partnership with the five most important Facebook Benfica Unofficial pages, which will be the five with the most fans following them (the five pages with most “likes”). The five pages selected will win two season tickets for the administrators for the whole soccer season and some merchandising products that the page can use in some contests and promotional actions that the page will create during the year. In exchange, the page will have to publish some contents that Benfica selects and send to them such as important news and future events, as well as merchandising products and others that Benfica is selling in the online store. It’s a win-win situation because Benfica promotes their products and achieves a bigger audience, having low costs, and the Unofficial pages become more attractive to fans because of the contests that they can create, offering them Benfica merchandising products without any costs, increasing also the number of fans following them.

Customize your own Benfica Product

Every fan is different and has its own likes and preferences. In order to satisfy all of them and increase merchandising sales, will be created an **Embracing** action that will allow fans to customize their own products like jerseys, t-shirts, caps, lighters, mugs, puzzles, among others, with images related to Benfica. There will be an online platform where fans can access using Facebook, Twitter or Benfica’s website and virtually personalize some products using pre-selected Benfica’s images like the stadium, notable players from the past such as Eusébio, Chalana, Rui Costa and others, recent players

like Luisão, Aimar, Maxi Pereira, Salvio, Lima, etc, symbols, actual and classic teams from the past, trophies won such as the Champions League trophy, among other pictures. In the platform fans can see how the final product will become and order it from the online store, being delivered to their homes or, if they prefer, they can pick the items in the physical store. This action will make Benfica’s fans more connected with the club and can give Benfica new ideas about future products that they may develop. You can see some examples of the products that could be created in (Appendix 13 - Benfica Customized Products).



Figure 18 - Benfica customised t-shirt

Partnership with the charity institution supported by Benfica Foundation

Nowadays there is a big concern with social causes in our country. Portugal is a country that has big financial crisis, with considerable social problems in their society. Benfica couldn’t be indifferent to this situation and created its own foundation (“Fundação Benfica”) where it supports several institutions, especially the ones related with children, where it helps children with problems to fit in the society and don’t abandon studies, and create events to raise money to help these institutions.

In this **Embracing** action we will gather the Benfica fans to join this noble cause and help Benfica’ Foundation to help children all around the country. It will be made a campaign on Social Media platforms like Facebook and Twitter, using YouTube to promote the video that will be created, appealing to the need of helping those most in need children. In order to convince the fans to join these actions in the form of volunteering, it will be offered prizes to them according to the time that they spend helping Benfica causes. For each hour of volunteering that a Benfica fan does on Benfica Foundation, they will win one point that they accumulate and can change for products and tickets according to the table 15:

Points	Prizes
10	Benfica Pen
20	Benfica Lighter
30	Benfica Cup
50	Benfica Scarf
75	50% discount in ticket to a soccer match
150	Ticket to a soccer match
300	Benfica official jersey season 2013/14

Table 15 - Prizes per points

This way, it will make more attractive for the fans to be involved in the club projects.

Advertising on Facebook using pay-per-click

As it was explained before, Facebook allow companies to promote their products, websites, official pages or any other links they want using the pay-per-click method. It was also seen by the questionnaire results that there is a considerable percentage of fans that goes to the unofficial pages about Benfica on Facebook instead of going to the Benfica official page. This is bad for Benfica because on these unofficial pages, Benfica don't control what it is published so, the information transmitted to the fans may not be totally accurate and genuine. It has also another disadvantage because on the official pages, Benfica can promote the merchandising products that they are selling on the online store, as well as tickets to soccer matches, among others. For these reasons, it is important to make as many fans as possible to start visiting the Benfica Facebook official page.

In order to do that, it will be launched a **Talking** action on Facebook, using the pay-per-click method to try to attract as many fans as possible that are on the unofficial pages to the Benfica official page. It will be done a add similar to the one that is on the "Appendix – Facebook Advertising", with the destination link to be the link from the Benfica Facebook official page⁸⁷ with the text "follow Benfica where it really matters. Nothing is better than the original! ". Our selected target in the add will be all the Portuguese people between 16 and 54 years old⁸⁸ and the key success factor will be in the selected key words ("Precise Interests"), where will be chosen not only words related with Benfica, sports, soccer, etc, but we will also put the name of the most important **unofficial pages** related with Benfica, as well as names of former and actual players because for example, if a fan follow "Rui Costa"⁸⁹ page on Facebook, it will be very probable that will follow Benfica on Facebook. This will increase the number of fans following Benfica on the official page and consequently, the number of sales.

⁸⁷ <https://www.facebook.com/SportLisboaBenfica?fref=ts>

⁸⁸ main users of the internet in Portugal as we have seen before in the chapter

"Consumer Behaviour on Internet and Social Networks by Portuguese Consumers"

⁸⁹ Ex well known Benfica player

Summary of the Actions per Groundswell objective

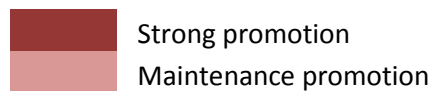
In the table bellow you can see which of the five Groundswell objectives (Listening, Talking, Energizing, Supporting and Embracing) is pretended to achieve with each action.

Actions	Objectives				
	Listening	Talking	Energizing	Supporting	Embracing
Thematic videos			X		
250.000 followers on Twitter			X		
I'm proud to be a Benfica fan	X		X		
Follow the Life of a Champion		X			
Benfica TV on Social Media platforms		X			
Quiz Tweet	X	X			
Loyalty Discounts		X			
Partnerships with Facebook “Unofficial Pages”			X		
Customize your own Benfica Product					X
Partnership with the charity institution					X
Advertising on Facebook using pay-per-click		X			

Time Schedule for the Actions

After have selected the actions that will be implemented for the season 2013/14, it's important to define when they will be implemented during the season. The pre-season starts always in the beginning of July (usually in the 2nd week), the official matches start in the middle of August and the season finishes in the end of May. In the table below you can see when each action will be implemented and when will be the periods of more and less intensity in the promotion of them:

Actions	Time Schedule											
	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
Thematic videos			Strong promotion		Strong promotion			Strong promotion		Strong promotion		Strong promotion
250.000 followers on Twitter	Strong promotion	Strong promotion	Strong promotion	Maintenance promotion	Maintenance promotion							
I'm proud to be a Benfica fan				Strong promotion				Strong promotion			Strong promotion	
Follow the Life of a Champion		Strong promotion	Strong promotion	Maintenance promotion	Maintenance promotion	Maintenance promotion	Maintenance promotion	Maintenance promotion	Maintenance promotion	Maintenance promotion	Maintenance promotion	Maintenance promotion
Benfica TV on Social Media platforms	Strong promotion	Strong promotion	Strong promotion	Maintenance promotion	Maintenance promotion	Strong promotion	Strong promotion	Maintenance promotion	Maintenance promotion	Maintenance promotion	Maintenance promotion	Maintenance promotion
Quiz Tweet				Strong promotion	Maintenance promotion	Strong promotion	Maintenance promotion	Maintenance promotion	Strong promotion	Maintenance promotion	Strong promotion	Maintenance promotion
Loyalty Discounts		Strong promotion	Strong promotion				Strong promotion					
Partnerships with Facebook "Unofficial Pages"	Strong promotion	Strong promotion										
Customize your own Benfica Product						Strong promotion	Strong promotion					
Partnership with the charity institution					Strong promotion	Maintenance promotion	Strong promotion	Maintenance promotion			Strong promotion	
Advertising on Facebook using pay-per-click		Strong promotion	Strong promotion	Maintenance promotion	Maintenance promotion				Strong promotion	Maintenance promotion		



6 Conclusions

Developing this Social Media Communication Plan we observed that, with the fast development of the **Social Media platforms** like **Social Networks**, it is crucial for brands, and in this specific case the soccer clubs, to quickly adapt to this new way to communicate with their costumers and fans.

These platforms provide great tools for the brands to **improve their relationship with their customers** and have lots of **advantages** when compared with the other types of communication like the traditional media. These Social Media platforms are **free or cheap**, are normally **easy to use**, they provide great **interaction** between users and **between brands and their customers**, can provide updates in **real time**, can be **accessed anywhere** and at **anytime**, can create the **word-of-mouth** effect and become viral more fast and easy, among others.

The Social Media platforms that are the most used by brands to communicate with their customers besides their own website are **Facebook, Twitter** and **YouTUBE**. Each one of them have amazing and unique features that provides brands an amazing opportunity to shorten the distance and break barriers between them and their customers, but the biggest advantage of these platforms is the **possibility to combine them with each other**, creating synergy effects and increasing the power of the message that they want to transmit, reaching more people than if they were used separated.

The **consumer behaviour** of the **internet** users relatively to the “consumption” of advertising as also **changed** over the last years. Nowadays, consumers are exposed to thousands of *ads* everyday and everywhere which makes that the human brain automatically blocks most of them, reducing the power of the message and its awareness. Internet is no exception with most sites and Social Media platforms having **banners advertising products** and services which most of them aren't noticed by internet users, forcing the brands to be more creative creating new *ads*. Besides that, with all the facilities that internet has created in online shopping over the last years, consumers increased considerably this type of behaviour because it saves a lot of time, which is a precious thing in the modern society.

Just like what happens with the majority of the brands, **Internet and Social Media platforms** provide **soccer clubs** a new way to **communicate** with their **fans**. A fan is not only a person who likes the club but also a **potential costumer**, who has the advantage of having a **Tribal** behaviour or, in other words, he won't change to another club if the results are not as good as they expect like in a regular brand. These platforms allow a completely new type of interaction between the clubs and the fans, making the **communication** become in **both ways** instead of being only in one way. This fact makes the fans to feel closer and more identified with the club and can potentially increase the sales of tickets, merchandising and others, which represent a significant part of the clubs revenues.

Benfica is already present in most of these Social Media platforms having **official pages** on **Facebook, Twitter, YouTube, Google Plus** and **Pinterest**. Most of the online communication in Benfica **Owned Media** is done on their website and in Benfica's official Facebook page where they have more than 1 million fans following them. Most of the actions that Benfica creates on these platforms have a **Talking objective**, i.e., their main objective is only to provide information to the fans relatively to products that they are selling, actions that are being done and future events from the club, soccer team and other sports.

Social Media platforms and more specifically Social Networks have amazing interaction features which allow fans to show their support for the club in a completely new level. They use these platforms to cheer for their club, to discuss tactics with other fans, to share personal experiences, among others, proving all of their love for the club. For example, on Facebook we can also find several **unofficial pages** and **groups** created by fans about Benfica, which are totally independent from the club and represent an important type of **Earned Media**, with some of these unofficial pages having several thousands of fans. Some of these pages also create their own contests offering prizes to the fans.

Like we saw on the **online questionnaire** that was made, almost all of the respondents (97%) use Social Networks and Social Media platforms and 99% of those use Facebook which shows the importance of these platforms in our society. With the technological developments and the appearance of gadgets like laptops, Smartphones or tablets, allow

users to access these platforms everywhere and anytime they want, making that 74% of them spend more than 1 hour per day on these platforms.

Despite almost all of the respondent Benfica' fans use these platforms, only 64% of them follow their club in the **official channels**, being Facebook the most used with almost 100%, with YouTube and Twitter only having 26% and 12% respectively. Most of them use these channels to keep themselves updated about the news from the club (75%). From those who don't follow their club on these platforms, the lack of time and the existence of better alternatives to be informed about the club are the main reasons for this behaviour. Also, 45% from the Benfica' fans respondents follow Benfica on **unofficial pages**, 44% of them because the news are updated more quickly than in the **official pages**. Note also to the fact that only 43% of the Benfica' fan respondents visit their **club website** with frequency, most of them to watch news about Benfica (78%), see information about the club (51%) and buy tickets online to Benfica' soccer matches (39%). Also only 16% of the Benfica's fans respondents **play games and participate in contests** created online by their club in the website and in Social Networks (or are aware of their existence).

Before developing the communication plan and the new actions to be developed, it was important to make an analysis using the POST method (people, objectives, strategy and technologies) defining that the target that we want to reach with these action are fans in the range of **16 to 54 years** old, slightly more to the **male** population, living mostly in **Portugal** and being users of Social Media platforms like **Facebook** and **Twitter**. Then was defined that most of our actions will continue to have a **Talking** objective, but first it was created some **Listening** action with the **online questionnaire** to identify what fans want and what is being done wrong by Benfica. It were also created some actions with **Energizing** and **Embracing** objectives, taking advantage of the **word-of-mouth** and making the fans more connected with the club. The **technologies** used will be, of course, the **Social Media platforms** with a big importance to **Facebook, Twitter, YouTube** and **Benfica's website**.

Although the presence of Benfica on Facebook is satisfactory, there is always a room for improvement especially on **Twitter**, which we feel that is a platform that is being underexplored by Benfica. To improve their presence on Twitter it is crucial to make an action like the one that was made in the past for Facebook, to get new fans to follow

Benfica on this platform. It is also very important to create actions that involve the fans, making them to participate in activities and contests, showing the love for their club and receiving prizes in return. This will make fans feel closer to Benfica and with more motivation to buy tickets and season tickets to attend to soccer matches to cheer for the club and to buy merchandising products, increasing the club's revenues and brand awareness. The transmission of Benfica soccer matches by **Benfica TV** will also have a big impact in the online platforms, especially for fans that live outside Portugal who will be able to follow Benfica more closely than before.

7 Limitations of the Study

When I elaborated this Communication Plan, there were some external factors that may have affected the final result of this work. The most important ones are the following:

- The fact that Benfica wasn't able to receive me and give me some inside information during the time available for the realization of this Thesis, about the way they communicate with their fans through the Social Media platforms and how do they Communication and Marketing Department approach this "online world" limited the elaboration of the plan, making the information used a little less accurate than if it was given directly from the club;
- Since the questionnaire was made online and through my database contacts, it biased the sample and doesn't make it totally representative of the total Portuguese population, because they don't represent the people that are not present in the online platforms (e-mail, Facebook, Twitter, etc), and it's not proportional to age and geographical distribution of the Portuguese population;
- The lack of information available about the investments of soccer clubs in Paid, Owned and Earned Media over the last few years doesn't allow us to make a quantitative analysis and take concrete conclusion about how much these clubs reduced the investment in Paid Media, how much they increased the investment in Owned Media, and how much does the Earned Media represents in the spread of communication made by Benfica.

8 Ideas for Future Research

In future works, there are some themes that can be investigated that could complete and give continuity to this Communication Plan such as:

- Make a study about the evolution of investments in Paid Media by soccer clubs and other sports, in comparison with the investments in Owned Media;
- Study the representation of the Earned Media and fans WOM in the increase of brand awareness by soccer clubs and other sports.
- After the Communication Plan and it's new actions are implemented, analyse how they affected the sales of merchandizing, tickets, season tickets and membership cards sold, and if it increased Benfica brand awareness;

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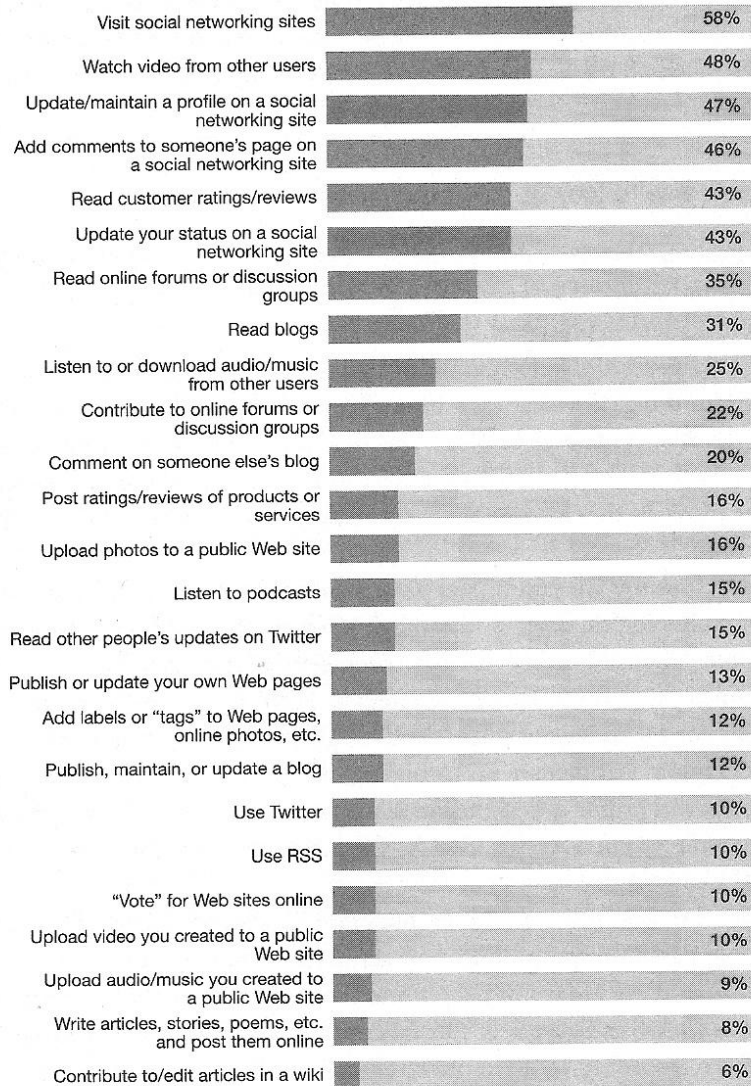
Studies:

IAB Europe Mediascope 2012 Portugal Data Report

10 Appendix

Appendix 1 – Participation in groundswell activities

Participation in groundswell activities



Base: U.S. Online adults.

Source: North American Technographics® Online Benchmark Survey, Q2 2010.

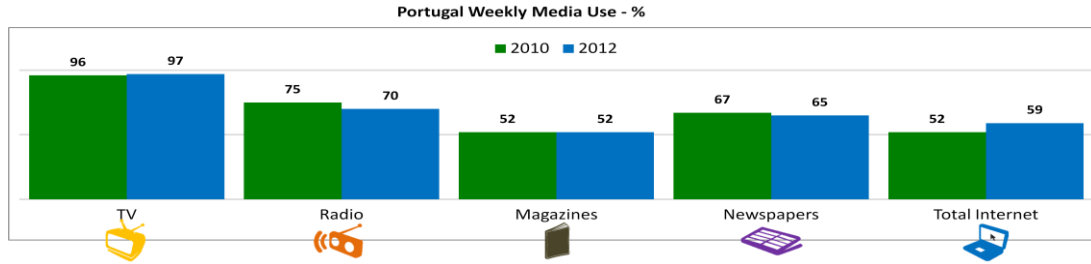
Note: Figures represent percentage of online U.S. adults participating at least monthly (over 25,000 consumers surveyed).

Appendix 2 – Facebook Advertising

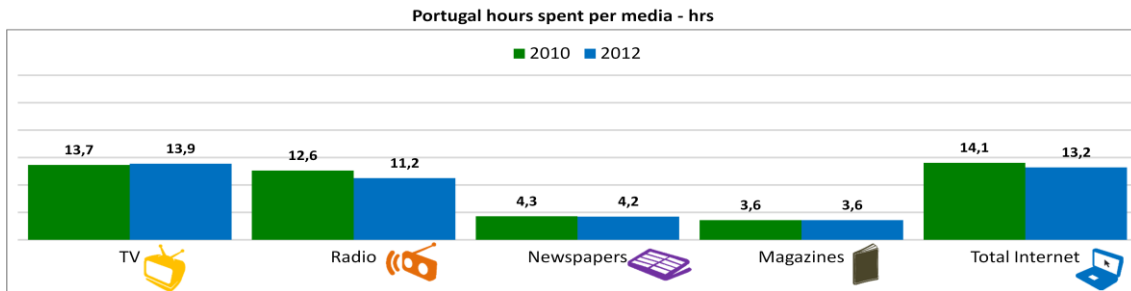
The screenshot displays the Facebook Ads creation process, divided into several key sections:

- What do you want to advertise?:** This section allows the user to select a Facebook destination or enter a URL. The chosen destination is "Site Oficial Do Sport" (http://www.sbenfica.pt/), which features an image of a soccer player and the text "Compra já o teu bilhete Benfica online, 24 horas dia, comodo, seguro e sem filas".
- Your Advert:** This section is used to craft the ad's content. It includes fields for a headline ("Site Oficial Do Sport"), text ("Compra já o teu bilhete Benfica online, 24 horas dia, comodo, seguro e sem filas"), and an image. A checkbox is checked to "Show social activity about Site Oficial Do Sport next to my advert".
- Right Column Preview:** This section provides a visual preview of how the ad will appear in a user's news feed. It shows the ad's image, headline, and text, along with a simulated social interaction: "You and Samuel Jorge like Sport Lisboa e Benfica."
- Choose Your Audience:** This section is used to define the target audience. Key settings include:
 - Location:** Portugal
 - Age:** 18 to 30 (with "Require exact age match" checked)
 - Gender:** Men
 - Precise Interests:** Soccer, sports, #S.L. Benfica
 - Suggested Likes and Interests:** A list of related entities such as #F.C. Porto, #Sporting Clube de Portugal, and #Tottenham Hotspur F.C.
 - Broad Categories:** A list of categories including Events, Family status, and Extreme sports.
- Audience Summary:** Shows a total reach of 286,800 people, with a list of characteristics: live in Portugal, aged 18-30, male, and interested in soccer.
- Suggested Bid:** The recommended bid range is \$0.07–\$0.25 USD.
- Campaign, Pricing and Schedule:** This section sets the campaign's financial and timing parameters:
 - Account Currency:** EUR
 - Account Country:** Portugal
 - Account time zone:** Europe/Lisbon
 - Campaign and Budget:** New Campaign Name: http://www.sbenf...-Clicks-PT-M-18-30; Campaign Budget: 1000.00 EUR, Lifetime Budget.
 - Campaign Schedule:** A checkbox for "Run my campaign continuously starting today" is present.

Appendix 3 - Mediascope Europe – Portuguese’s Online Consumer Behaviour data



Weekly Media Consumption (Portugal)



Total hours spent per week using each media

Trended Portugal Online activities undertaken monthly- %

	2012	2010
Email	98	84
Search	96	84
Watch video clips	64	
Use a personal social network	89	
Instant Messaging	64	64
Listening to radio	37	26
Listening to music online	43	
Watch a film	32	
Contributing to forums	33	33
Contributing ratings and reviews	36	18
Watch online TV	22	
Watch live events	38	
Making telephone calls	27	19
Music downloads	26	21
Blogging	36	31
Online gaming	28	29
Seen advertising in film, TV or video	20	
Use catch up or on demand TV	11	4
Download video clips	28	
Download a film	26	
Use a professional social network	32	
Download a TV programme	17	
Podcasting	18	7

Trended online activities undertake

Portugal Websites visited monthly - %

	2012	2010
News	67	70
Local information	48	37
Maps	66	
Video	77	
Banking and Finance	51	56
Other hobby	39	
Social media	88	
Health	33	14
Price Comparison Sites	31	28
Government services	31	
Films	46	39
Food and beverage	43	
Music	46	30
Furniture and furnishings	35	13
Retailers	20	
Mobile phones	28	27
Forums	36	
Technology	39	33
Route planning	35	
Clothing and fashion	38	24
Grocery Retailers	55	

Trended Leading website types visited monthly

Appendix 4 - Benfica's Investments in Communication

Mês	(All)
Meio	(All)
Tipo	(All)
Suporte	(All)
Literal	(All)

Sum of Investimento

Anunciante	Marca
FUND.BENFICA	JOGO CONTRA A POBREZA
GLOBAL NOTICIAS/SPORT LISBOA E BENFICA SAD	GLOBAL NOTICIAS/SPORT LISBOA E BENFICA O JOGO/SPORT LISBOA E BENFICA
GLOBAL NOTICIAS/ZEE S.L.BENFICA	GLOBAL NOTICIAS/ZEE S.L.BENFICA
JORNALINVESTES/SPORT LISBOA E BENFICA SAD	O JOGO/SPORT LISBOA E BENFICA
RENASCENCA/SPORT LISBOA E BENFICA SAD	RENASCENCA/SPORT LISBOA E BENFICA
SOC.VICRA DESPORTIVA/SPORT LISBOA BENFICA SAD	A BOLA/SPORT LISBOA E BENFICA
SPORT LISBOA E BENFICA	FUND.BENFICA
SPORT LISBOA E BENFICA SAD	A MISTICA DO GLORIOSO BINGO DO SPORT LISBOA E BENFICA CARTAO BENFICA CARTAO BENFICA/REPSOL CORRIDA BENFICA ANTONIO LEITAO CORRIDA SPORT LISBOA BENFICA GALA BENFICA SPORT LISBOA E BENFICA
	UEFA FUTSAL CUP

Note: the table below is the continuation from the table on the previous page, and should stay on the right side of it. The column “SubMarca” from the table below represents sub-categories from the column “Marca” that is in the previous page. For example “BENFICA CORPORATE”, “CLUB”, “BENFICA SHIRT DVD”, ..., “RETRATOS DE GLORIA” are sub-categories (“SubMarcas” column) from the main category “SPOT LISBOA E BENFICA” (“Marca” column).

SubMarca	Ano				Jan-Fev 13	Grand Total
	2009	2010	2011	2012		
Geral		67.340,60				67.340,60
Geral		6.400,00		621.093,00	132.447,00	759.940,00
Geral				96.540,00		96.540,00
Geral	8.440,00					8.440,00
Geral		35.320,00				35.320,00
PASSATEMPO DIA DO PAI				3.182,10		3.182,10
Geral		3.395,00				3.395,00
Geral	80.727,66			102.982,94		183.710,60
Geral	5.937,00					5.937,00
Geral	29.029,42	33.177,94	52.014,06			114.221,42
Geral	2.555.338,43	193.195,80				2.748.534,23
Geral	150.119,65					150.119,65
Geral				59.009,70		59.009,70
Geral	52.745,85	85.488,09	4.220,00			142.453,94
Geral				102.967,83		102.967,83
BENFICA CORPORATE						
CLUB			37.955,00	307.854,00		345.809,00
BENFICA SHIRT DVD		331.243,00				331.243,00
BILHETE FAMILIA BENFICA				73.204,99	34.348,54	107.553,53
CAMPEOES NACIONAIS		1.990,00				1.990,00
CARTAO RED PASS	277.435,62	126.269,89	61.398,00	286.747,12		751.850,63
EVENTOS BENFICA				145.702,50		145.702,50
Geral	44.206,00	251.208,57	83.800,25	384.663,07	81.344,08	845.221,97
JOGO CASAS BENFICA		3.750,00				3.750,00
KIT SOCIO	41.544,90	150.378,78		10.078,02		202.001,70
RETRATOS DE GLORIA		3.400,00				3.400,00
Geral		47.410,63				47.410,63
Total Geral	3.245.524,53	1.339.968,30	239.387,31	2.194.025,27	248.139,62	7.267.045,03

Appendix 5 – Benfica’ Social Media Platforms Official Pages



Benfica Facebook official page 1

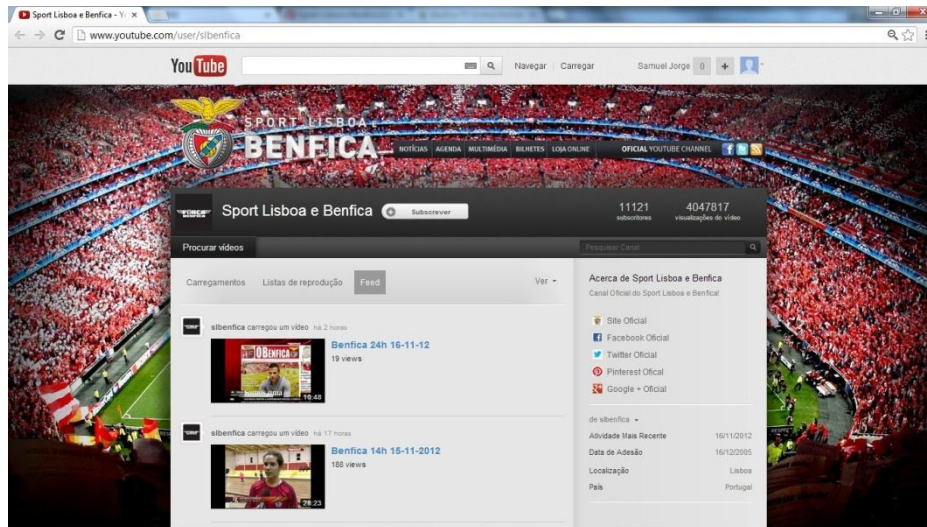


Benfica Facebook official page 2

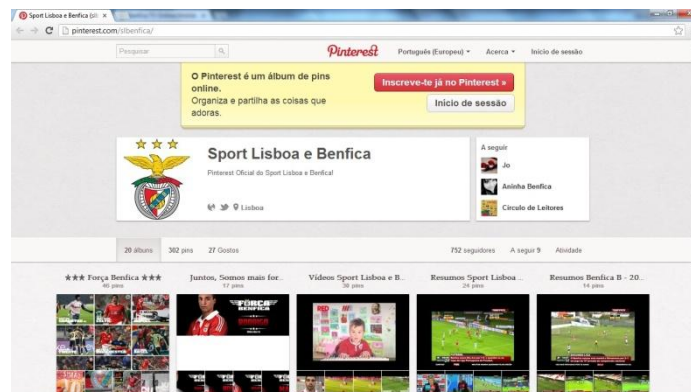
How to use Social Media to promote Portuguese Soccer Club Benfica



Benfica Twitter official page

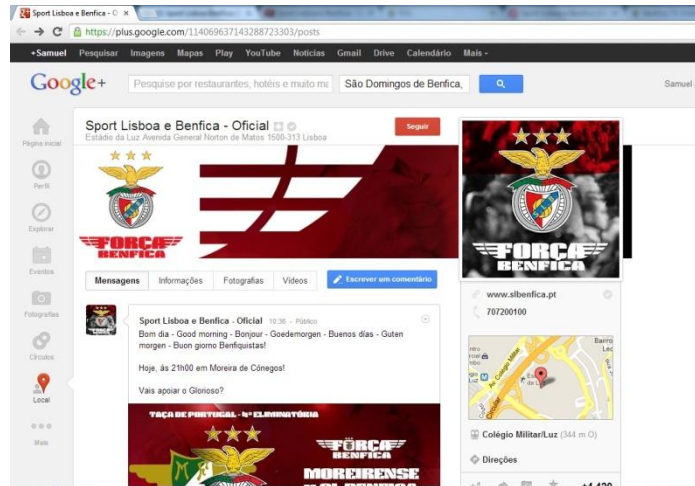


Benfica YouTube official page



Benfica Pinterest official page

How to use Social Media to promote Portuguese Soccer Club Benfica



Benfica Google+ official page

Appendix 6 – Registration in Benfica’s website

/mybenfica.slbenfica.pt/registo

A screenshot of the Benfica online registration form. The page header includes the Benfica logo, navigation links like 'SLB OFFICIAL STORE', 'BENFICA LIVE', 'SL BUSINESS FOUNDATION', 'SUPPORTERS' CLUBS', and 'ATHLETES FUNZONE', along with a language selector set to 'EN' and a phone number '707 200 100'. The main heading is 'myBenfica' with 'Log in' and 'Register' links. The registration form is titled 'FILL IN THE FIELDS AND COMPLETE YOUR REGISTRATION' and features a large '01 SLB REGISTER' label on the left. The form fields are: Full Name *, Username *, Password *, Repeat password *, E-mail *, Birth date *, Sex * (Male/Female), Member * (Yes/No), ID / Passport number, Phone, Mobile Phone, Profissão (* PROF. _N/ESPECIFICADA *), Address, Location, Country * (Portugal), and Language (English (United States)). A '02 NEXT' button is at the bottom right. A note at the bottom left states '* Required fields'.

Benfica Online Registration Data

Appendix 7 - Benfica Online Registration Newsletter

/mybenfica.slbenfica.pt/registo

SLB OFFICIAL STORE BENFICA LIVE SL BUSINESS FOUNDATION SUPPORTERS' CLUBS ATHLETES FUNZONE

myBenfica

SLB REGISTER

FILL IN THE FIELDS AND COMPLETE YOUR REGISTRATION

NEWSLETTER

Do you wish to receive additional information in your email?

- Newsletter Oficial
- Alertas de Vendas de Bilhetes
- Loja online
- Passatempos/Questionários
- Newsletter SLB Fundação
- Fun Zone

For security reasons enter the following characters:

Benfica Online Registration Newsletter

Appendix 8 - Benfica newsletter

m.slbenfica.pt/newslettermobile.aspx

NEWSLETTER / 50
OFICIAL DO SPORT LISBOA E BENFICA

Semanário faz 70 anos
Luís Filipe Vieira: "Jornal é um documento de registo da nossa história"
O Jornal Oficial do Clube comemora esta quarta-feira, dia 28 de Novembro, 70 anos de vida. O presidente Luís Filipe Vieira associa-se ao momento, olhando o passado, analisando a dinâmica presente e levantando o véu sobre um futuro que se espera risonho.

ATUALIDADE

FÚTEBOL | 25-11-2012
Benfica – Oihanense, 2-0: Os números da 8.ª vitória na Liga
A equipa de Futebol profissional do Sport Lisboa e Benfica venceu o Oihanense no sábado, dia 24 de Novembro, numa partida a contar para a 10.ª jornada do Campeonato Nacional.

CLUBE | 27-11-2012
Último adeus a Guilherme Espírito Santo
Realizou-se, esta terça-feira, 27 de Novembro, o funeral de Guilherme Espírito Santo. A igreja de Almada foi pequena para os muitos presentes.

ANDEBOL | 27-11-2012
Venha apoiar o Andebol na Taça EHF!
O grupo orientado por Jorge Rito vai receber, no próximo sábado, 1 de Dezembro, o HBC Nantes no segundo encontro da Taça EHF.

BASQUETEBOL | 26-11-2012
Venha apoiar o Basquetebol na Taça de Portugal!
A equipa de Basquetebol do Sport Lisboa e Benfica disputa, este domingo, 2 de Dezembro, o encontro dos 16 avos-de-final da Taça de Portugal, frente ao AngraBasket.

ATLETISMO | 27-11-2012
Benfica é o Clube mais representado na selecção
A Federação Portuguesa de Atletismo divulgou esta terça-feira, 27 de Novembro, os seleccionados para representar Portugal no Campeonato da Europa de Corta-Mato.

PRÓXIMOS JOGOS

FÚTEBOL

6ª Jornada - Liga dos Campeões	
Jogo	FC Barcelona vs. SL Benfica
Data	Quarta-Feira, 05-12-2012 19:45
Local	Camp Nou

FUTSAL

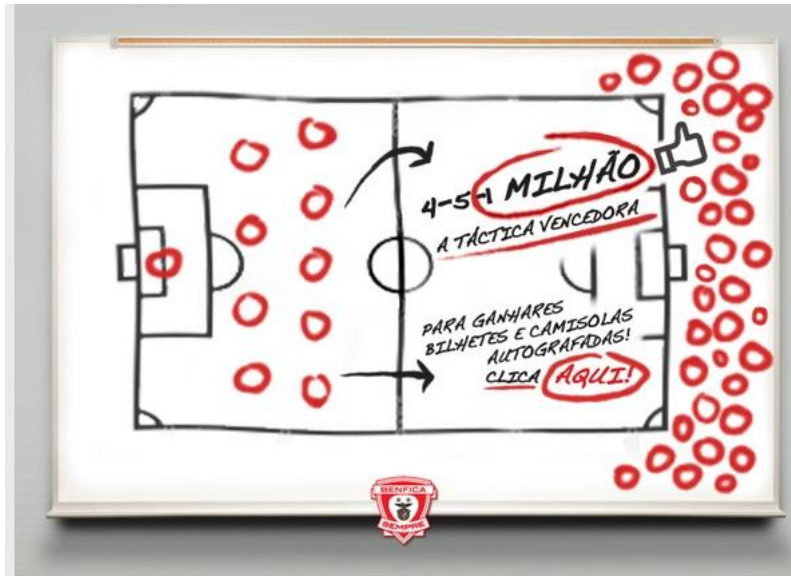
8ª Jornada - Campeonato Nacional de Futsal	
Jogo	SL Benfica vs. SL Olivais
Data	Sexta-Feira, 30-11-2012 21:00
Local	Pavilhão 2 Luz

BASQUETEBOL

7ª Jornada - Campeonato da LPB	
Jogo	SL Benfica vs. Sampaense
Data	Sábado, 01-12-2012 18:00
Local	Pavilhão Império Bonança

Benfica newsletter

Appendix 9 – “4-5-1 Milhão” campaign



Aplicação Facebook

Esta aplicação consistia em dar pontos aos concorrentes que respondiam correctamente a perguntas lançadas diariamente e consoante o numero de amigos que convidavam para fazerem "Like" na página Oficial do Sport Lisboa e Benfica.

Com mais de 100 mil participantes, a aplicação revelou-se um sucesso entre os fãs.

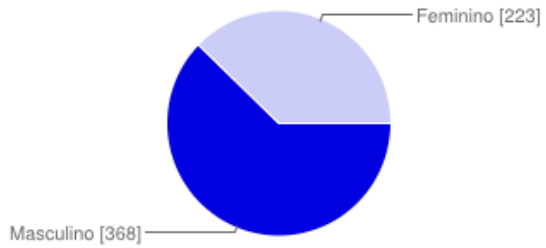
Appendix 10 – “Benfica 1 Milhão” application



Appendix 11 - Online Questionnaire – full sample results

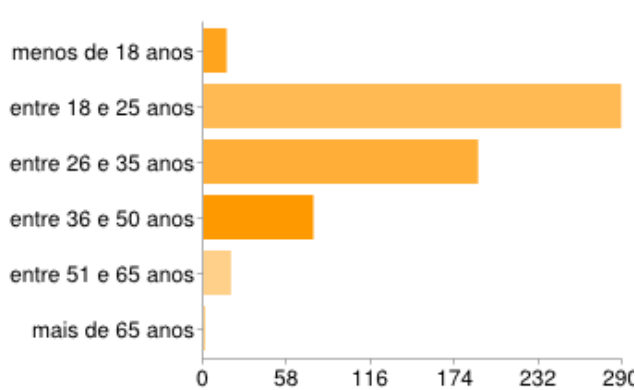
Online Questionnaire about the relationship between the soccer fans and the Social Media official channels from their clubs.

Qual o seu sexo?



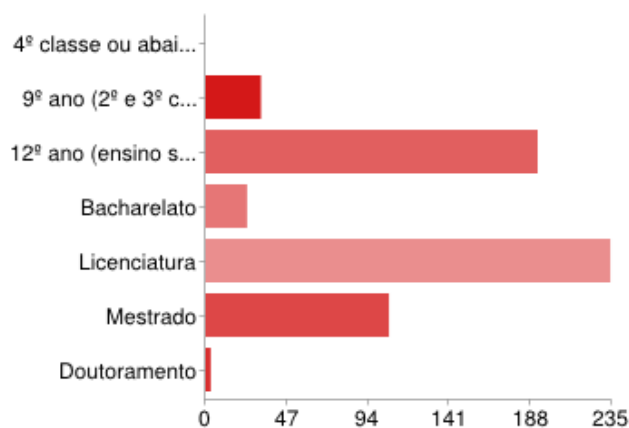
Masculino	368	62%
Feminino	223	38%

Qual é a sua idade?



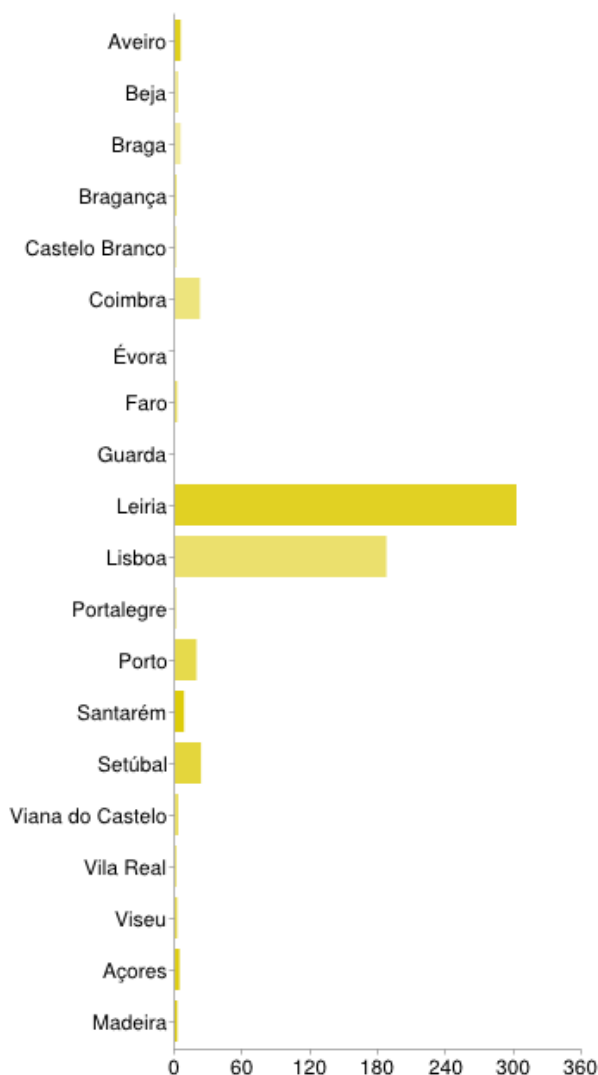
menos de 18 anos	16	3%
entre 18 e 25 anos	289	49%
entre 26 e 35 anos	190	32%
entre 36 e 50 anos	76	13%
entre 51 e 65 anos	19	3%
mais de 65 anos	1	0%

Qual é o seu nível de escolaridade?



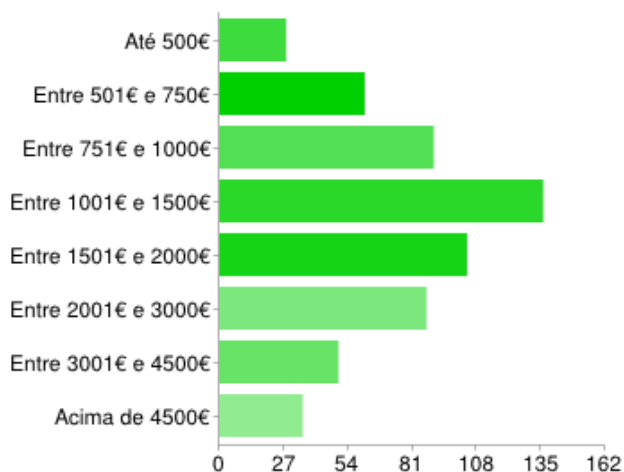
4º classe ou abaixo (escola primária)	0	0%
9º ano (2º e 3º ciclo)	32	5%
12º ano (ensino secundário)	192	32%
Bacharelato	24	4%
Licenciatura	234	40%
Mestrado	106	18%
Doutoramento	3	1%

Qual é o seu local/distrito de residência?



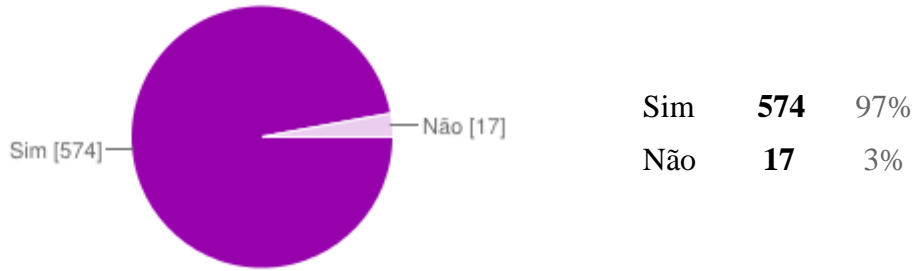
Aveiro	5	1%
Beja	3	1%
Braga	5	1%
Bragança	1	0%
Castelo Branco	1	0%
Coimbra	22	4%
Évora	0	0%
Faro	2	0%
Guarda	0	0%
Leiria	302	51%
Lisboa	187	32%
Portalegre	1	0%
Porto	19	3%
Santarém	8	1%
Setúbal	23	4%
Viana do Castelo	3	1%
Vila Real	1	0%
Viseu	2	0%
Açores	4	1%
Madeira	2	0%

Qual é o rendimento do seu agregado familiar?

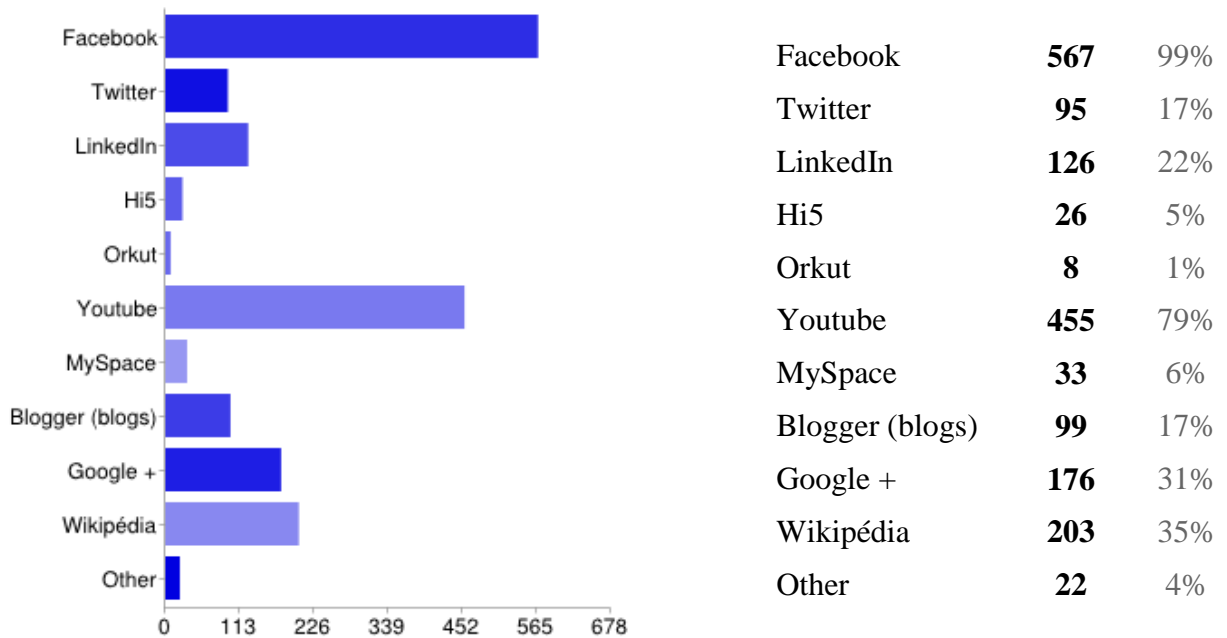


Até 500€	28	5%
Entre 501€ e 750€	61	10%
Entre 751€ e 1000€	90	15%
Entre 1001€ e 1500€	136	23%
Entre 1501€ e 2000€	104	18%
Entre 2001€ e 3000€	87	15%
Entre 3001€ e 4500€	50	8%
Acima de 4500€	35	6%

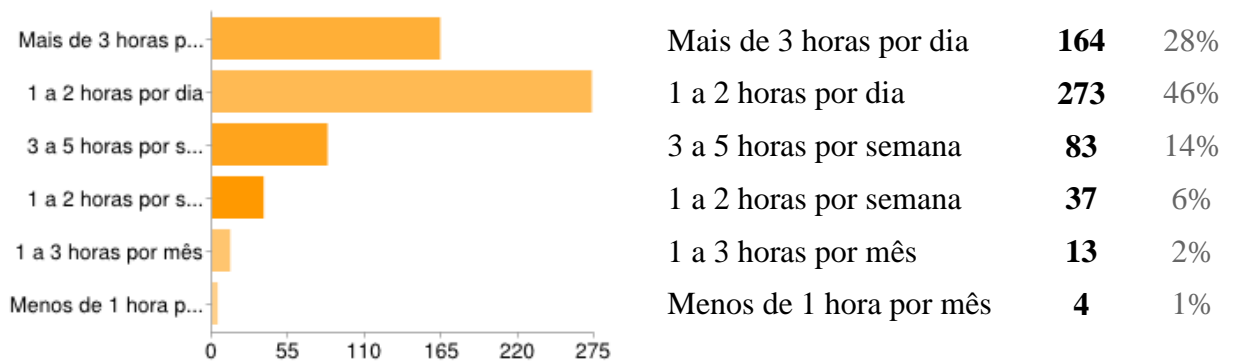
Usa Redes Sociais (Facebook, Twitter, etc) e outras aplicações de Social Media como partilha de vídeo (Youtube), blogs, etc?



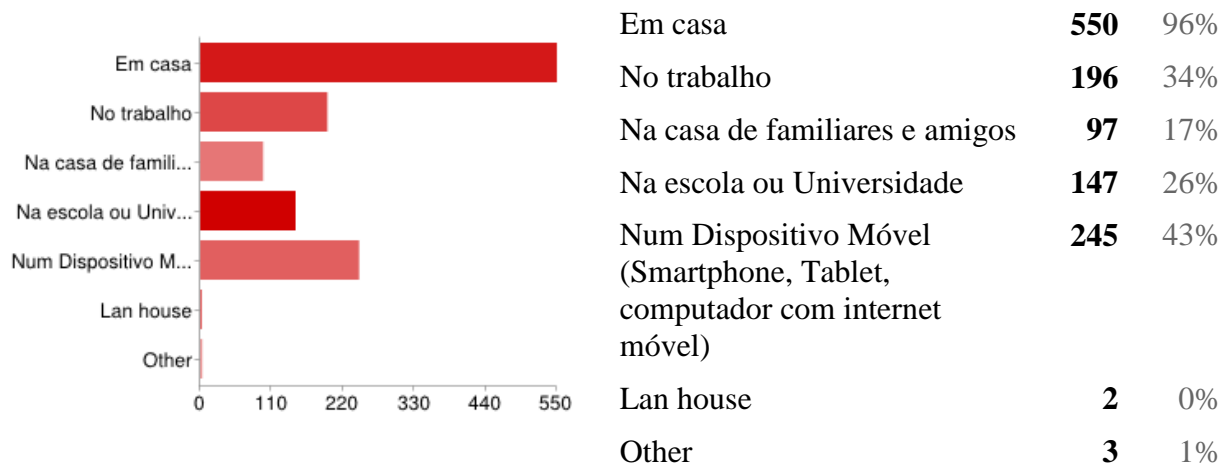
Que Redes Sociais e aplicações de Social Media usa?



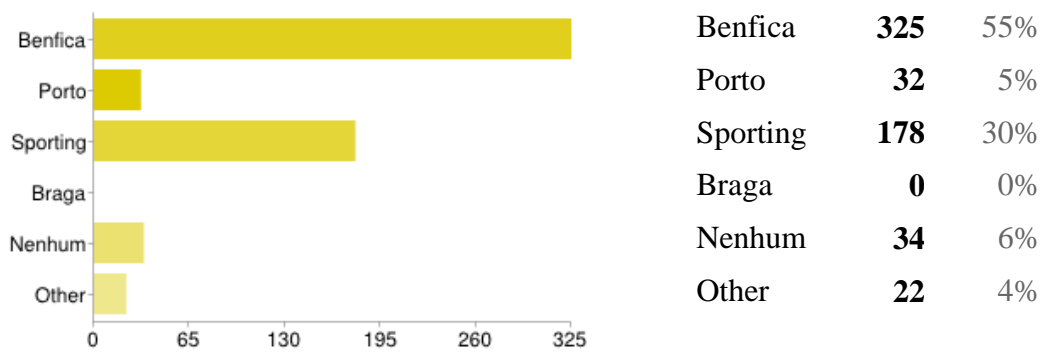
Quanto tempo costuma passar nelas?



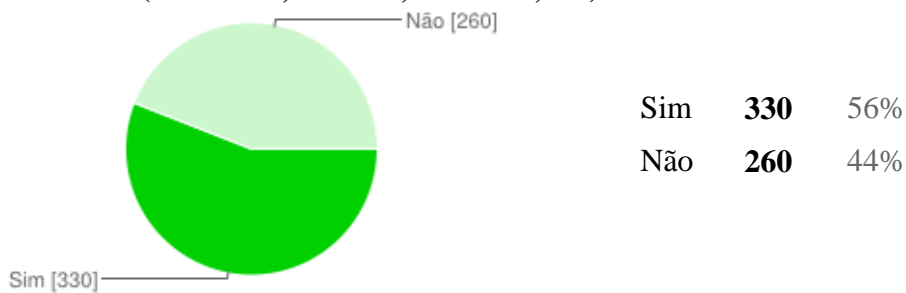
Onde costuma aceder às redes sociais e aplicações de Social Media?



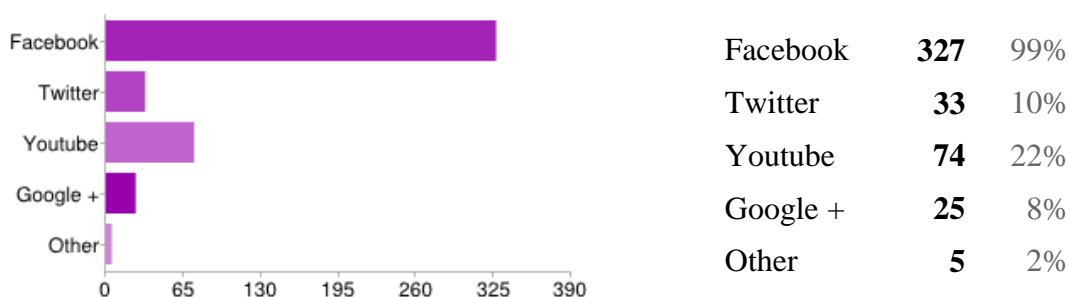
De que clube é adepto?



Segue ou está conectado a algum canal "OFICIAL" do seu clube nas plataformas de Social Media (Facebook, Twitter, Youtube, etc)?



Se sim, em que plataformas segue o seu clube?



Porque motivos segue o seu clube nestes canais oficiais?



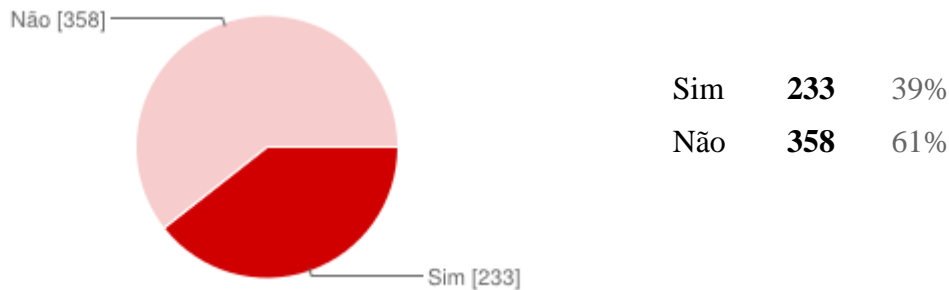
Acho que são canais modernos e com conteúdo relevante	108	33%
Acho que os canais são atualizados frequentemente	193	58%
Gosto de me manter a par das notícias do clube	248	75%
Gosto de ver fotos e vídeos do clube	138	42%
Sinto-me mais próximo do clube	98	30%
Possibilidade de participar em passatempos e ganhar prémios	40	12%
Estar atento a promoções ocasionais de bilhetes	33	10%
Estar atento a promoções ocasionais de merchandising	26	8%
Dar a minha opinião ou comentar posts do clube	63	19%
Interagir com outros adeptos do clube	49	15%
Other	1	0

Por que motivos não segue o seu clube nestes canais?

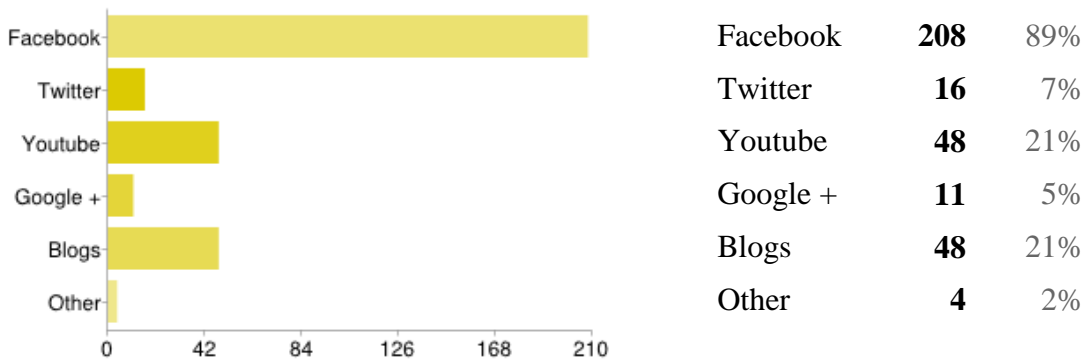


Nunca ouvi falar deles	23	9%
Acho que não são canais modernos e o conteúdo não é relevante	13	5%
Acho que os canais não são actualizados frequentemente	5	2%
Existem melhores opções com notícias do clube (jornais desportivos, canais não oficiais, blogs, etc)	66	25%
Existem melhores canais criados por adeptos com fotos e vídeos do clube	9	3%
Não tenho tempo	74	28%
Não gosto dos passatempos criados nesses canais	25	10%
Não gosto de dar a minha opinião ou comentar posts do clube	48	18%
Não gosto de Interagir com outros adeptos do clube	20	8%
Não quero ter uma relação de proximidade com o clube	42	16%
Não quero saber de promoções ocasionais de bilhetes	33	13%
Não quero saber de promoções ocasionais de merchandising	44	17%
Other		

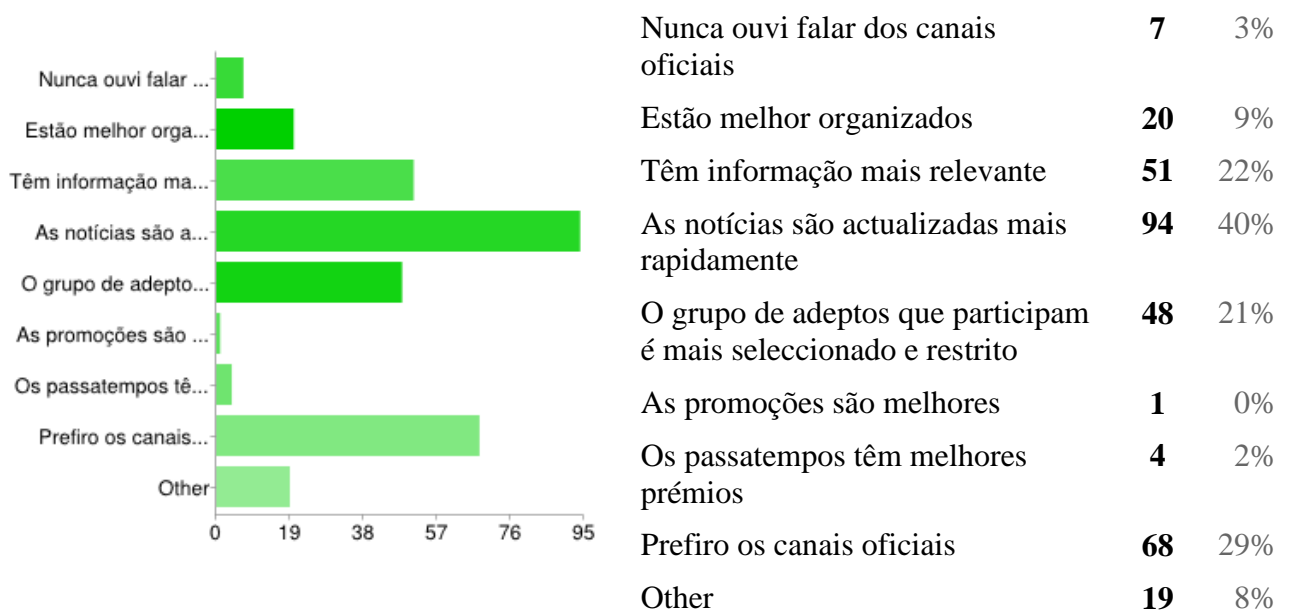
Segue ou está conectado com outros canais "Não OFICIAIS" (páginas ou canais sobre o clube criados por adeptos) do seu clube nas plataformas de Social Media (Facebook, Twitter, Youtube, blogs, etc)?



Se sim, em que plataformas segue o seu clube?



Por que motivos prefere estes canais aos canais oficiais dos clubes?

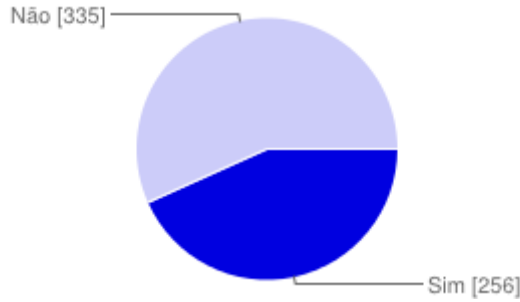


Por que motivos não segue o seu clube nestes canais Não Oficiais?



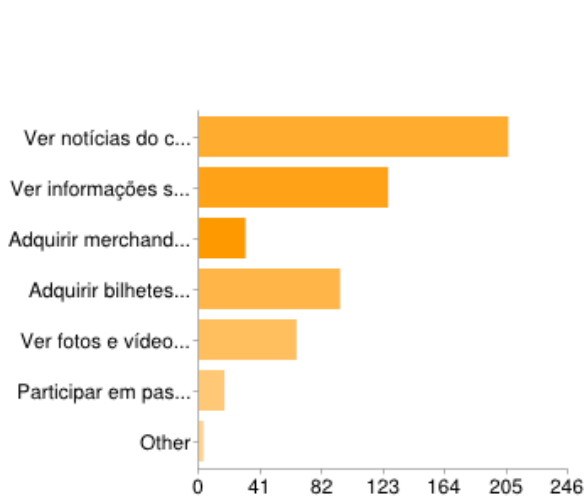
Nunca ouvi falar deles	81	23%
Acho que não são canais modernos e o conteúdo não é relevante	24	7%
Acho que os canais não são actualizados frequentemente	14	4%
Existem melhores opções com notícias do clube (jornais desportivos, canais oficiais, blogs, etc)	82	23%
Existem melhores alternativas com fotos e vídeos do clube	17	5%
Não tenho tempo	112	31%
Não gosto dos passatempos criados nesses canais	25	7%
Não gosto de dar a minha opinião ou comentar posts do clube	43	12%
Não gosto de Interagir com outros adeptos do clube	23	6%
Não quero ter uma relação de proximidade com o clube	35	10%
Não quero saber de promoções ocasionais de bilhetes	28	8%
Não quero saber de promoções ocasionais de merchandising	40	11%
Other	47	13%

Costuma visitar o site do seu clube?



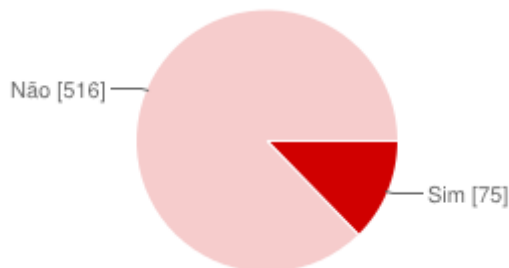
Sim	256	43%
Não	335	57%

Quais os principais motivos que o levam a visitar o site do clube?



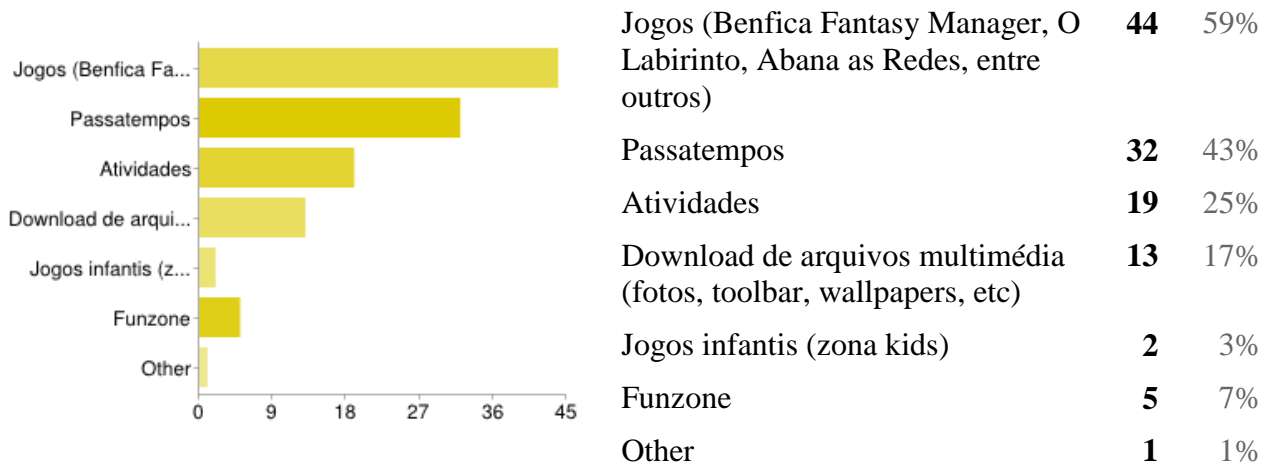
Ver notícias do clube	206	80%
Ver informações sobre o clube (palmarés, jogadores, equipa técnica, infra-estruturas, etc)	126	49%
Adquirir merchandising na loja online do clube (roupa, equipamentos, canetas, canecas, etc)	31	12%
Adquirir bilhetes para jogos do clube	94	37%
Ver fotos e vídeos do clube	65	25%
Participar em passatempos ou jogar jogos	17	7%
Other	3	1%

Tem conhecimento ou costuma utilizar jogos e participar em passatempos criados online pelo seu clube no site ou nas redes sociais?

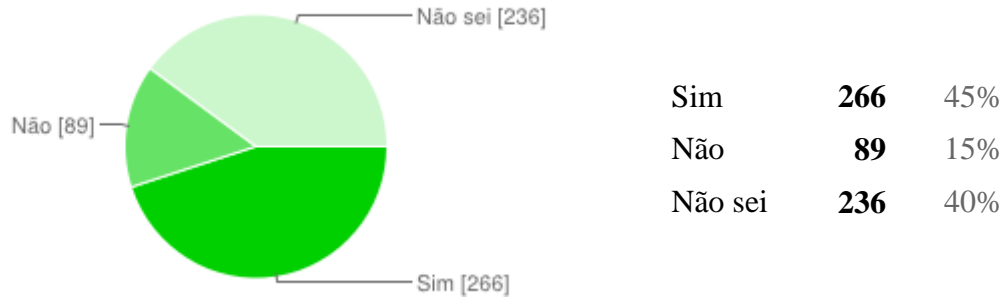


Sim	75	13%
Não	516	87%

Se sim quais?



Acha que devia ser dado mais destaque às modalidades pelo seu clube nos canais oficiais do clube?



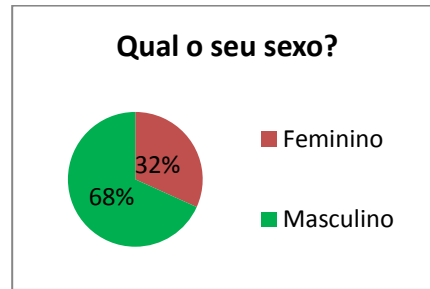
Que ações acha que deviam ser realizadas nos canais oficiais dos clubes nas redes sociais? (opcional)

Acções de angariação de fundos para caridade (melhora a imagem do clube), torneios amadores das várias modalidades que poderiam ser divulgados nas redes sociais Não acho que devia ter mais destaque nas outras modalidades porque o meu clube desde sempre que as dá! dá destaque igual ao futebol Por mim está tudo bem talvez mais vídeos das modalidades atualizados só isso. Mais passatempos; Mais interatividade com os atletas; Transmissão dos jogos das modalidades amadoras. promoções de bilhetes; atrair pessoas ao estádio; mostrar que têm um benefício por serem seguidoras passatempos concursos desconto...

Appendix 12 - Online Questionnaire – Benfica fans that use Social Networks and Social Media platforms results⁹⁰

De que clube é adepto?	(Itens múltiplos)
Usa Redes Sociais (Facebook, Twitter, etc) e outras aplicações de Social Media como partilha de vídeo (Youtube), blogs, etc?	Sim

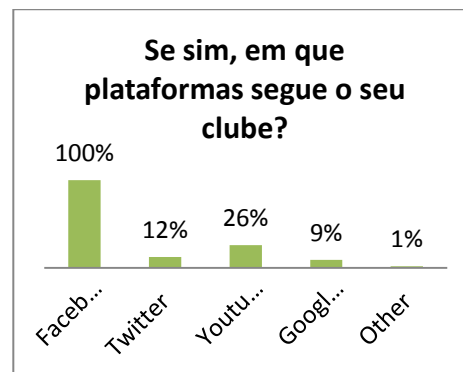
Rótulos de Linha	Contar de Qual o seu sexo?	
Feminino	100	32%
Masculino	215	68%
Total Geral	315	



Rótulos de Linha	Contar de Segue ou está conectado a algum canal "OFICIAL" do seu clube nas plataformas de Social Media (Facebook, Twitter, Youtube, etc)?	
Não	36%	112
Sim	64%	203
Total Geral	100%	315

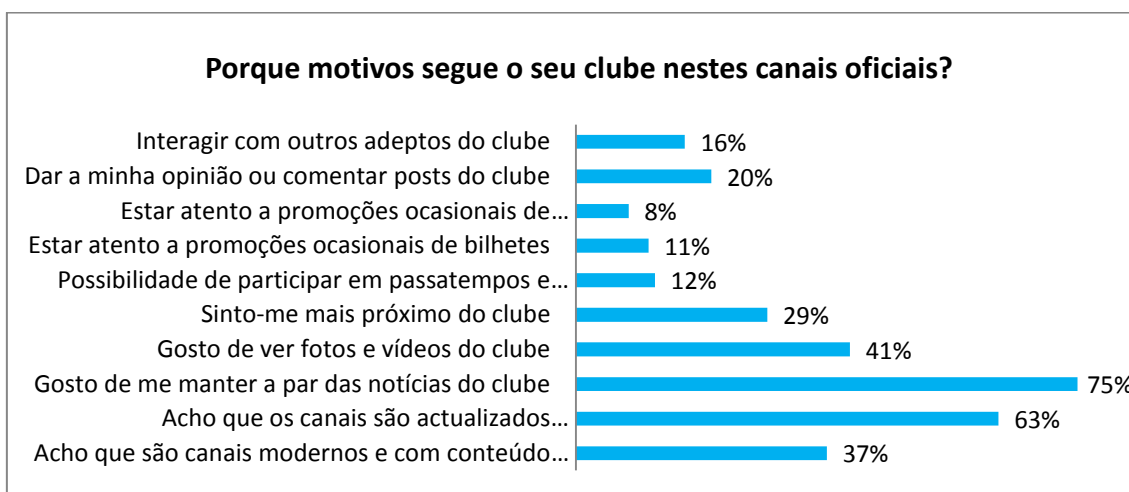


Rótulos de Linha	Contar de Se sim, em que plataformas segue o seu clube?	
Facebook	202	100%
Twitter	25	12%
Youtube	52	26%
Google +	18	9%
Other	3	1%
Total Geral	203	

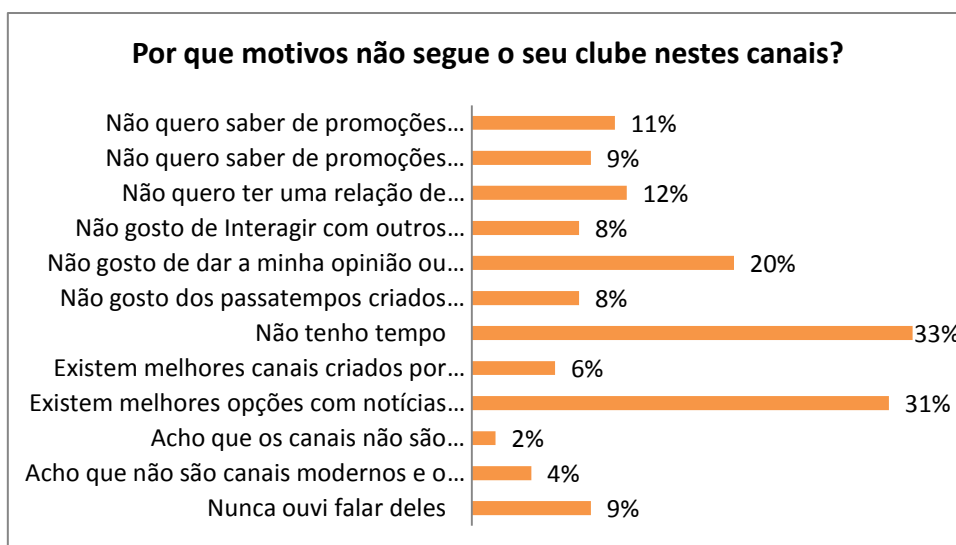


⁹⁰ Note that when using the filters to select only Benfica fans, it appears “Itens múltiplos” (multiple items) because there are respondents that are fans from more than one club and “Excel” considers that as another class

Rótulos de Linha	Contar de Porque motivos segue o seu clube nestes canais oficiais?	
Acho que são canais modernos e com conteúdo relevante	76	37%
Acho que os canais são actualizados frequentemente	128	63%
Gosto de me manter a par das notícias do clube	152	75%
Gosto de ver fotos e vídeos do clube	83	41%
Sinto-me mais próximo do clube	58	29%
Possibilidade de participar em passatempos e ganhar prémios	24	12%
Estar atento a promoções ocasionais de bilhetes	22	11%
Estar atento a promoções ocasionais de merchandising	16	8%
Dar a minha opinião ou comentar posts do clube	41	20%
Interagir com outros adeptos do clube	33	16%
Total Geral	203	



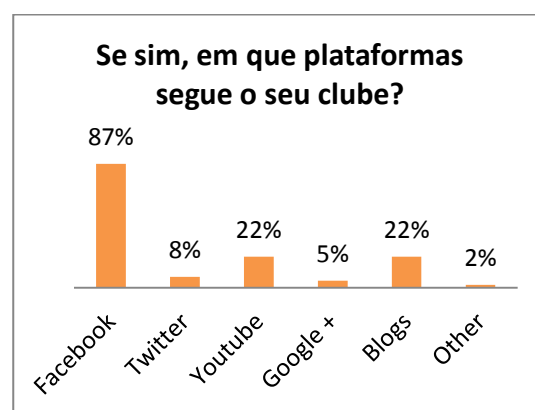
Rótulos de Linha	Contar de Por que motivos não segue o seu clube nestes canais?	
Nunca ouvi falar deles	10	9%
Acho que não são canais modernos e o conteúdo não é relevante	5	4%
Acho que os canais não são actualizados frequentemente	2	2%
Existem melhores opções com notícias do clube (jornais desportivos, canais não oficiais, blogs, etc)	35	31%
Existem melhores canais criados por adeptos com fotos e vídeos do clube	7	6%
Não tenho tempo	37	33%
Não gosto dos passatempos criados nesses canais	9	8%
Não gosto de dar a minha opinião ou comentar posts do clube	22	20%
Não gosto de Interagir com outros adeptos do clube	9	8%
Não quero ter uma relação de proximidade com o clube	13	12%
Não quero saber de promoções ocasionais de bilhetes	10	9%
Não quero saber de promoções ocasionais de merchandising	12	11%
Total Geral	112	



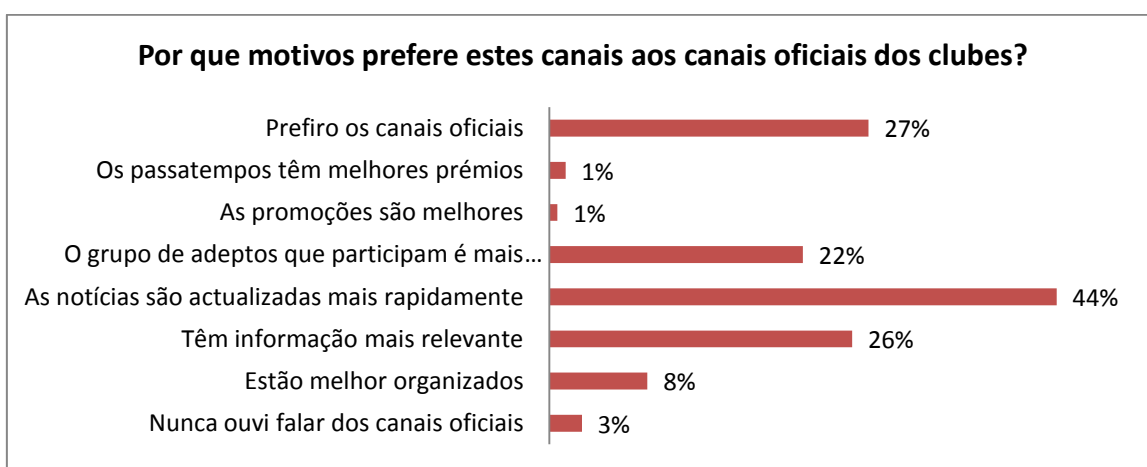
Rótulos de Linha	Contar de Segue ou está conectado com outros canais "Não OFICIAIS" (páginas ou canais sobre o clube criados por adeptos) do seu clube nas plataformas de Social Media (Facebook, Twitter, Youtube, blogs, etc)?	
Não	173	55%
Sim	142	45%
Total Geral	315	100%



Rótulos de Linha	Contar de Se sim, em que plataformas segue o seu clube?	
Facebook	124	87%
Twitter	11	8%
Youtube	31	22%
Google +	7	5%
Blogs	31	22%
Other	3	2%
Total Geral	142	

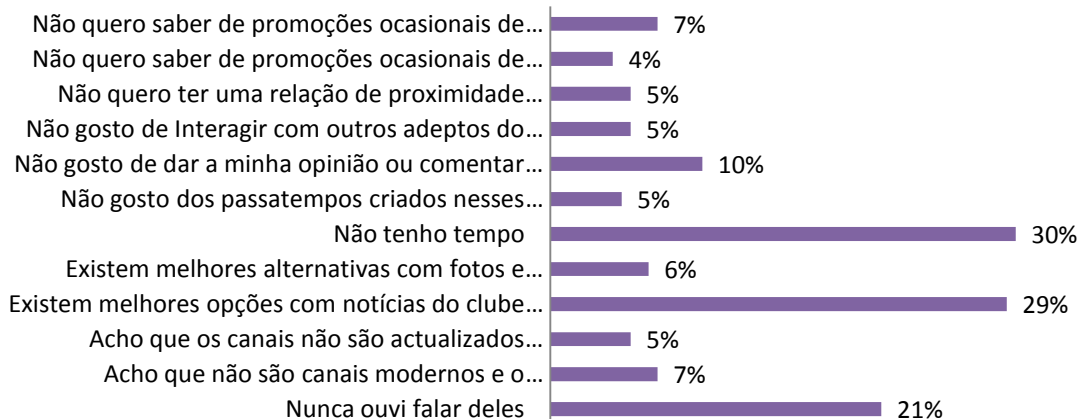


Rótulos de Linha	Contar de Por que motivos prefere estes canais aos canais oficiais dos clubes?	
Nunca ouvi falar dos canais oficiais	4	3%
Estão melhor organizados	12	8%
Têm informação mais relevante	37	26%
As notícias são actualizadas mais rapidamente	62	44%
O grupo de adeptos que participam é mais seleccionado e restrito	31	22%
As promoções são melhores	1	1%
Os passatempos têm melhores prémios	2	1%
Prefiro os canais oficiais	39	27%
Total Geral	142	

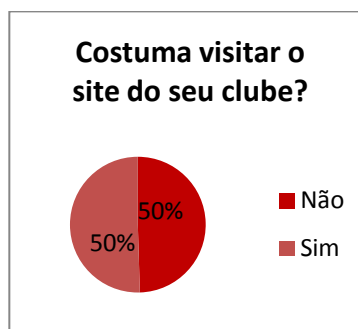


Rótulos de Linha	Contar de Por que motivos não segue o seu clube nestes canais Não Oficiais?	
Nunca ouvi falar deles	37	21%
Acho que não são canais modernos e o conteúdo não é relevante	12	7%
Acho que os canais não são actualizados frequentemente	9	5%
Existem melhores opções com notícias do clube (jornais desportivos, canais oficiais, blogs, etc)	51	29%
Existem melhores alternativas com fotos e vídeos do clube	11	6%
Não tenho tempo	52	30%
Não gosto dos passatempos criados nesses canais	8	5%
Não gosto de dar a minha opinião ou comentar posts do clube	17	10%
Não gosto de Interagir com outros adeptos do clube	9	5%
Não quero ter uma relação de proximidade com o clube	9	5%
Não quero saber de promoções ocasionais de bilhetes	7	4%
Não quero saber de promoções ocasionais de merchandising	12	7%
Total Geral	173	

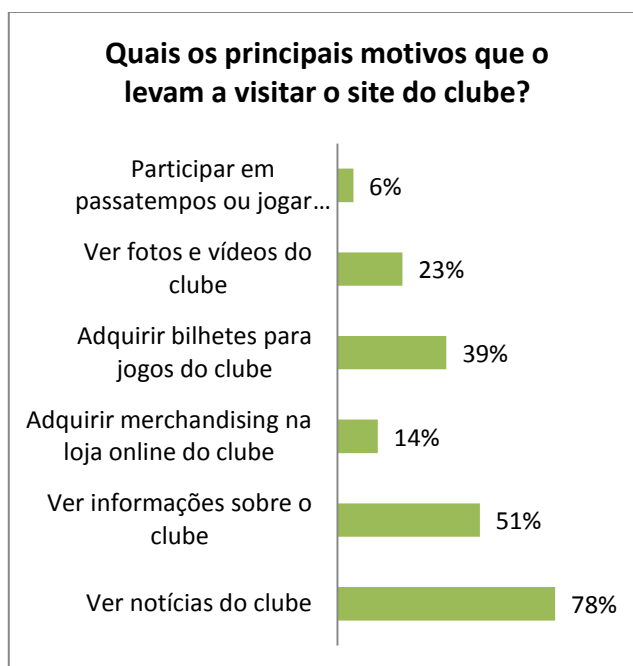
Por que motivos não segue o seu clube nestes canais Não Oficiais?



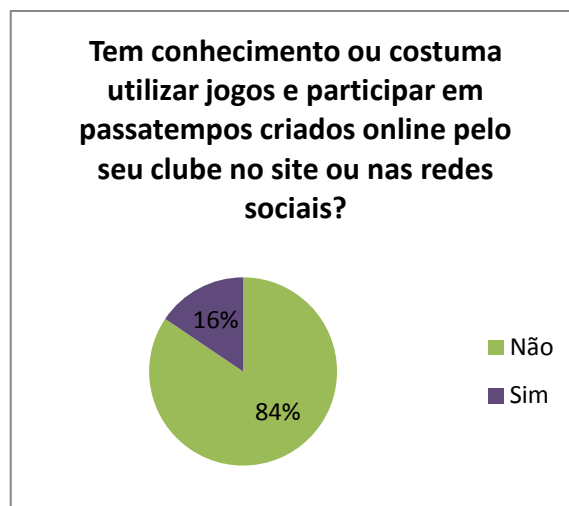
Rótulos de Linha	Contar de Costuma visitar o site do seu clube?	
Não	156	50%
Sim	159	50%
Total Geral	315	



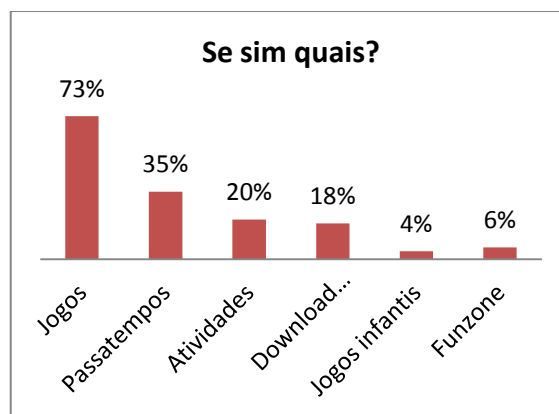
Rótulos de Linha	Contar de Quais os principais motivos que o levam a visitar o site do clube?	
Ver notícias do clube	124	78%
Ver informações sobre o clube	81	51%
Adquirir merchandising na loja online do clube	23	14%
Adquirir bilhetes para jogos do clube	62	39%
Ver fotos e vídeos do clube	37	23%
Participar em passatempos ou jogar jogos	9	6%
Total Geral	159	



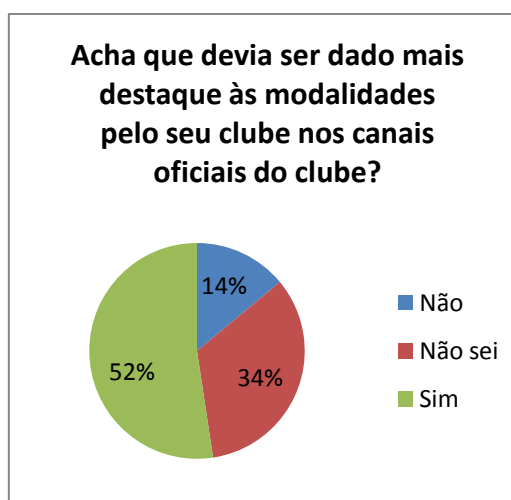
Rótulos de Linha	Contar de Tem conhecimento ou costuma utilizar jogos e participar em passatempos criados online pelo seu clube no site ou nas redes sociais?	
Não	266	84%
Sim	49	16%
Total Geral	315	



Rótulos de Linha	Contar de Se sim quais?	
Jogos	36	73%
Passatempos	17	35%
Atividades	10	20%
Download multimédia	9	18%
Jogos infantis	2	4%
Funzone	3	6%
Total Geral	49	



Rótulos de Linha	Contar de Acha que devia ser dado mais destaque às modalidades pelo seu clube nos canais oficiais do clube?	
Não	44	14%
Não sei	106	34%
Sim	165	52%
Total Geral	315	



Appendix 13 - Benfica Customized Products

