

# **Booklet 2 of 2**

A Work Project, presented as part of the requirements for the Award of a Master Degree in Management  
from the NOVA – School of Business and Economics.

## **VALUE CREATION WHEEL APPLIED TO ACREDITA PORTUGAL, DREAMSHAPER, AND LIGA PORTUGUESA DE FUTEBOL PROFISSIONAL**

ANA MARIA EGAS SIMÕES, 3330

BRUNO MIGUEL VITAL BERNARDO, 3346

JOANA RITA MACEDO PONTES, 3521

SAMUEL DA ROSA PIRES, 3436

A Project carried out on the Master in Management Program, under the supervision of:

Professor Luís Filipe Lages

JANUARY 2018

## **Acknowledgments**

To begin with, our VCW team would like to express our gratitude and appreciation, towards the people that collaborated and made it possible for us to complete our case study. First, we would like to thank our advisor, Professor Luís Filipe Lages, for all the time taken and its patience. He was a fundamental piece to achieve the desired results. With him, and his commitment to Value Creation Wheel, we learned a lesson for life.

Furthermore, we would like to appreciate Pedro Queiró, CEO of Acredita Portugal, for its patience, commitment, and words of encouragement during the time we worked together. In addition, the group acknowledges the support and critical input that Pedro Queiró gave to the VCW team in the context of its position of Head of Product at DreamShaper.

Moreover, we would like to express our acknowledgement to Liga Portugal, its President, Pedro Proença, its Marketing & Communications Executive Director and our coach, Susana Rodas, its Competitions Executive Director, Helena Pires, its Competitions Assistant André Venâncio, our Advisor in the company and the Liga's Consultant, Tiago Madureira, for their coaching, advices and feedback throughout the process.

Additionally, we would also like to appreciate enormously all the stakeholders' contributions during the process. To all the interviews, braindrawings, brainwritings, brainstormings, online questionnaires, and above all for all the patience and support, thank you! You were a vital part of our value co-creation process.

Last, but by no means least, we would like to give a warm thank you to our families and friends, for all the patience and encouragement to overcome this challenging project, and this chapter of our lives. Lastly, we would like to thank each other for the support during the toughest times, and for the experiences, we have shared.

## Index

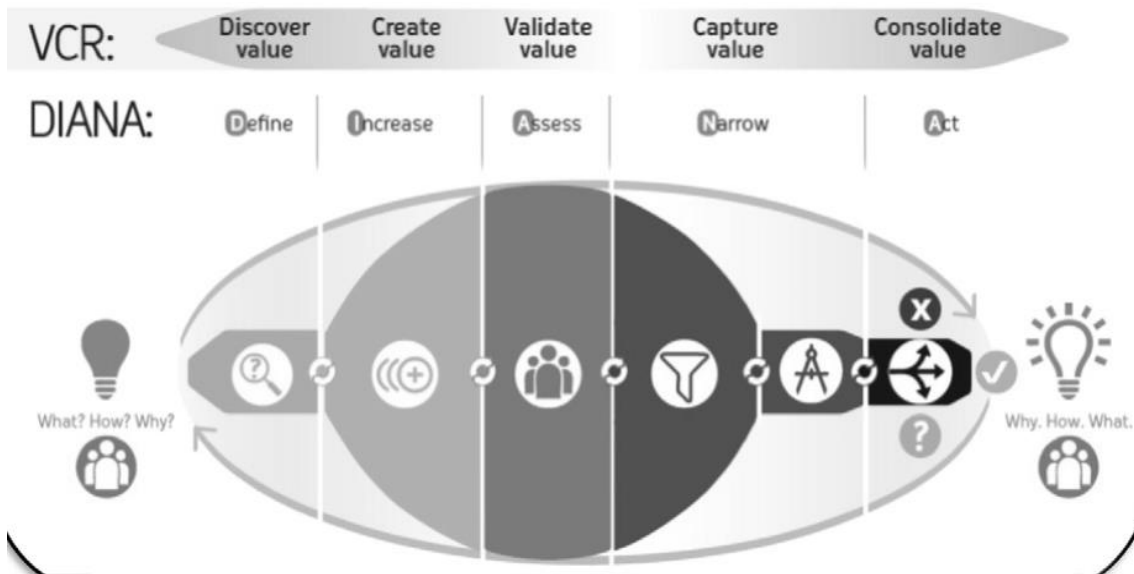
<b>Appendix 0.1</b> - DIANA Framework.....	7
<b>Appendix 0.2</b> - TIAGO framework.....	7
<b>Appendix 1.1</b> - Yearly detailed data on previous registrations .....	8
<b>Appendix 1.2</b> - COO and Volunteers' Questionnaires.....	8
<b>Appendix 1.3</b> - TOWS analysis (A), the 5 C's of Marketing (B) and Expected KPIs (C) .....	10
<b>Appendix 1.4</b> - Participants Questionnaire.....	13
<b>Appendix 1.5</b> - Online Questionnaire Results (Sample size:158 answers).....	14
<b>Appendix 1.6</b> - List of all the solutions (A) and filters collected (B).....	16
<b>Appendix 1.7</b> - The Poker Method.....	19
<b>Appendix 2.1</b> – SWOT and TOWS analysis of Dreamshaper .....	20
<b>Appendix 2.2</b> – 5 C's of marketing analysis: company, competitors, collaborators, clients and context .....	21
<b>Appendix 2.3</b> – Key Performance Indicators (KPIs) .....	22
<b>Appendix 2.4</b> – Backgrounds of the people that participated in the two workshops .....	23
<b>Appendix 2.5</b> – Transcript of the interviews to academic professors – main highlights (translated from Portuguese).....	24
<b>Appendix 2.6</b> – Transcript of the interviews to two past users and one intern of the platform – main highlights (translated from Portuguese) .....	26
<b>Appendix 2.7</b> – Transcript of the Academia de Código interview– main highlights (translated from Portuguese).....	29

<b>Appendix 2.8</b> – Online Survey – Main findings .....	30
<b>Appendix 2.9</b> – Transcript of 3 individual surveys to professors (translated from Portuguese)...33	
<b>Appendix 2.10</b> – Final list of solutions (Induce phase).....	36
<b>Appendix 2.11</b> – Final list of filters (Induce phase).....	37
<b>Appendix 3.1</b> – Liga’s Portugal Organigram including the Board of Directors .....	38
<b>Appendix 3.2</b> – Ledman LigaPro and its Competitive Model .....	39
<b>Appendix 3.3</b> – Ledman LigaPro History .....	39
<b>Appendix 3.4</b> – Expected KPI’s, CEA’s Analysis and the 5 Why’s.....	40
<b>Appendix 3.5</b> – Primary Data (interview example) & Secondary Data (Logos Sources).....	42
<b>Appendix 3.6</b> – European football market size – 2014/15 and 2015/16 (€ billion).....	44
<b>Appendix 3.7</b> – PESTLE Analysis and its Impact .....	44
<b>Appendix 3.8</b> – SWOT Analysis .....	45
<b>Appendix 3.9</b> –TOWS Analysis .....	46
<b>Appendix 3.10</b> – 2 <sup>nd</sup> League Clubs’ Geographic Distribution .....	47
<b>Appendix 3.11</b> – The flows of success of the 2 <sup>nd</sup> League .....	47
<b>Appendix 3.12</b> – Study on the first places rotation - Top 5 .....	48
<b>Appendix 3.13</b> – 2 <sup>nd</sup> League - Squad Composition.....	50
<b>Appendix 3.14</b> – Analysis of the 2 <sup>nd</sup> League’s Average Attendance by Season, Week, Day, Hour and Club .....	52
<b>Appendix 3.15</b> – Analysis of the 2 <sup>nd</sup> League’s ticket pricing .....	57

<b>Appendix 3.16</b> – Analysis of the 2 <sup>nd</sup> League’s TV Coverage .....	57
<b>Appendix 3.17</b> – Sponsorship report from CISION on 2 <sup>nd</sup> League 16/17 and 15/16 season.....	60
<b>Appendix 3.18</b> – Benchmarking with 9 European 2 <sup>nd</sup> Leagues – Competitive Model .....	60
<b>Appendix 3.19</b> – Activities in the Idea Generation Process.....	67
<b>Appendix 3.20</b> – Brainwriting Questions Nova SBE.....	68
<b>Appendix 3.21</b> – Stakeholders Involved .....	69
<b>Appendix 3.22</b> – List of Solutions and Filters segmented by Marketing and Competition.....	69
<b>Appendix 3.23</b> – Poker Methodology .....	74
<b>Appendix 3.24</b> – Idea 8 of the VCF - Future Centralization of the TV rights .....	74
Premier League TV Rights Value Proposition.....	74
<b>Appendix 3.25</b> – Idea 4 and 5 of the Panel of Final Solutions – More Marketing Activities.....	77
Marketing Mix – The 4 C’s.....	77
<b>Appendix 3.26</b> – Idea 6 of the Panel of Final Solutions – Changes to the competitions’ position .....	78
<b>Appendix 3.27</b> – Idea 2 of the Panel of Final Solutions – Event around the 2 <sup>nd</sup> League’s Promotion Playoff.....	81
<b>Appendix 3.28</b> – Idea 3 of the Panel of Final Solutions – B Teams: Changes in its Regulation..	83
Ledman’s LigaPro – Changes to the B Teams’ Regulation – Proposed Model 1.....	83
<b>Appendix 4.1</b> - The Entity and its Competitions.....	84
<b>Appendix 4.2</b> - Cause & Effect Analysis (CEA).....	84

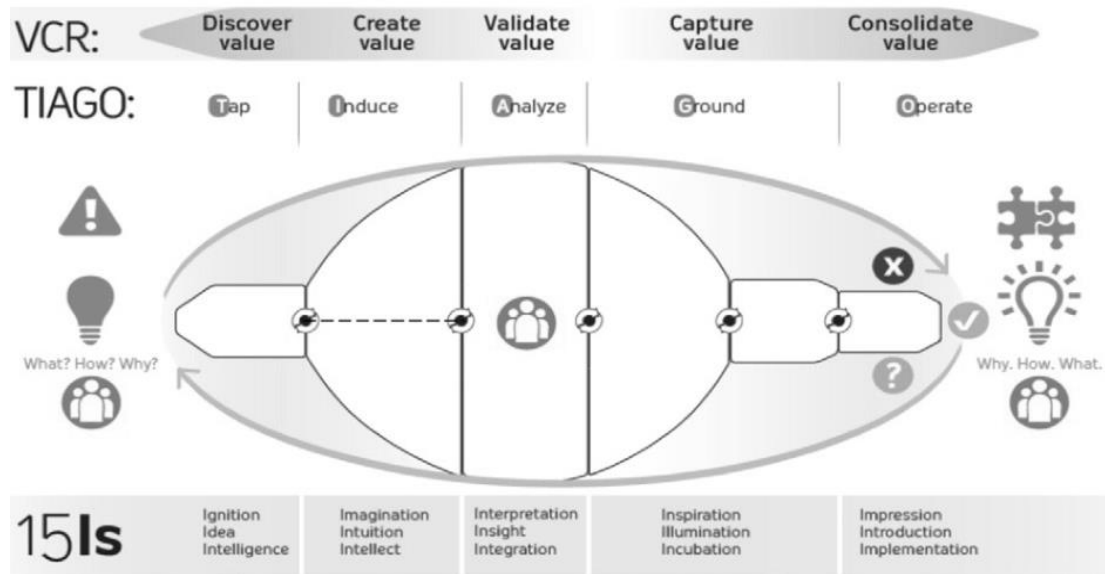
<b>Appendix 4.3 - External Analysis: PESTEL .....</b>	<b>85</b>
<b>Appendix 4.4 - Competitive Format.....</b>	<b>86</b>
<b>Appendix 4.5 - Geographic Distribution for 2017/2018 .....</b>	<b>86</b>
<b>Appendix 4.6 - The Winning Teams .....</b>	<b>87</b>
<b>Appendix 4.7– Historical Data.....</b>	<b>87</b>
<b>Appendix 4.8 - Average Stadium Attendance since creation.....</b>	<b>88</b>
<b>Appendix 4.9 – Average Stadium Attendances in 2016/2017 .....</b>	<b>88</b>
<b>Appendix 4.10 - TV Broadcasts .....</b>	<b>89</b>
<b>Appendix 4.11 - Pricing .....</b>	<b>89</b>
<b>Appendix 4.12 - Flow of Success: Final Four.....</b>	<b>90</b>
<b>Appendix 4.13 - Impact of the Final Four for LPFP and the Sponsor .....</b>	<b>90</b>
<b>Appendix 4.14 - Media Diagnostic of 2016/2017 .....</b>	<b>91</b>
<b>Appendix 4.15 - Internal Analysis: SWOT .....</b>	<b>91</b>
<b>Appendix 4.16 - Idea Streaming: Individual, Group, Peers, Stakeholders .....</b>	<b>92</b>
<b>Appendix 4.17 – Stakeholders Reached.....</b>	<b>92</b>
<b>Appendix 4.18 - Internal Stakeholders Interviewed.....</b>	<b>93</b>
<b>Appendix 4.19 - Main External Stakeholders Interviewed .....</b>	<b>93</b>
<b>Appendix 4.21 – Main Conclusions from the Research.....</b>	<b>94</b>
<b>Appendix 4.22 - Expected KPIs (Project Team Related).....</b>	<b>95</b>
<b>Appendix 4.23 – Expected KPIs (Project Input Related).....</b>	<b>95</b>

### Appendix 0.1 - DIANA Framework



Source: Lages, L. F. (2016). VCW—Value Creation Wheel: Innovation, technology, business, and society. *Journal of Business Research*. DOI: 10.1016/j.jbusres.2016.04.042.

### Appendix 0.2 - TIAGO framework



Source: Lages, L. F. (2016). VCW—Value Creation Wheel: Innovation, technology, business, and society. *Journal of Business Research*. DOI: 10.1016/j.jbusres.2016.04.042.

### Appendix 1.1 - Yearly detailed data on previous registrations

	<b>Number of registered projects</b>	<b>Business models implemented</b>
<b>2016/2017</b>	12,986	1707
<b>2015/2016</b>	13,093	1911
<b>2014/2015</b>	18,702	1805
<b>2013/2014</b>	14,238	2038
<b>2012/2013</b>	6,492	1308
<b>2011/2012</b>	2,965	483
<b>2010/2011</b>	706	197

Source: Acredita Portugal. 2017. Accessed November 4. <http://www.acreditaportugal.pt/>;

### Appendix 1.2 - COO and Volunteers' Questionnaires

1. I would like to start by asking you how did you meet AP?
2. Why did you join the organization?
3. I would love to know what roles you had within the organization as well as how it contributed to your personal growth.
4. What difficulties you experienced during your time in the organization?
5. What do you think are the strengths and weaknesses of Acredita Portugal? And what are the key improvement points?
6. What changes do you proposed to make to the current business model?

7. As you know one of Acredita Portugal's biggest problems is the lack of resources (both financial and human). What do you think Acredita Portugal can do to minimize this loss?
8. Do you think Acredita Portugal could some sources of revenue? If yes, which one or which ones?
9. Lastly, I would like to ask you what do you thin Acredita Portugal should do to adapt to market changes.

Source: Conducted by the VCW team

**Appendix 1.3 - TOWS analysis (A), the 5 C's of Marketing (B) and Expected KPIs (C)**

**(A) TOWS Analysis**

	<b>Opportunities</b>	<b>Threats</b>
	<ol style="list-style-type: none"> <li>1. Entrepreneurial “wave”</li> <li>2. “Cool Portugal”</li> <li>3. Sponsors passionate by the cause</li> <li>4. Transformation in the education sector</li> <li>5. Technological advancements (AI / IoT)</li> </ol>	<ol style="list-style-type: none"> <li>1. Portuguese stigma (fear of failure)</li> <li>2. Other players (as all compete for the same funds)</li> <li>3. Availability of information (as the competition can become less relevant)</li> </ol>
<p><b>Strengths</b></p> <ol style="list-style-type: none"> <li>1. Count with an extensive network of volunteers &amp; counselors, mentors and ambassadors</li> <li>2. Recognized brand</li> <li>3. Relevance in the national context</li> <li>4. Competition success over the years</li> <li>5. Few decision makers (simple processes)</li> <li>6. Accumulated know-how and experience</li> </ol>	<ul style="list-style-type: none"> <li>● University Collaboration</li> <li>● Leverage reputation to develop long-lasting partnerships</li> <li>● Present on entrepreneurship courses</li> <li>● Promote workshops and bootcamps in universities</li> <li>● Develop a more interactive and industry-specific platform</li> </ul>	<ul style="list-style-type: none"> <li>● Promote success cases</li> <li>● Leverage counselor, ambassadors and mentors positioning</li> <li>● Sell pre-acceleration program</li> </ul>
<p><b>Weaknesses</b></p> <ol style="list-style-type: none"> <li>1. Lack of people working full time (high dependence on volunteers)</li> <li>2. Lack of specialized resources</li> <li>3. Lack of funding</li> <li>4. Total dependence on sponsors</li> <li>5. High turnover</li> <li>6. Weak value perception</li> </ol>	<ul style="list-style-type: none"> <li>● Leverage curricular and summer internships</li> <li>● Leverage corporate connections to secure specialized resources</li> <li>● Develop specific products/ service for each sponsor</li> <li>● Leverage technological advancements to have specialized resources (remote access)</li> <li>● Seek partnerships within the educational context</li> </ul>	<ul style="list-style-type: none"> <li>● Seek specialized resources</li> <li>● Improve reputation and positioning</li> <li>● Ensure proper communication through long-lasting partnerships with media</li> </ul>

## **(B) 5 C's of Marketing**

- **Company**

Acredita Portugal is a non-profit organization that supports and encourages entrepreneurship in Portugal. It was born in August 2008, with the mission of allowing every Portuguese to have a true chance to pursue their entrepreneurial dream.

- **Competitors**

Acredita Portugal does not have any direct competitors, as no other organization offers the same type of service. However, some of their indirect competitors are: BGI Acceleration Program, UpFrame, EY's Entrepreneurship Competition, MIT – Building Innovators, among others.

- **Collaborators**

Acredita Portugal relies on companies that sponsor their competition and other activities. Also, only by leveraging DreamShaper software can they deliver an important part of their competition.

- **Clients**

Acredita Portugal client is the Portuguese society. Essentially is every person interested in starting its business, and looking for the tools to do it.

- **Context**

According to Amway Global Entrepreneurship Report, 57% of the Portuguese showed a positive attitude towards entrepreneurship. When questioned if they could image themselves owning a business, 39% of the study participants answered *Yes*, a value close to the European average (38%). Also, according to the GEM report about entrepreneurship in Portugal, “Portuguese adults are 1.5 times more likely to start a business out of opportunity than out of necessity” which confirms a positive attitude towards entrepreneurship.

Source: Conducted by the VCW team

**(C) Expected Key Performance Indicators (Short, Medium and Long Term Indicators)**

- **Project input-related**

Having a team, working closely with the advisor and Acredita Portugal, starting from September until December

- **Project process-related**

Deadlines accordingly to the NOVA SBE calendar

- **Project output-related**

Development of an implementation plan

Goal of conducting further research through the VCC

- **Project team-related**

Understanding the VCW framework

VCW team achieved o the expected outcomes and teaching goals

- **Company outcomes-related**

Revenue increase from the proposed solutions

Satisfaction of the Executive Board with the final solutions

Source: Conducted by the VCW team

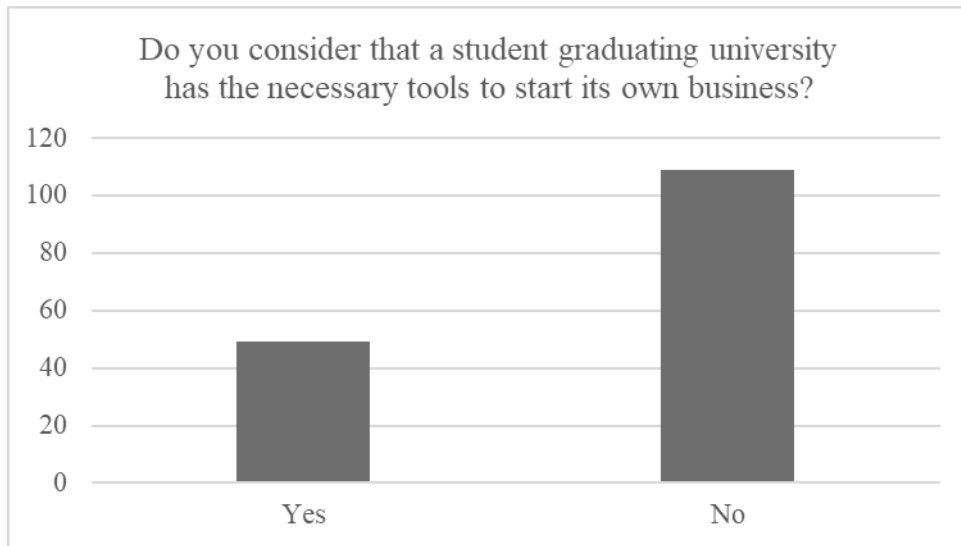
#### **Appendix 1.4 - Participants Questionnaire**

1. I would like to start by asking you how did you discover Acredita Portugal's competition and what encouraged you to register?
2. I would like to know how the overall experience of the competition was. Can you also please describe it in three words?
3. What main difficulties did you experience during the process?
4. Taking now a more external perspective, what are the strengths and weaknesses of the PA? And what are the main improvement points?
5. What do you think are the strengths and weaknesses of Acredita Portugal? And what are the key improvement points?
6. As you know one of Acredita Portugal's biggest problems is the lack of resources (both financial and human). What do you think Acredita Portugal can do to minimize this loss?
7. Do you think Acredita Portugal could some sources of revenue? If yes, which one or which ones?
8. I would like to ask you what do you think Acredita Portugal should do to adapt to market changes.
9. Lastly, I would like to ask you if you know another entrepreneurship competition. If yes, have you ever participated in any?

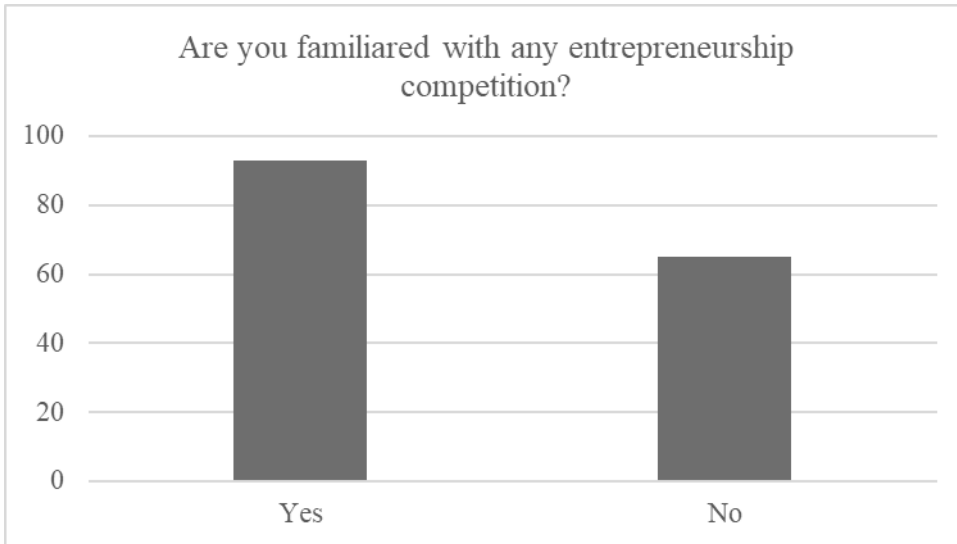
Source: Conducted by the VCW team

**Appendix 1.5 - Online Questionnaire Results (Sample size:158 answers)**

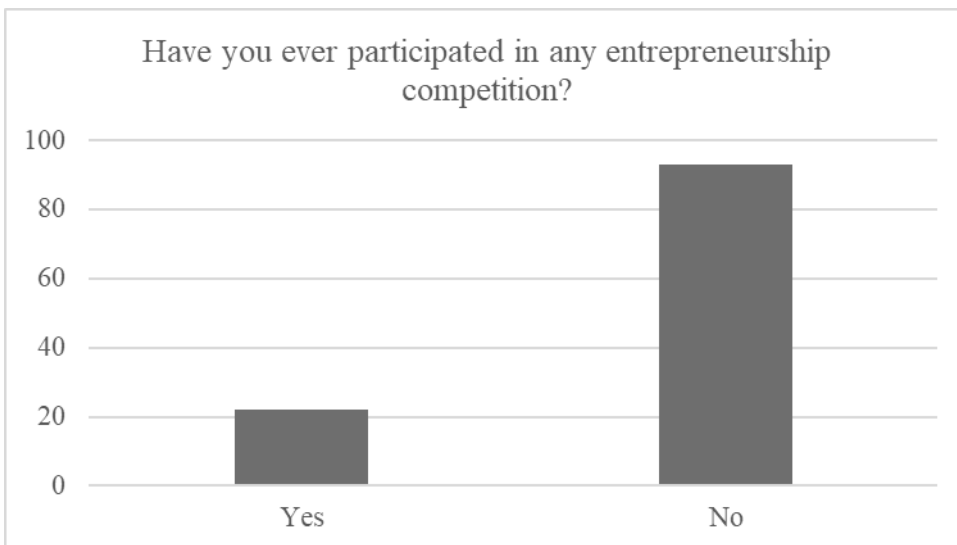
**Question 1: Do you consider that a student graduating university has the necessary tools to start its own business?**



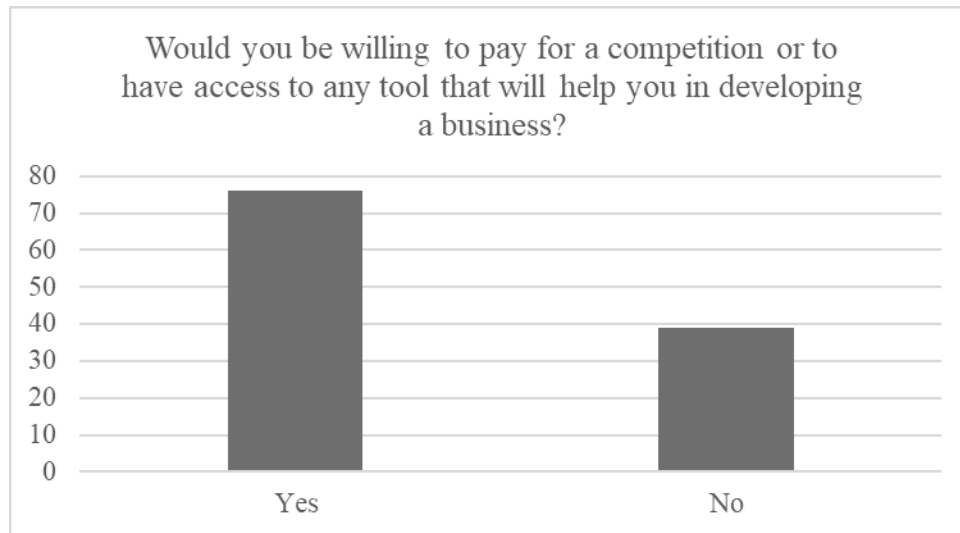
**Question 2: Are you familiar with any entrepreneurship competition?**



**Question 3: Have you ever participated in any entrepreneurship competition?**



**Question 4: Would you be willing to pay for a competition or to have access to any tool that will help you in developing a business?**



Source: Conducted by the VCW team

### **Appendix 1.6 - List of all the solutions (A) and filters collected (B)**

#### **(A) List of all the solutions collected**

- Charge a refundable fee at the beginning of the competition
- Turn gala into a two-day conference
- Sell a limited amount of tickets to non-finalists for the pre-acceleration program
- Offer space rental services
- Design and produce a TV program
- Do the competition twice a year
- Have a blog
- Expand the competition internationally (with a partner)
- Donations
- Promote TED talks

- Sell pre-made entrepreneurship courses to universities
- Acredita Portugal app
- Charge for intermediary services
- Expand the educational content (failure, personal development)
- Charge a fee in the beginning of the competition
- Have a business angel funding AP
- Multi-year contracts with sponsors
- Sell food and drinks at events
- Acredita Portugal loyalty card
- Acredita Portugal local offices across the country
- Develop an entrepreneurship competition for large companies
- Provide paid consulting services
- Sell merchandise
- Networking events with investors
- Workshops around the country for unemployed people
- Showcase successful startups stories
- New brand image
- Have an investment fund
- Charge royalties to winning ideas/projects
- Have equity of winning ideas/projects
- Have a paid competition on a very specific topic (technology, health, ...)
- Bootcamps / Workshops in Universities
- Seek European funds
- Seek governmental support

- Partnerships with other non-profit organizations
- Network of brand ambassadors (students, public personalities)
- Seek new partnerships to conquer new market space
- Sell access to DreamShaper outside the competition to non-participants
- “Speed dates” with previous winners and participants

**(B) List of all the filters collected**

- Is it aligned with Acredita Portugal mission?
- Does it fit the current business model?
- Does Acredita Portugal remain an ONG?
- Does it bring additional sources of revenue?
- Does it fit the competition timeline?
- Is it scalable?
- Does this differentiate Acredita Portugal from other competitions/ organizations?
- Does it help Acredita Portugal target market?
- Does it increase the publicity of the competition?
- Does Acredita Portugal have the required human resources?
- Do the existing human resources need training?
- Does Acredita Portugal have the necessary financial resources?
- Does it follow the Portuguese market trends?
- Is it independent from the person responsible?
- Does it leverage Acredita Portugal know-how and experience?
- Does Acredita Portugal have the required partners?

- Does it increase Acredita Portugal network of partners?

Source: Conducted by the VCW team

### Appendix 1.7 - The Poker Method



Source: Lages, L. F. (2016). VCW—Value Creation Wheel: Innovation, technology, business, and society. *Journal of Business Research*. 69. 4849–4855;

## Appendix 2.1 – SWOT and TOWS analysis of Dreamshaper

	<b>Strengths</b>	<b>Weaknesses</b>
	<ul style="list-style-type: none"> <li>⇒ Small number of Key Decision makers and takers: faster and simpler processes;</li> <li>⇒ Deep scientific knowledge from several years of research and experience gathered with Acredita Portugal;</li> <li>⇒ Online platform: Less resources are required and easily scalable;</li> <li>International presence: Portugal, Brazil, Colombia and Mexico.</li> </ul>	<ul style="list-style-type: none"> <li>⇒ Lack of external investors;</li> <li>⇒ Long sales cycles and relationship intensive;</li> <li>⇒ Business model is not strictly defined;</li> <li>⇒ Cultural and linguistic localization.</li> </ul>
<b>Opportunities</b>	<b>SO</b>	<b>WO</b>
<ul style="list-style-type: none"> <li>⇒ A high number of economies are considered innovation-driven. (Global Entrepreneurship Monitor);</li> <li>⇒ Entrepreneurship funding institutions (foundations, EU,)</li> <li>⇒ Educational approach is shift from mass to personalized systems; Shift away from academical towards a more practical approach.</li> </ul>	<ul style="list-style-type: none"> <li>⇒ Reinforce Dreamshaper's international expansion.</li> <li>⇒ Add features that fit the new requirements of the market as future path definition and gamification.</li> <li>⇒ Replicate the partnership with Acredita Portugal in other contexts/geographies.</li> <li>⇒ Develop specific educational products in partnership with organizations.</li> </ul>	<ul style="list-style-type: none"> <li>⇒ Take advantage of already existing school infrastructure;</li> <li>⇒ Constantly improvement of the platform to meet market expectations;</li> <li>⇒ Bet on geographies less dependent on public offering with funding available (Brazil for instance);</li> </ul>
<b>Threats</b>	<b>ST</b>	<b>WT</b>
<ul style="list-style-type: none"> <li>⇒ Schools with strict and limited budgets;</li> <li>⇒ Industry is dominated by the state in most countries: centralized decision-making process. eLearning competitors arising (e.g. Udemy, Khan Academy or General Assembly)</li> </ul>	<ul style="list-style-type: none"> <li>⇒ Use the Lisboa entrepreneurship hub to get to investors;</li> <li>⇒ Use less resources in sales since schools are already shifting towards a practical educational approach;</li> <li>⇒ Use online marketing to target new geographies.</li> </ul>	<ul style="list-style-type: none"> <li>⇒ Use intensive relationship with schools as a tool of marketing research;</li> <li>⇒ Develop educational partnerships with institutions that cover several schools;</li> <li>⇒ Shape offering and define itself differentiating itself from competitors.</li> </ul>

Source: Conducted by the VCW team

## **Appendix 2.2 – 5 C's of marketing analysis: company, competitors, collaborators, clients and context**

### 5 C's of Marketing

#### **Company**

*Dreamshaper* was founded in 2013 and it results of a spin-off from *Acredita Portugal*.

Dreamshaper offers a customizable educational platform that allows students to learn through practical projects providing them the opportunity to structure their business ideas.

#### **Competitors**

Dreamshaper's competitors can be grouped into two segments: the educational platforms as Udemey, Khan Academy or General Assembly (upwork, 2014) and the business plan platforms as is the case of Enloop and Liveplan.

#### **Collaborators**

The company relies mainly on educational Foundations and public institutions that fund the application of its platform at schools as it is the case of Lehman Foundation.

#### **Clients**

Dreamshaper is present in Portugal, Brazil, México and Colombia. Dreamshaper's clients are mainly high schools, universities and Acredita Portugal.

## Context

The platform is part of the e-learning market. The global market size was about USB 182 billion dollar in 2017 and it is expecting to grow by 5%/year between 2016 and 2023 (Elearning Industry, 2017).

Source: Conducted by the VCW team

### Appendix 2.3 – Key Performance Indicators (KPIs)

<b>Key Performance Indicators</b>	
<b>Short-term indicators</b>	<b>Medium/Long-term indicators</b>
Number of Professors involved in the second phase.	Existence of defined implementation plan.
Heterogeneity of students involved in second phase (background, age etc.)	Sales/profit growth after implementation.
Number of ideas superior to 40 in phase two and superior to 20 in phase three.	Customer satisfaction after implementation.
Are the final solutions possible to implement?	Return on investment (Assessment).

Source: Conducted by the VCW team

**Appendix 2.4** – Backgrounds of the people that participated in the two workshops

18 <sup>th</sup> September 2017 - 18h30	20 <sup>th</sup> September 2017 - 18h30
Engineering	Finance
Engineering	Management
Management	Management
Finance	Management
Finance	Economics
Management	Management
Management	Management
Finance	Finance
Management	Management
	Management
	Management
	Information Systems
	Management

Source: Conducted by the VCW team

**Appendix 2.5** – Transcript of the interviews to academic professors – main highlights (translated from Portuguese)

**Interview Nr.1 – Prof. Ana Balcão Reis**

Q: Do you consider that the Portuguese educational system (high and upper studies) is developing the non-cognitive skills such as resilience or willpower and is it giving tools to students that allow them to start their own businesses?

A: The current system, as it is designed, does not develop enough the non-cognitive skills. It values aspect as punctuality and assiduity, but does not develop enough competencies as public speech.

Q: Do you consider the tool offered by Dreamshaper important to be used in classroom?

A: Every tool that contributes to organize the creative process and to synthetize ideas is positive in the context of the classroom.

Q: Do you think that the current professors of Portuguese educational system are prepared to use a tool like DreamShaper?

A: They are not prepared yet! Nowadays, in schools, professors do not have time, they must stick to lengthy curricular programs and sometimes they do not have the motivation to innovate and to apply this type of tools. In the system as it is today, the DreamShaper tool could be implemented as extracurricular activity in the short run.

## **Interview Nr.2 – Prof. Afonso Reis**

Q: Do you consider that the Portuguese educational system (high and upper levels) is developing the non-cognitive skills such as resilience or willpower and is it giving tools to students that allow them to start their own businesses?

A: In the high school it depends a lot. The way that the professor's career is designed makes that they are risk averse because they must stick to lengthy curricular program. However, some exception need to be highlighted: there are schools with progressive leaderships that are willing to implement new tools and learning methods in the classroom as the case of Carcavelos High School or in Rabo de Peixe. The message of the current education ministry is to not penalize schools with different curricular programs. About 1/3 of the total schools in Portugal would be prepared, at this moment, to implement this platform.

In what regards universities, it would be useful in courses that are not economics or management. Would be very wise to apply it in Instituto Superior de Educação to teach the future professors how to use the platform and for them to identify the benefits of this solution.

Q: Do you consider the tool offered by Dreamshaper important to be used in classroom?

A: Yes, I think so. But this platform must be customized, and the teaching cannot be only online. It must be also offline.

Q: Which solutions can be implemented to achieve the desired bridge between the platform and the school?

A: The director of the School is the CEO: focus on the director. The current political/economical leadership supports the entrepreneurship environment and the platform can be integrate in schools with the support of municipalities and take part of European programs and funds.

Source: Conducted by the VCW team

**Appendix 2.6** – Transcript of the interviews to two past users and one intern of the platform –  
main highlights (translated from Portuguese)

**Interview Nr.1 – Malik (Upframe)**

Q: Do you consider that the Portuguese educational system (high and upper levels) is developing the non-cognitive skills such as resilience or willpower and is it giving tools to students that allow them to start their own businesses?

A: No. I do not think the problem are the development of the non-cognitive skills, but the system needs to change in what regards the evaluation system. For instance, in the north of Europe, students are more independent and have a project-based learning system. However, it is important that students learn theory and complex concepts to develop their thinking capacity.

Q: Do you consider the tool offered by Dreamshaper important to be used in classroom?

A: Students between 16 and 19 years old need to learn difficult concepts and execution capacity, but also need to learn how to apply it and improve the execution capacity, in this regard, the DreamShaper platform can be helpful.

Q: What additional components can be added to DreamShaper to make it more dynamic and competitive?

A: The navigation in the platform matters a lot and should be designed with the input of a psychologist in a way that increases the conversion of the platform. In my opinion, currently, the

platform is too dark and it can demotivate students. It would be wise to change a bit the appearance and design of the platform to make it more appealing for students.

### **Interview Nr.2– FoundVet**

Q: Do you consider the tool offered by Dreamshaper important to be used in classroom?

The platform was thought to teach people without specific knowledge in the business world and so can be helpful inside the classroom, but this component needs to be reinforced.

Q: What additional components can be added to DreamShaper to make it more dynamic and competitive?

A: The educational component to students can be reinforced with practical examples of well-known companies that people could relate with. For instance, as students develop the Business Model Canvas, the platform could use the example of Google or Uber to make it clearer for users.

Furthermore, the platform can increase its attractiveness by adding an online interaction feature with the creation of an online forum. Also, the theoretical classes (videos) could be followed by practical exercises in classes or simulator exercises.

### **Interview Nr.3– João Castro (ex-Intern)**

Q: Do you consider that the Portuguese educational system (high and upper levels) is developing the non-cognitive skills such as resilience or willpower and is it giving tools to students that allow them to start their own businesses?

A: There are efforts in schools in developing soft skills, but the current efforts are not sufficient. There are a high number of students that want to start their own businesses and follow their dreams

but do not have the knowledge and tools to do so (even in the management area) and the DreamShaper platform can help solving this problem.

Q: Do you consider the tool offered by Dreamshaper important to be used in classroom?

The platform is very good to implement in Schools because it offers pedagogical videos and it offers a step-by-step process. In Brasil, the platform is more concerned with motivate students to continue their studies and do not give up, in Portugal, it aims to give tools for students in a world dominated by the entrepreneurship spirit. The platform can also help a shifting in the Portuguese mentality giving a better use to the Portuguese talent since it helps people to have the tools to follow their own projects.

Q: Which solutions can be implemented to achieve the desired bridge between the platform and the school?

The bridge between the platform and schools is not easy because the educational system takes a lot of time to change. The critical stakeholder in this process is the professor – the professor is the target of DreamShaper commercials and they need to see the benefits of this solution. As features, the customization of the product must continue and be improved. Furthermore, would be important to include real business case studies in start ups and integrate also the responsible to motivate students.

Source: Conducted by the VCW team

**Appendix 2.7** – Transcript of the Academia de Código interview– main highlights (translated from Portuguese)

**Interview Nr.1 (Academia de Código)**

Q: Can you talk a bit about Academia de Código programs?

We have two types of programs: a Bootcamp designed for unemployed people and a second program called Academia de Código Junior for primary schools. In Fundão the program is supported by the Municipality of Fundão in all the public schools. Academia de Código is currently presente in Lisboa, Fundão and Ilha Terceira.

Q: What is the role of coding in the world?

A: Nowadays, coding means literacy. In the business world is very important and it has a huge demand in the market.

Q: How does the Academia de Código Jovem work?

A: This program is based on the online platform that we called Black. It is based on small exercises for children with logic games, solving problems or small games. It was constructed to be teach students the rational of coding but can be used in several different subjects such as Portuguese or maths. In Fundão, this solution was applied in schools in partnership with the municipality of Fundão.

Source: Conducted by the VCW team

## Appendix 2.8 – Online Survey – Main findings

<b>Q1 - In a scale of 1 to 10, how satisfied are you with the current education system?</b>	
Average	5,77
<b>Q2 - In a scale of 1 to 10, do you think that the current educational system develops efficiently the non-cognitive competencies?</b>	
Average	4,49
<b>Q4 - Do you consider that a remote educational system can contribute to the development of non-cognitive competencies?</b>	
YES	142
NO	17
	159
<b>Q5 - Do you consider that a graduate student has the tools and the knowledge to start his/her own business idea?</b>	
YES	58
NO	101
	159

Q6 - Which complementary activities should this system present?
Activities that require developing/applicate creativity.
Classes with psychologists or experts in the area.
Problem-based learning.
Interactive videos.
Activities related with music, politics, economics, theology, management. Give the freedom for students to choose.
Physical professor to guide the usage of the platform.
Contribute to motivate professor and teach them how to profit from the usage of the platform.
Teach how to work in a team and develop soft skills.
Extra-curricular activities that develop help and respect for the others.
Debates, brainstorming and collaboration with colleagues.
Make available real case studies, particularly the ones that did not go well because it is important to teach students that sometimes projects fail and make them understand how they can handle with it.
Hybrid system: practical cases that help students to understand themselves and help them to improve the competencies they need.
Interactive platform that increases difficulty with time.
Evaluation should take place physically.
More workshops to teach soft skills and humanization of the system.
Physical presence.
Technical characteristics more related with developing the thinking process.
Sports.
Work group projects.
Volunteer activities.
Internships in companies.
Monthly feedback to all the users of DreamShaper.

Personalized tracking according to the characteristics of each students.
Personal contact with students with identified difficulties.
Stimulate autonomy, freedom to choose subjects that matter the most, personal and professional development of the student.
Stimulate music, theatre and politics.
Music
Curricular part time work.
B-learning
Leadership skills.
Entrepreneurship classes.
Gamification contents
"This is what you have to do to start a company": experimental instead of theoretical
CAS (creativity, action and service); More tasks where we can APPLY the knowledge rather than memorization. - look up IB - International Baccalaureate program outlook.

<b>TOTAL: 159 ANSWERS</b>	
<b>AGE</b>	
[0,18]	9%
[19,24]	71%
[25,34]	6%
[35,50]	8%
+50	6%

**TOTAL: 159 ANSWERS**

**EDUCATIONAL LEVEL**

Primary School	0%
High School	18%
Bachelor degree	51%
Masters degree	31%
PhD	0%

Source: Conducted by the VCW team

**Appendix 2.9** – Transcript of 3 individual surveys to professors (translated from Portuguese)

**Interview Nr.1 – 1ºCiclo Professor**

Q: Do you consider that the Portuguese educational system (high and upper levels) is developing the non-cognitive skills such as resilience or willpower and is it giving tools to students that allow them to start their own businesses?

A: In the primary school there is a tentative to develop the non-cognitive skills but the efforts decrease and in high school there are not enough efforts to develop this area and to give tools to students to open their own businesses.

Q: Do you consider the tool offered by Dreamshaper important to be used in classroom?

A: Tools like this one are important but professor need to be prepared to run the platform. Training is required.

Q: Do you think that the current professors of Portuguese educational system are prepared to use a tool like DreamShaper?

A: In the 1º Ciclo there is a curricular time that allows professors to use this kind of initiatives. This slot of time could be replicate in other levels of studies as for instance in high school.

### **Interview Nr.2 – High School Professor**

Q: Do you consider that the Portuguese educational system (high and upper levels) is developing the non-cognitive skills such as resilience or willpower and is it giving tools to students that allow them to start their own businesses?

A: Until this moment, our system is not developing non-cognitive skills in our students. It was recently established a set of competencies that students with the regular path must have.

Q: Do you consider the tool offered by Dreamshaper important to be used in classroom?

A: This platform can be helpful inside the classroom.

Q: Do you think that the current professors of Portuguese educational system are prepared to use a tool like DreamShaper?

A: I would be willing to use the platform. However, it requires training for the professor to understand the purpose of using the platform and make the students profit from it. In the Ciências Socioeconomicas course, I think that it is easier to integrate because it is more related with one of the subjects. But it can also be integrated in order subjects as sciences or Portuguese since the entrepreneurship can be explored in diverse ways. The professor need a curricular time to introduce this platform since nowadays there is no time for citizenship in high school. The ministry is launching a project that aims to give autonomy to schools to teach a DAC (Dominio de autonomia curricular) that can comprise 10%/20% of the curricular offering.

### **Interview Nr.3 – Pre-School Professor**

Q: Do you consider that the Portuguese educational system (high and upper levels) is developing the non-cognitive skills such as resilience or willpower and is it giving tools to students that allow them to start their own businesses?

A: No. Because the Portuguese professors are not sufficiently motivated to develop this type of competencies in students.

Q: Do you consider the tool offered by Dreamshaper important to be used in classroom?

A: Yes, and the professors, with their experience and knowledge, can help/incentivize students to develop their projects/dream inside the classroom with their support.

Q: Would you be willing to adopt this platform inside your classroom?

A: Yes, it would be possible to develop a project in pre-schools with this project in order to give to student's ludic activities and develop their thinking process.

Source: Conducted by the VCW team

**Appendix 2.10** – Final list of solutions (Induce phase).

1. Conference with start-up CEOs or experienced professors;	25. Teach how to deal with the tax system;
2. Talks with alumni;	26. Freedom to pick tasks;
3. Partnerships with clubs and organizations;	27. Mentoring program at schools;
4. Videos describing a real project.	28. Accessibility: access at home.
5. Online interaction between users: discussion forum;	29. First class: DreamShaper mentor and the professor;
6. Online interaction: chat;	30. Integrate student's and professor's feedback;
7. Mobile app;	31. Internship opportunities in start-ups;
8. Study trips to companies;	32. Offer language courses;
9. Preparation courses for professors;	33. Provide content to help student defining future career as professionals;
10. Idea contest;	34. Use European funds to partner with schools and municipalities;
11. Gamification	35. Onboard potential investors;
12. Videos about cover letters, Curriculum Vitae;	36. Provide personalized tracks;
13. Excel classes;	37. Research and information about several industries;
14. Consultation hours;	38. Networking events;
15. Tests to assess skills;	39. Include motivational talks;
16. Preparation book for users;	40. Skype classes;
17. Bring mentors/volunteers to school;	41. Assign personal coach/mentor;
18. Courses with certification;	42. Schedule of the events occurring through the year;
19. Partnerships with companies;	43. Complement to entrepreneurship classes;
20. Inter-school competition/fair;	44. User-friendly platform: more appellative collors.

21. Specific physical place in schools to run the platform;	45. Online library access;
22. Pitch learning materials;	46. Campus ambassadors;
23. Weekly challenges;	47. Volunteer activities;
24. Unsuccessful case studies;	48. Modules with duration of 1h per class for six weeks.

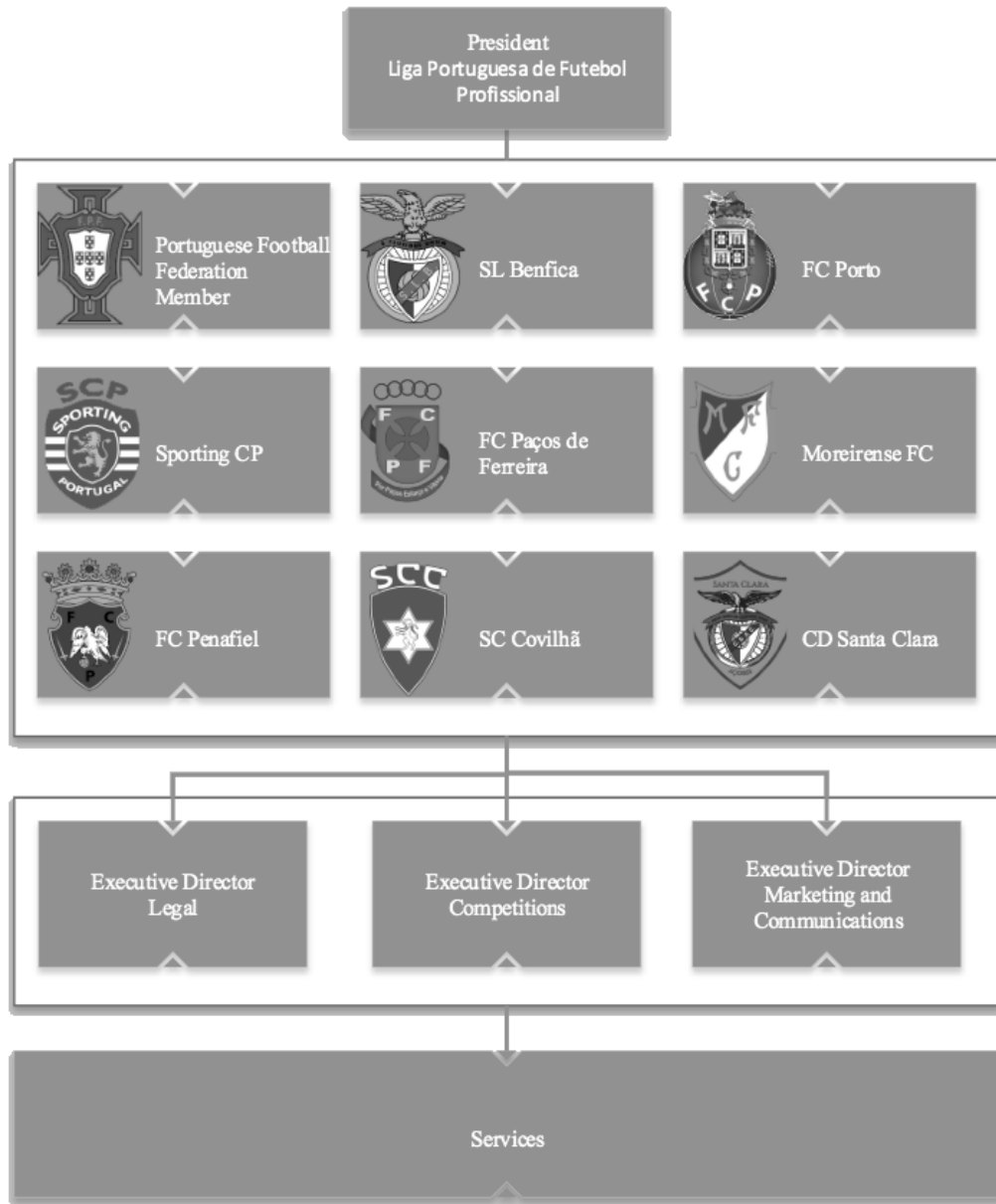
Source: Conducted by the VCW team

**Appendix 2.11 – Final list of filters (Induce phase).**

A. Are development/implementation costs feasible?	J. Does it significantly increase costs and so increase the final price?
B. Focus on universities and high schools.	K. Does it simplify platform design?
C. Two people (Max.) dedicated to support implementation in schools.	L. Does it increase DreamShaper platform attractiveness?
D. Does it include professors and staff?	M. Only offer physical component where DreamShaper has capacity?
E. Is it technically possible?	N. Internal resources available to perform it?
F. Does it make revenue > cost when applicable?	O. Is it aligned with DS mission
G. Does it include feedback from other users?	P. Is it scalable?
H. Is school infrastructure prepared to accommodate it?	Q. Focus on current users.
I. Does it make it easier and simpler for users?	

Source: Conducted by the VCW team

**Appendix 3.1 – Liga’s Portugal Organigram including the Board of Directors**



Source: Annual Report 2016-2017 – Liga Portuguesa de Futebol Profissional

## Appendix 3.2 – Ledman LigaPro and its Competitive Model

Liga NOS	LEDMAN LigaPRO	Taça CTT
<b>Classificação</b>		
Pos.		Jogos Pts.
1	Real SC	1 3
2	Varzim SC	1 3
3	FC Famalicão	1 3
4	Ac. Viseu	1 3
4	Gil Vicente FC	1 3
4	Sporting CP B	1 3
4	Sta. Clara	1 3
4	UD Oliveirense	1 3
9	CD Nacional	1 1
9	FC Penafiel	1 1
9	SC Braga B	1 1
9	U. Madeira	1 1
13	A. Académica	1 0
13	CD C. Piedade	1 0
13	FC Porto B	1 0
13	SC Covilhã	1 0
13	SL Benfica B	1 0
18	FC Arouca	1 0
19	Leixões SC	1 0
20	Vitória SC B	1 0

■ Promoção  
■ Despromoção



Source: Liga Portuguesa de Futebol Profissional, 2017

## Appendix 3.3 – Ledman LigaPro History

Season	Competition	Teams	Rounds	Nº Games	Promoted	Relegated	B Teams
2007/2008	Liga Vitalis	16	30	240	Trofense - Rio Ave FC	FC Penafiel - Fátima	0
2008/2009	Liga Vitalis	16	30	240	SC Olhanense - UD Leiria	Boavista FC - Gondomar	0
2009/2010	Liga Vitalis	16	30	240	Beira-Mar - Portimonense	GD Chaves - Carregado	0
2010/2011	Liga Orangina	16	30	240	Gil Vicente FC - CD Feirense	Varzim SC - Fátima	0
2011/2012	Liga Orangina	16	30	240	Estoril - Moreirense FC	None, due to the increase in the nº of teams	0
2012/2013	2ª Liga	22	42	462	Os Belenenses - FC Arouca	Naval (admin) - Vitória SC B - SC Freamunde	6
2013/2014	Liga Cabovisão	22	42	462	Moreirense FC - FC Penafiel - CD Aves	None, due to the increase in the nº of teams	5
2014/2015	2ª Liga	24	46	552	CD Tondela - U. Madeira	Marítimo B - Trofense - Beira-Mar (admin)	6
2015/2016	Ledman LigaPro	24	46	552	GD Chaves - CD Feirense	SC Farense - CD Mafra - Atlético CP - Oriental - UD Oliveirense	5
2016/2017	Ledman LigaPro	22	42	462	Portimonense - CD Aves	Vizela - Fafe - Freamunde - Olhanense	5
2017/2018	Ledman LigaPro	20	38	380	Current Season		5

Source: Liga Portuguesa de Futebol Profissional, 2017

## Appendix 3.4 – Expected KPI's, CEA's Analysis and the 5 Why's

### Expected Key Performance Indicators (Short-, Medium- & Long-Term)

#### EXPECTED KEY PERFORMANCE INDICATORS (SHORT-, MEDIUM- & LONG-TERM)

##### **Project input-related:**

Ø Agreement on having a team, working closely with an advisor, from June to December to deliver the project. No financial resources directly allocated

##### **Project process-related:**

Ø Deadlines: approved calendar in the beginning of the process – diagnostic ready until the 2nd of July, interviews and brainstorming concluded until the 20<sup>th</sup> of August and final solutions until the first week of December

Ø 1 VCW loop per competition

Ø Achieve a ratio of about ½ of stakeholders who work on these competitions, and outside stakeholders

Ø Spend one week in the headquarters of Liga Portugal in Porto

Ø Attend the kickoff of the new season

##### **Project output-related:**

Ø Development of a realistic action plan that will be implemented at the end of the project

Ø Development of a convincing elevator pitch

Ø Intention to replicate VCW in future situations/scenarios, and to create a weekly moment for strategic reflection inside the organization

Source: Conducted by the VCW team

### Key Performance Indicators

#### KEY PERFORMANCE INDICATORS

##### **Project team-related:**

Ø Understanding the VCW meta-framework

Ø Team satisfaction with teamwork dynamics

Ø Team fulfillment with the final work delivered, that should perfectly meet the teachers requirements and, at the same time, answer to the organizations problem in a clear and useful way

Ø Guarantee that at least 20% of our contribution is included in the strategic new alignment of the competitions, to be presented to the stakeholders in the beginning of the new season

##### **Company outcomes-related:**

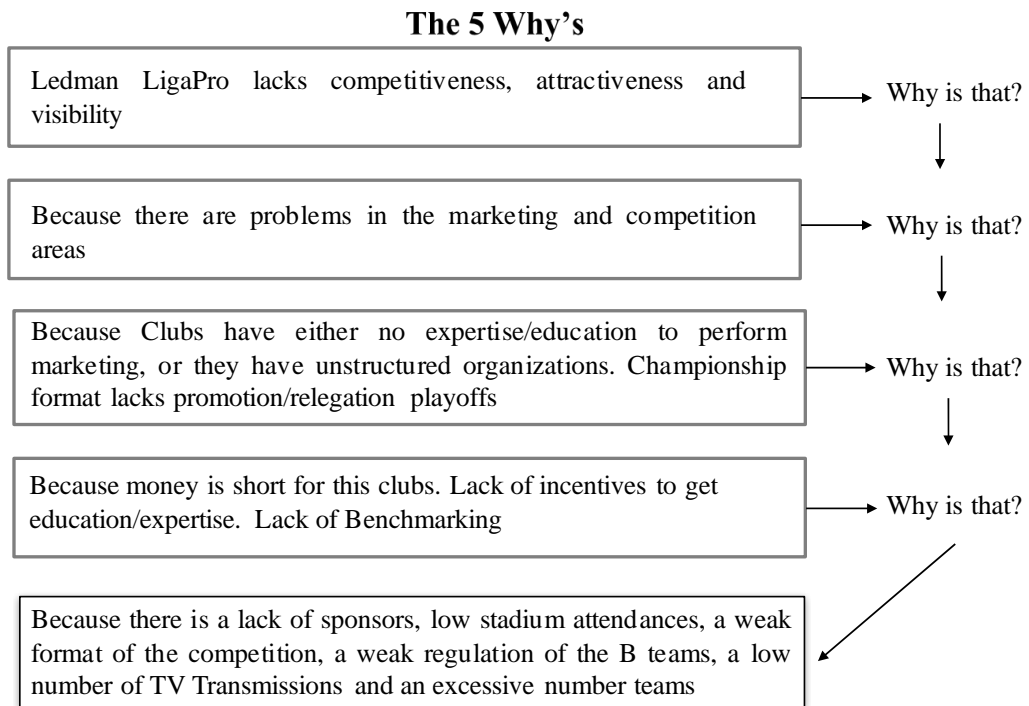
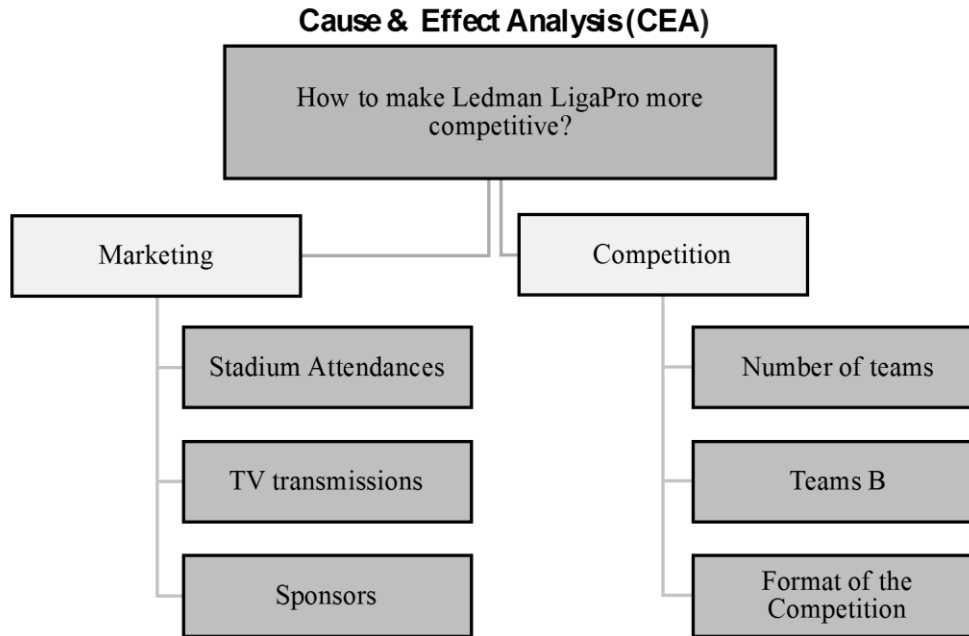
Ø Readiness to create a VCW ecosystem

Ø Satisfaction of KDM/management/team/stakeholders with final solution(s)

Ø Resources saved (e.g., costs, time, people, no outsourcing)

Ø Increased value of the VCW for the KDMs/management/team/stakeholders

Source: Conducted by the VCW team



Because we are dealing with a very complex problem, the 5 Why's method may not apply.

The CEA method is a more accurate tool in this scenario. Here both are shown.

Source of both analysis: Conducted by the VCW team

## Appendix 3.5 – Primary Data (interview example) & Secondary Data (Logos Sources)



### Master Thesis Work Project

**“How can one increase both the competitiveness and attractiveness of Ledman LigaPro?”**

#### Interview to Name of the Person + His/Her Organization

##### Warm-Up:

Good morning, my name is Bruno Bernardo and I am currently doing the Master in Management, at the NOVA School of Business and Economics. This interview takes place within the scope of a master's thesis on the Professional Football Competitions in Portugal. It is a research done in collaboration with the Portuguese Professional Football League, but conducted in an academic and independent manner.

The aim of the thesis will be to restructure the Portuguese professional football second tier league, Ledman Liga Pro, by applying an innovative model, the Value Creation Wheel.

The interview will take about 30 minutes and there are no right or wrong answers. I mainly seek a contribution with solutions and filters, so that we can improve the Professional Football Competitions.

I would like to thank you in advance for the collaboration. Moreover, I would like to ask you, for permission to record the interview for a further analysis. Obviously, all data will remain anonymous and confidential and will only serve to support the study.

##### Interview Questions around Football:

1. How would you rate the Portuguese football in just three words?
2. What is the importance of Liga Portugal?
3. What trend do you think will emerge / gain strength in the next 5 years in the world of football?
4. What is / should be the role of the Government within the football industry?
5. How do you think football will project itself in the future?
6. If you had to mention International Second Leagues that should be a reference for Portugal, what names would you say?
7. How would you rate the referees' relationship with the clubs?
8. How would you classify the competitive level of Ledman LigaPro?
9. What reasons do you think are behind a low / high competitive level?
10. What is the importance of the introduction of young talent in the Ledman LigaPro? Would you like to suggest improvements in this aspect?
11. What image do you think the internal stakeholders (employees, collaborators, and trainees) have of Liga Portugal and its second tier league?

12. What image do you think the external stakeholders (clubs, SAD's, supporters, sponsors, TV channels) have of Liga Portugal and its second-tier league?

13. Do you consider that Liga Portugal is now more prepared to conduct the professional football competitions in Portugal? What suggestions for improvement would you like to see applied?

15. Which of the three professional competitions do you consider the most relevant to Liga Portugal (in terms of return and media coverage)? Why is that?

**What makes a Club special?**

Thank you very much

End



**LIGA  
PORTUGAL**

**Includes:**

Competition Regulation;  
Refereeing Regulations;  
Disciplinary Regulations.

Use of IntraLiga and InterLiga as a mean of obtaining information that is not publicly available, and that is completely accurate



**FEDERAÇÃO  
PORTUGUESA  
DE FUTEBOL**

Regulation – Amateur National Senior Championships.  
FPF is responsible for the organization of this competition



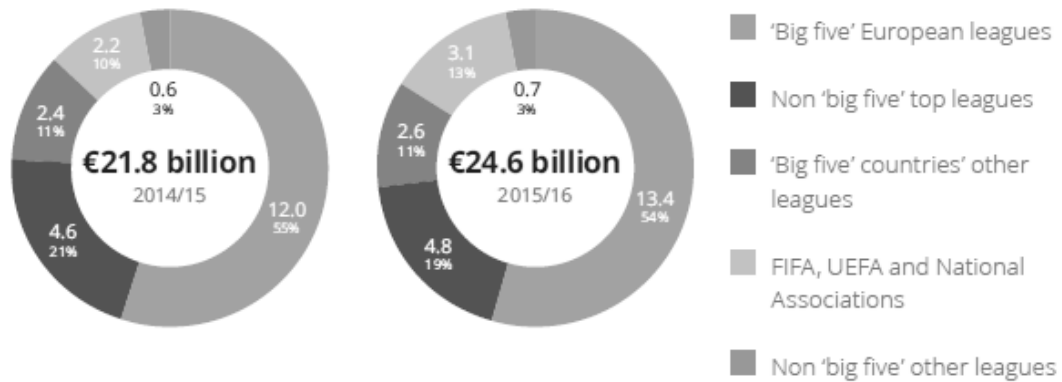
The website has footballing information such as scores, results, transfer news, player values, statistics and fixtures, being considered one of the biggest databases regarding football



Vast information about National and International football competitions, with more than 500K Players and 84k Clubs. Several written articles with an open community

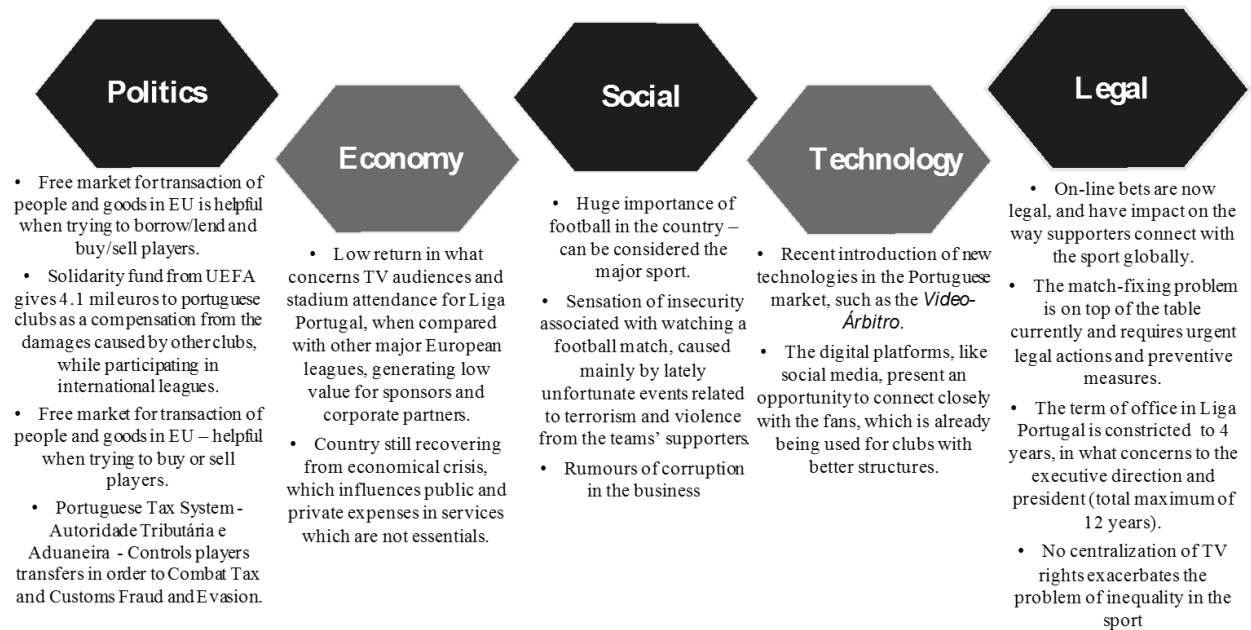
Source: Conducted by the VCW team

### Appendix 3.6 – European football market size – 2014/15 and 2015/16 (€ billion)

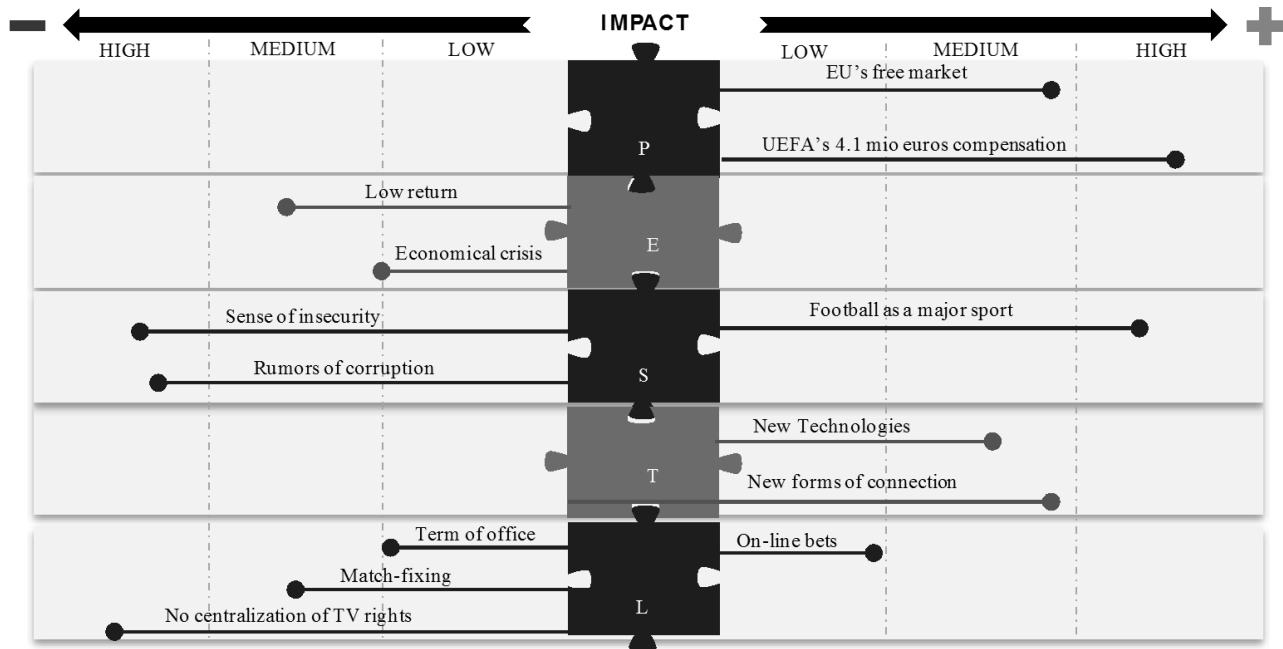


Source: Annual Review of Football Finance 2017 - Europe's premier leagues

### Appendix 3.7 – PESTLE Analysis and its Impact



Source: Conducted by the VCW team



Source: Conducted by the VCW team

### Appendix 3.8 – SWOT Analysis

Strengths	Weaknesses
<p>S1: Liga Portugal has no direct competitors in the country</p> <p>S2: New President and Board with higher focus on digital innovation (R&amp;D)</p> <p>S3: Liga Portugal has enough power to introduce legal changes to the game</p> <p>S4: Brand-new investment to restructure the competitions</p> <p>S5: Ledman LigaPro supplies the majority of the players to the national teams, e.g. sub-19/20/ 21. High importance of the B teams to shape national talent</p> <p>S6: Many famous players and coaches have been part of this competition</p> <p>S7: From the 23 players that won the EURO 2016 for Portugal, many played in Liga's competitions</p> <p>S8: 60% of the players of Liga NOS have played in Ledman LigaPro</p> <p>S9: Ledman is the more dynamic league of Liga Portugal, when considering the number of times a team goes in and out of the top 5 classification</p> <p>S10: Has one of the youngest 2<sup>nd</sup> tier leagues with an average player age of 25,5 years old in 2016/17</p>	<p>W1: Low frequency and return of the TV broadcasts</p> <p>W2: Short attendance and occupancy rate in the stadiums, with a decreasing tendency</p> <p>W3: High dependence on other parties, like media, sponsors, corporate partners and clubs</p> <p>W4: Low interest and weak connection between the competitions</p> <p>W5: The majority of the clubs are located in the Northern Regions</p> <p>W6: The competitions have changed their names several times, leading to a lack of positioning of a brand (name depends on the sponsor), this is highly noticed in the 2<sup>nd</sup> tier league</p> <p>W7: Instability in the competitive model – format and number of teams changed repeatedly over the years</p> <p>W9: Huge disparity between big and small clubs</p> <p>W10: High dependence on the B teams in the 2<sup>nd</sup> tier league</p>
Opportunities	Threats
<p>O1: Football is the most seen sport in Portugal, without direct competitors at the sports' events level, having several growth opportunities in the market</p> <p>O2: New technologies are being introduced with the aim of increasing precision and reducing the errors during the matches (video-árbitro, E-Liga)</p> <p>O3: Online bets and bets, are changing the relationship between the supporters and the sport/clubs</p> <p>O4: Digital Era present opportunities for the sport to get involved and connect more with the supporters, especially with the high activity on the social media</p> <p>O5: Opportunities for pricing – innovative international practices regarding ticketing, such as the season and the bundle ticket.</p> <p>O6: Competitions generates great value to the stakeholders in the region of each club</p> <p>O7: Adapt the competitions to the best practices of international leagues e.g. in the 2<sup>nd</sup> tier league, include a promotion playoff</p> <p>O8: Electronic sports are becoming one of the biggest industries, attracting millions of spectators, especially the youngsters</p>	<p>T1: Feeling of insecurity in the stadium</p> <p>T2: Rumours of corruption affect the way people see the competition, causing a huge loss of credibility</p> <p>T3: Low return of the competition, when compared with other major international competitions</p> <p>T4: Match-fixing is becoming a big threat to the competitiveness of the cup</p> <p>T5: Lower interest from the TV broadcasters in transmitting the matches – low return</p> <p>T6: Other events and activities, such as music festivals and TV series are jeopardizing football, taking fans away from stadiums</p> <p>T7: Policies and interests are incompatible among stakeholders</p> <p>T8: The way people interact, consume and watch football has been changing, namely with the technology evolution. The consumer has now, several activities from which one can choose</p>

Source: Conducted by the VCW team

### Appendix 3.9 –TOWS Analysis

<b>Strengths – Opportunity Strategies</b>	<b>Weaknesses – Opportunities Strategies</b>
<p>1: Leverage on the new technologies introduced, E-Liga, to improve the competition processes promoting the higher transparency of the games</p> <p>2: Introduce strict rules regarding match-fixing. To prevent, increase people’s knowledge about it, by creating awareness campaigns, e.g. on social media</p> <p>3: Build on a partnership with Placard – not only, for sponsorship but also for joint campaigns on creating more awareness regarding betting</p> <p>4: More involvement of former and current players to validate ideas regarding the competition model or format. Also, increase their participation in the football games, creating more fan interaction with these players</p> <p>5: Create a strategic brochure that compares Ledman LigaPro against other competitions and enhances its value to the sponsor. Variables such as the average age, the biggest transfers, the turnover within the top 5 positions, the players and coaches who have competed in the competition. All of this can be decisive in the decision making of a sponsor</p> <p>6: Greater focus on digital innovation and social media channels, thus creating an opportunity for a more and better interaction and empathy with the fans. By simply sharing curious statistics (best player on the pitch, number of shots / cuts), sharing photos of all teams, players and stakeholders in football, hence increasing the transparency and credibility of the competition</p> <p>7: Benchmarking with Second European Leagues reinforces the idea of a need of change in the competitive model. Introduce in the competitions some of the best international practices, reinforcing the competitiveness and viability of the competition with measures like the centralization of the televising rights of each club and the creation of a promotional playoff</p> <p>8: Leverage on Electronic sports as one of the most profitable industries and one of the most attracting spectators especially the younger layers.</p>	<p>1: The introduction of the B teams has increased, the number of games transmitted but also the competitiveness of Ledman LigaPro. B teams should be encouraged as a form of promotion and launch of the young Portuguese player, thus increasing the interest of the fans for the competition and also of the agents / investors / sponsors</p> <p>2: Higher investment in channels of social networks and events (partnerships with entities, tourism, catering) with a view to promoting a closer and more dynamic relationship with the fans, reinforcing the credibility and transparency of the game</p> <p>3: Great need of improvement and stimulation of the relations with sponsors / investors. Measures such as the introduction of a team (e.g. public relations) focused on improving and making the best of the partnership. Promote brainstorming and brainwriting between the league and its sponsors, thus rethinking the competition together and aiming at improving football in Portugal</p>
<b>Strengths – Threats Strategies</b>	<b>Weaknesses – Threats Strategies</b>
<p>1: Adaptation and reflection on the competitive formats of the competitions, in order to make it more egalitarian and competitive</p> <p>2: The League should promote the centralization of television rights, as a solution to balance the competition, reducing the disparity between clubs and to reach the international competitive level of other leagues</p> <p>3: Studies that rethink football in Portugal and the competitiveness of each competition. It is essential the collaboration and involvement of various stakeholders and players in football and also young university students, appealing to their creativity</p> <p>4: Development of new ticketing practices, which include interesting consumer packs with additional experiences that capture the interest of fans. Turning a simple football game into an event where the game is part and not the whole</p> <p>5: New technologies and social networks as a way to encourage supporters to support their team at the stadium</p>	<p>1: Increased security at stadiums, namely on the riskier games, e.g. through ticketing mechanisms that facilitate the disposition of stadium supporters</p> <p>2: Creation of a book that would include, marketing and promotion strategies on social media, finance guidance, international best practices and son on, to support the clubs</p> <p>3: Further punishment (€ or points / disqualifications) of recent cases of corruption (match-fixing) / non-compliance with rules and regulations</p> <p>4. Introduction of a playoff and more interaction with supporters so that not only, can the competitor and the uncertainty of the winner be increased, but also, the interest of the fans can be promoted</p> <p>5. Seek a solution that involves a greater number of sponsors or a sponsor with greater financial power, who can give the competition the necessary investment</p> <p>6. Through new technologies, such as streaming, to ensure the transmission, even at a lower quality, of games that are not broadcasted by television operators</p>

Source: Conducted by the VCW team

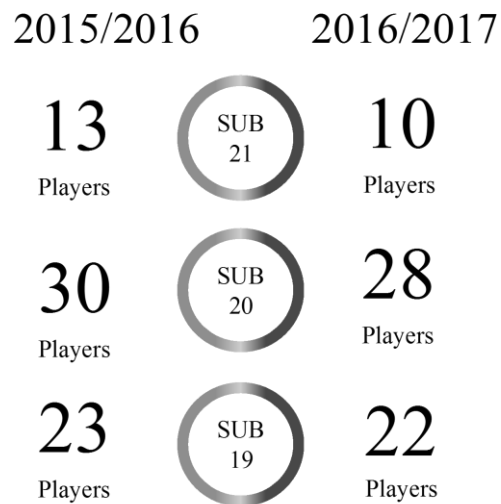
### Appendix 3.10 – 2<sup>nd</sup> League Clubs’ Geographic Distribution



Source: Conducted by the VCW team

### Appendix 3.11 – The flows of success of the 2<sup>nd</sup> League

The Competition – Relationship with Portugal Sub 19/20/21 Squads



Source: Conducted by the VCW team

## The Competition – Dynamics with Liga NOS



Source: Conducted by the VCW team

### Appendix 3.12 – Study on the first places rotation - Top 5

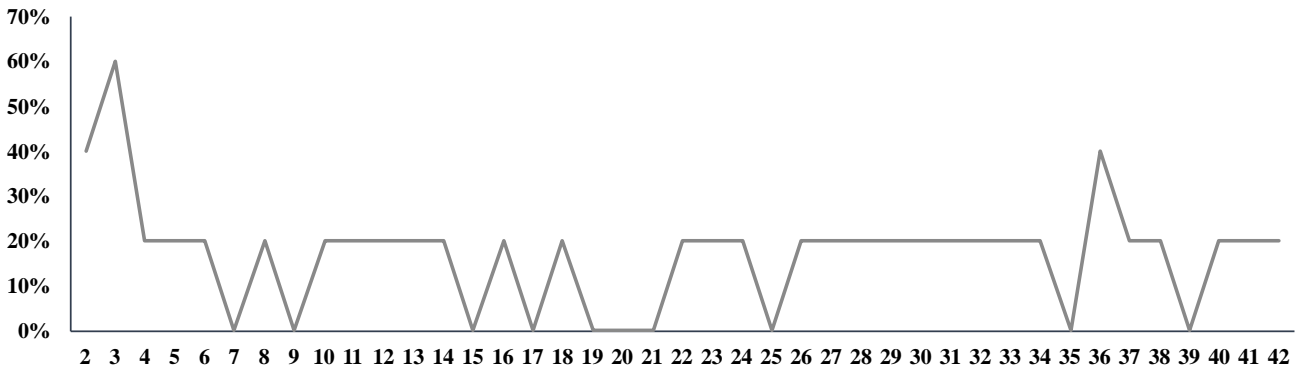
Positions on Ledman LigaPro	2013/2014	2014/2015	2015/2016	2016/2017
1º	Moreirense	CD Tondela	FC Porto B	Portimonense
2º	FC Porto B	U. Madeira	GD Chaves	CD Aves
3º	FC Penafiel	GD Chaves	CD Feirense	U. Madeira
4º	CD Aves	SC Covilhã	Portimonense	SL Benfica B
5º	SL Benfica B	Sporting CP B	Freamunde	FC Penafiel
Rotation on the Top 5 of Ledman LigaPro (%)	-	100%	80%	80%
Rotation on the Top 5 of Liga NOS (%)	-	40%	20%	20%

Average number of times a club (s) go out / enter the Top 5 (%)	Liga NOS	Ledman LigaPro
2016/2017 Season	5%	17%
2015/2016 Season	13%	16%
2014/2015 Season	7%	14%

Average number of times a club changes position in the Top 5 (%)	Liga NOS	Ledman LigaPro
2016/2017 Season	24%	44%
2015/2016 Season	25%	52%
2014/2015 Season	26%	63%

Source: Conducted by the VCW team

Number of times a club enters and leaves the Top 5 per Round - Ledman LigaPro (%)



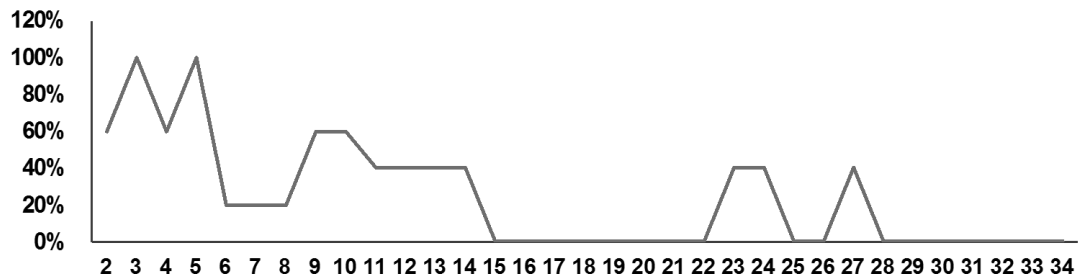
Source: Conducted by the VCW team

Average number of times a club changes position in the Top 5  
Ledman LigaPro



Source: Conducted by the VCW team

Average number of times a club changes position in the Top 5  
Liga NOS



Source: Conducted by the VCW team

### Appendix 3.13 – 2<sup>nd</sup> League - Squad Composition

Season	Nº Teams (B)	Total Squad	Average Squad Number
2009/2010	16 (0)	464	29
2010/2011	16 (0)	471	29
2011/2012	16 (0)	465	29
2012/2013	22 (6)	750	34
2013/2014	22 (5)	792	36
2014/2015	24 (5)	915	38
2015/2016	24 (5)	860	36
2016/2017	22 (5)	840	38
2017/2018	20 (5)	590	30
<b>TOTAL (Average of all the years considered)</b>		<b>683</b>	<b>33</b>

Source: Conducted by the VCW team

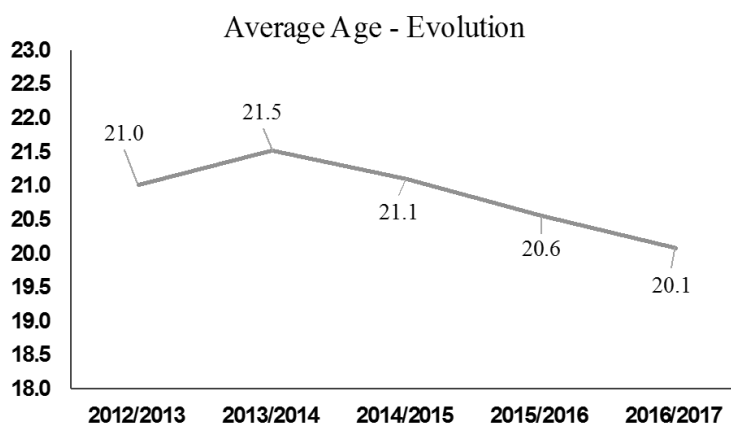
Season	Average Age	Portuguese	% Portuguese	Foreign	% Foreign
2009/2010	24,6	290	62,5%	174	37,5%
2010/2011	24,6	297	63,1%	174	36,9%
2011/2012	24,4	282	60,6%	183	39,4%
2012/2013	23,3	467	62,3%	283	37,7%
2013/2014	23,2	473	59,7%	319	40,3%
2014/2015	23,0	537	58,7%	378	41,3%
2015/2016	23,3	480	55,8%	380	44,2%
2016/2017	23,2	454	54,0%	386	46,0%
2017/2018	24,3	324	54,9%	266	45,1%
<b>TOTAL (Average of all the years considered)</b>	<b>23,7</b>	<b>400</b>	<b>58,6%</b>	<b>283</b>	<b>41,4%</b>

\*Values extracted on 30/08/2017 Source: Data retrieved from Transfermarkt.

Analysis conducted by the VCW team

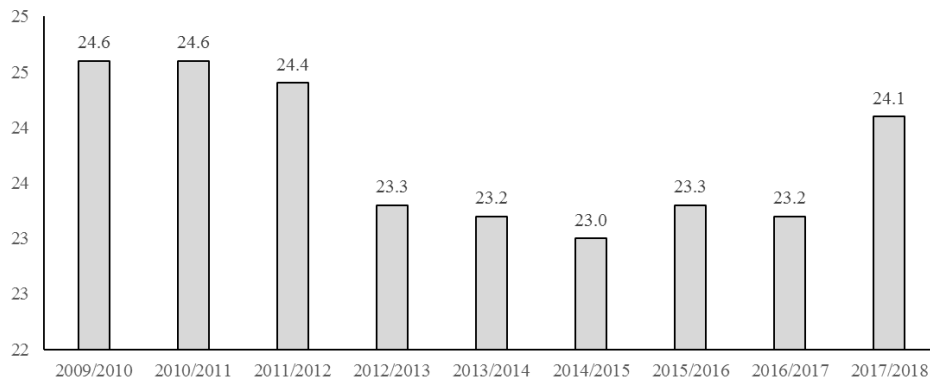
#### B Teams: Average Age and Its Evolution

Average Age	2016/2017
Vitória SC B	20,5
SL Benfica B	19,2
SC Braga B	20,5
FC Porto B	19,9
Sporting CP B	20,3
Total	20



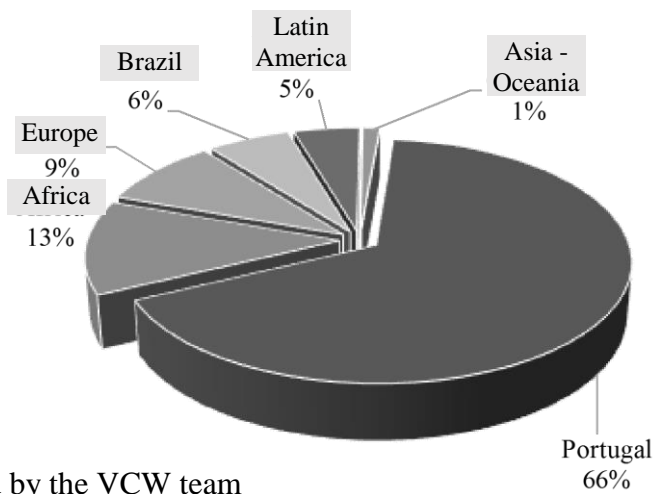
Source: Conducted by the VCW team

Average Squads' Age (Including all teams)



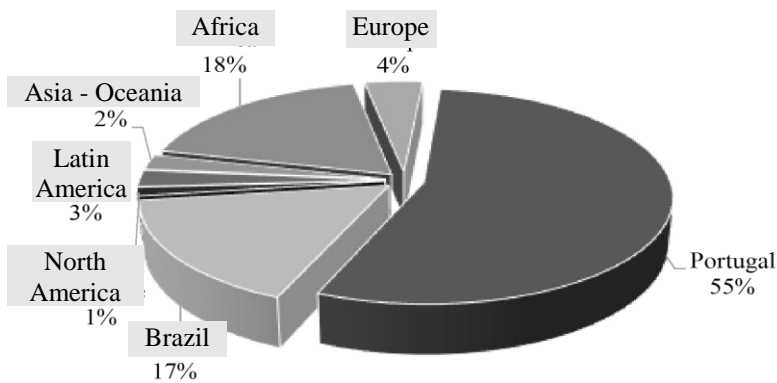
Source: Conducted by the VCW team

Players' Nationality in 2016/2017  
B teams



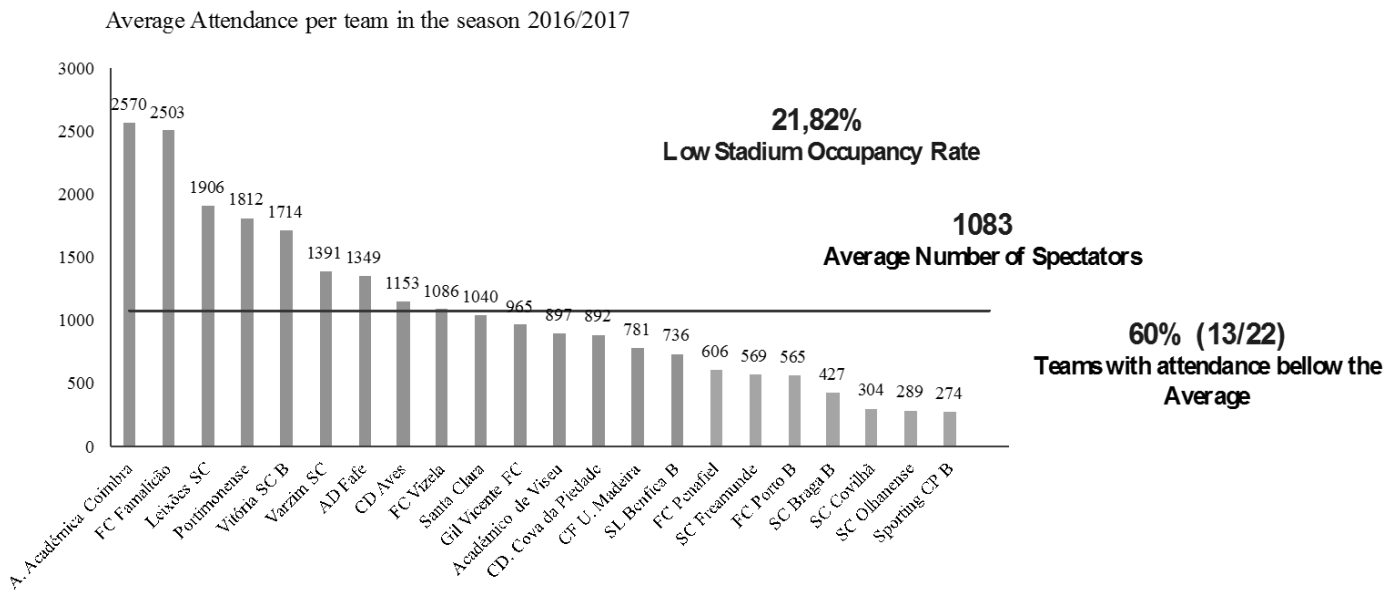
Source: Conducted by the VCW team

Players' Nationality in 2016/2017  
17 Teams (Excluding the B teams)

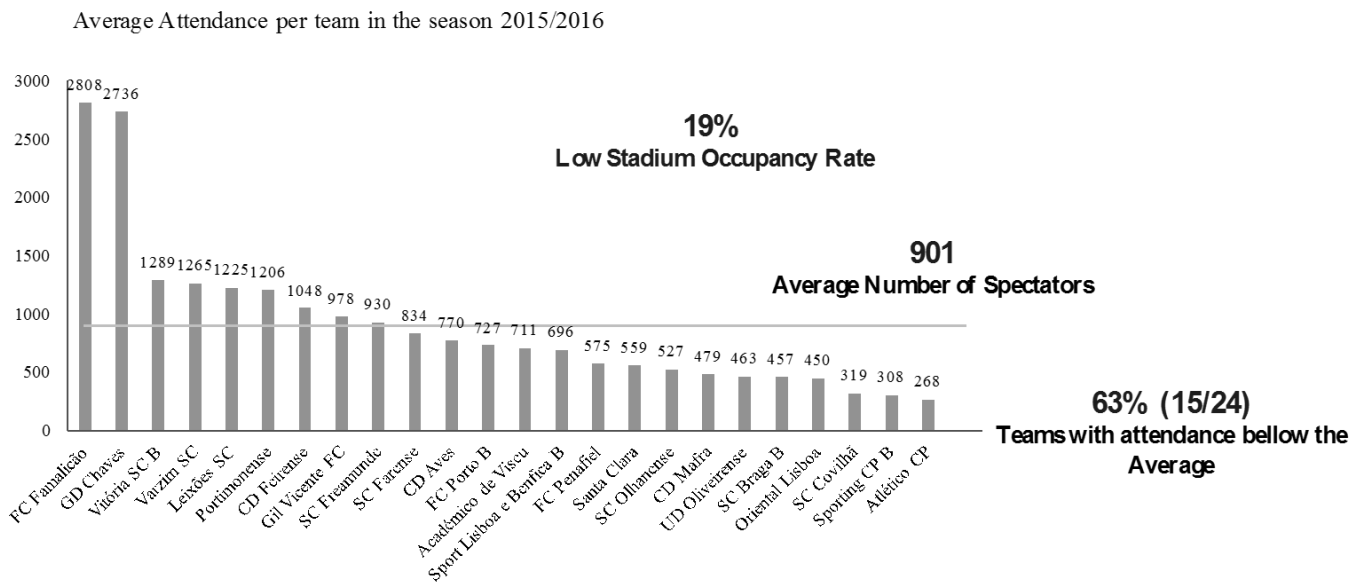


Source: Conducted by the VCW team

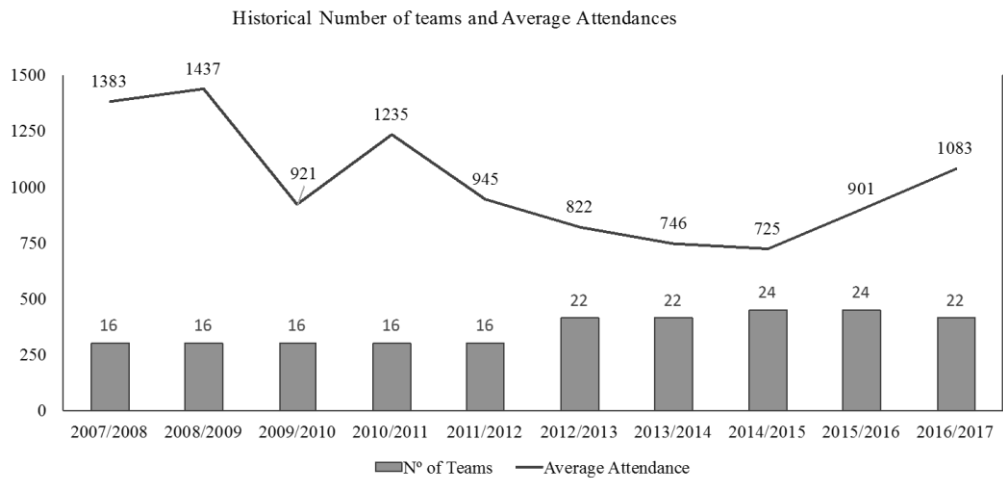
**Appendix 3.14 – Analysis of the 2<sup>nd</sup> League’s Average Attendance by Season, Week, Day, Hour and Club**



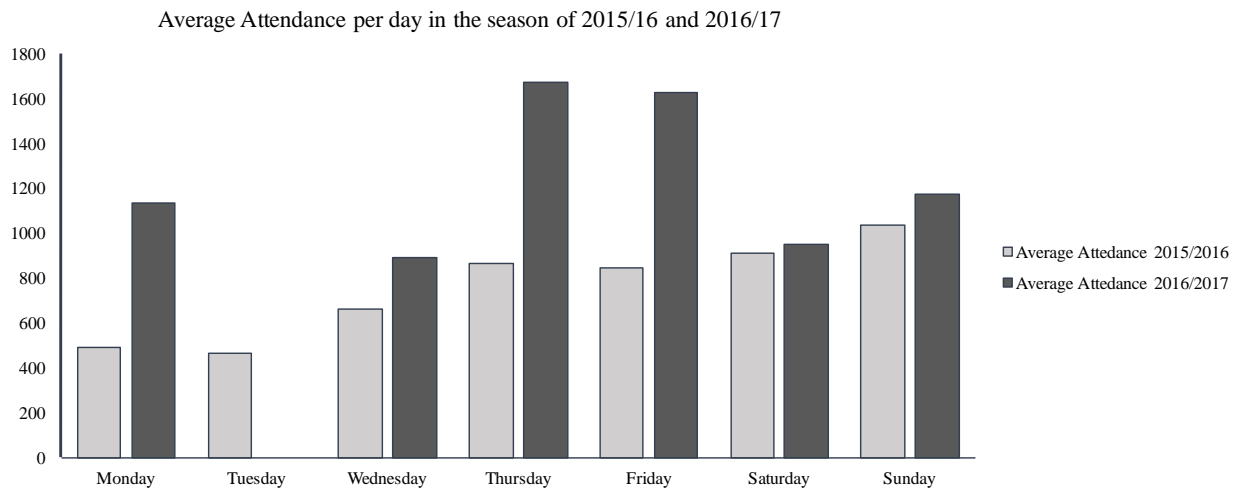
Source: Conducted by the VCW team



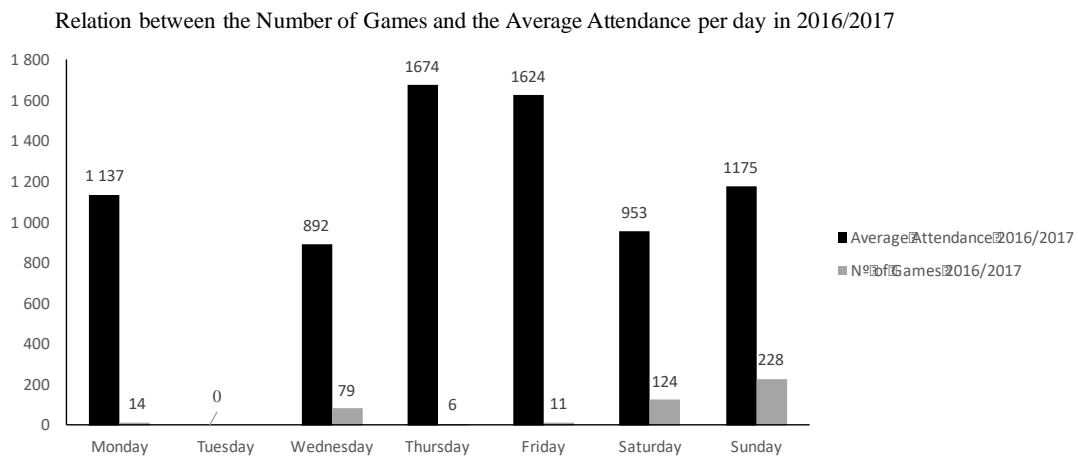
Source: Conducted by the VCW team



Source: Conducted by the VCW team

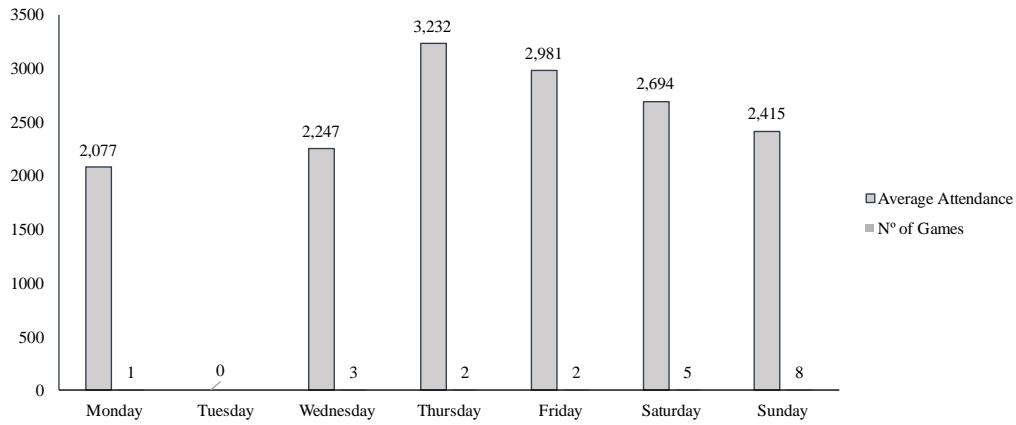


Source: Conducted by the VCW team



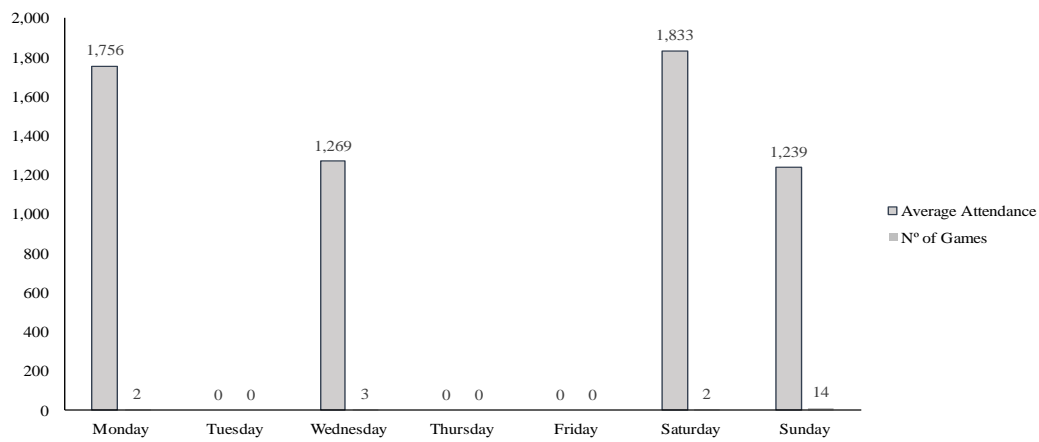
Source: Conducted by the VCW team

Daily Average Attendance 2016/2017 - A. Académica de Coimbra



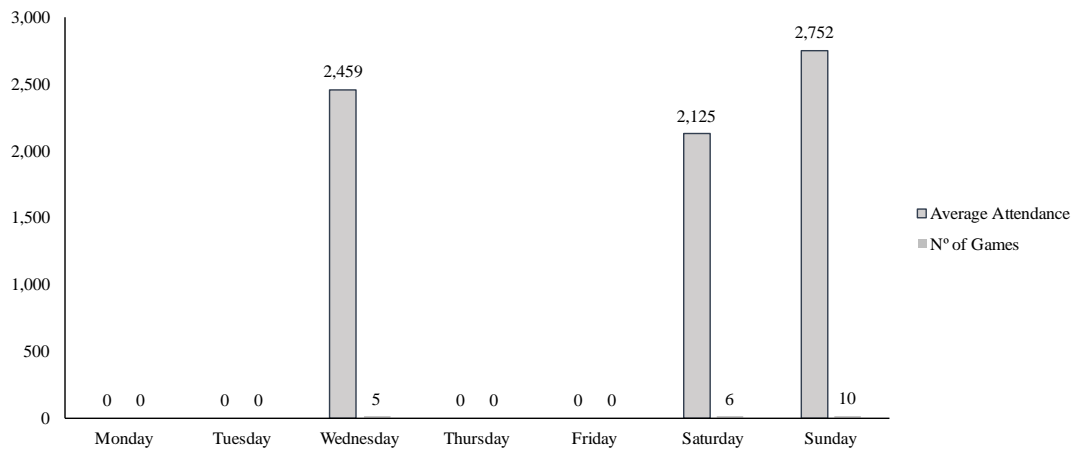
Source: Conducted by the VCW team

Daily Average Attendance 2016/2017 – AD Fafe

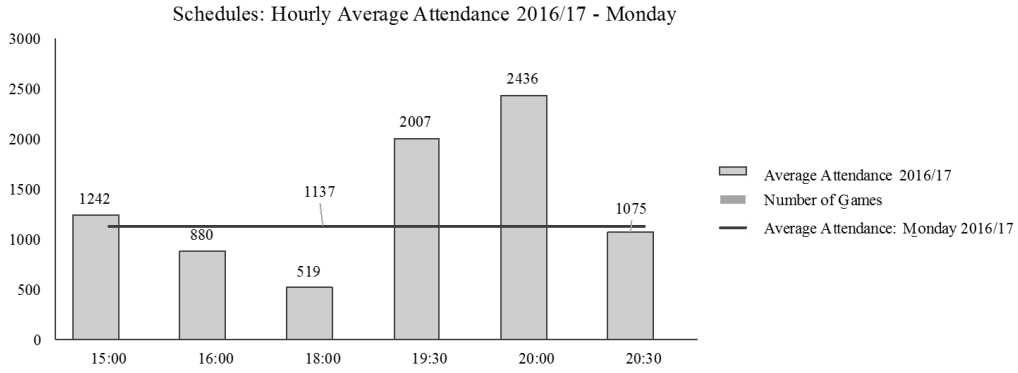


Source: Conducted by the VCW team

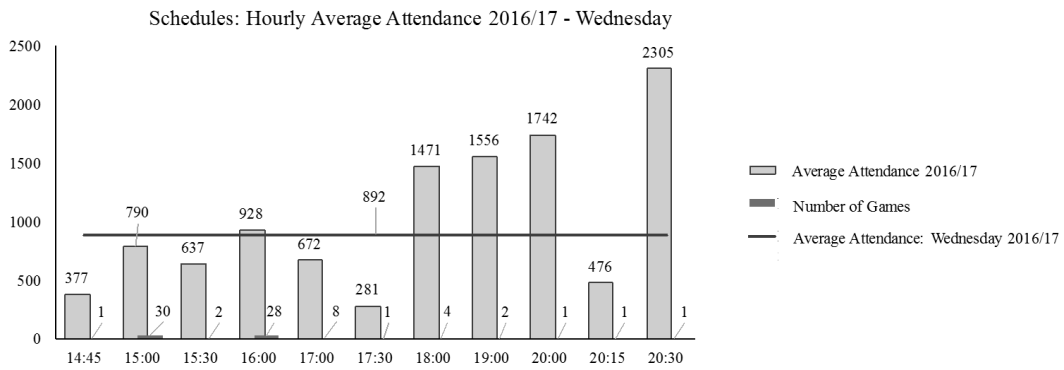
Daily Average Attendance 2016/2017 – FC Famalicão



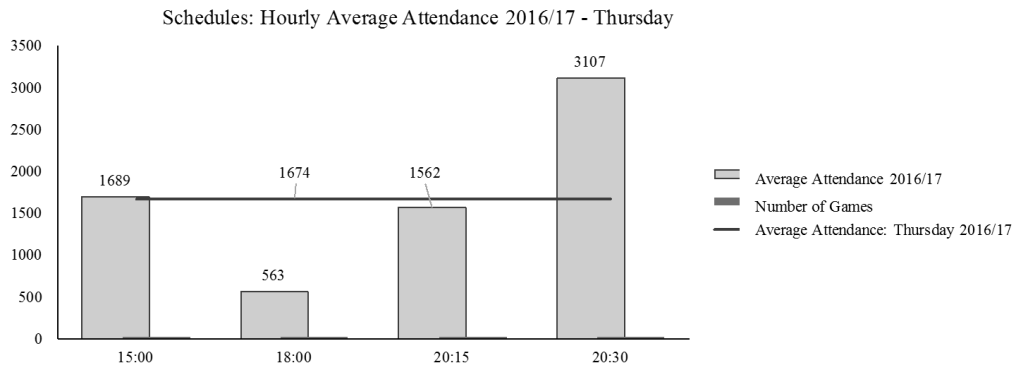
Source: Conducted by the VCW team



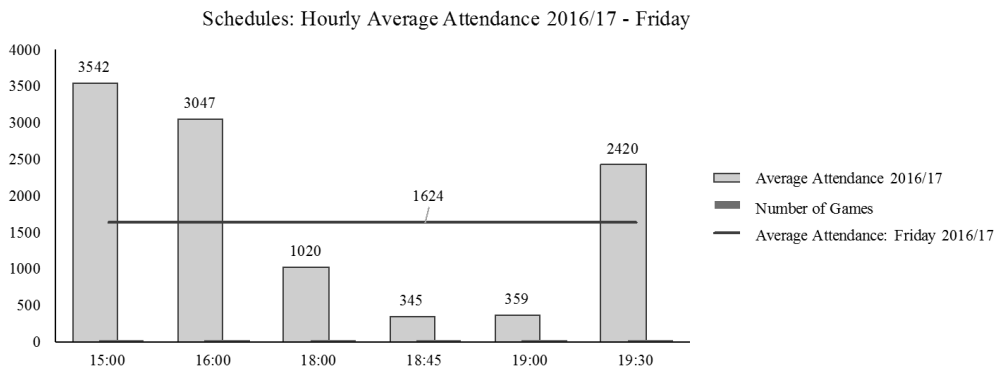
Source: Conducted by the VCW team



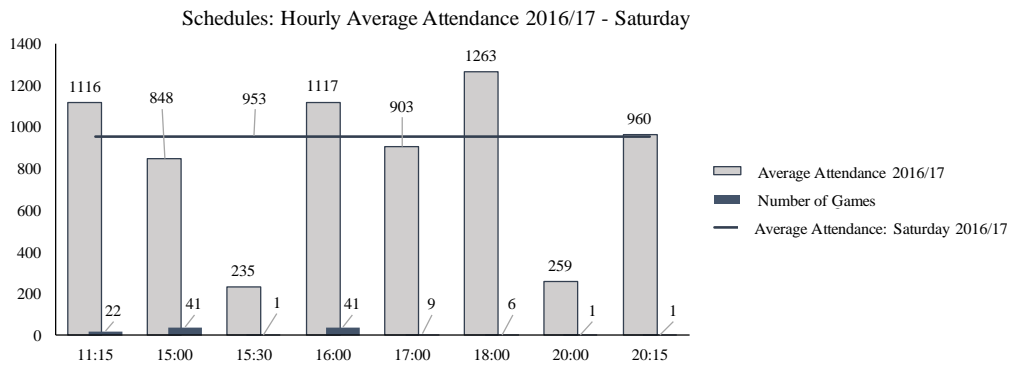
Source: Conducted by the VCW team



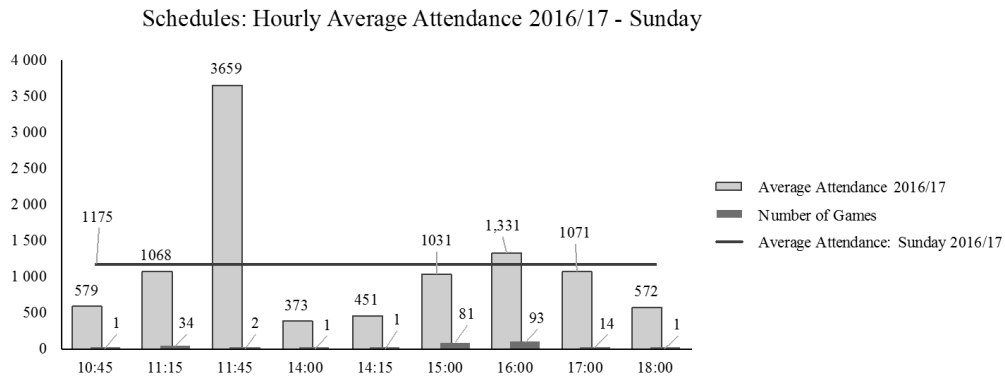
Source: Conducted by the VCW team



Source: Conducted by the VCW team



Source: Conducted by the VCW team



Source: Conducted by the VCW team

### Appendix 3.15 – Analysis of the 2<sup>nd</sup> League’s ticket pricing

2016/2017	Average Ticket Pricing
A. Académica Coimbra	4,95 €
FC Famalicão	7,38 €
Leixões SC	5,82 €
Portimonense	2,79 €
Vitória SC B	6,06 €
Varzim SC	9,37 €
AD Fafe	7,73 €
CD Aves	6,01 €
FC Vizela	5,84 €
Santa Clara	2,17 €
Gil Vicente FC	9,92 €
Académico de Viseu	7,54 €
CD. Cova da Piedade	4,34 €
CF U. Madeira	3,11 €
SL Benfica B	5,00 €
FC Penafiel	6,85 €
SC Freamunde	7,20 €
FC Porto B	4,14 €
SC Braga B	4,95 €
SC Covilhã	9,95 €
SC Olhanense	9,67 €
Sporting CP B	5,00 €
TOTAL	6,42 € Average Pricing

2015/2016	Average Ticket Pricing
FC Famalicão	9,28 €
GD Chaves	6,67 €
Vitória SC B	6,38 €
Varzim SC	9,11 €
Leixões SC	8,41 €
Portimonense	7,20 €
CD Feirense	10,00 €
Gil Vicente FC	9,88 €
SC Freamunde	7,24 €
SC Farense	6,67 €
CD Aves	5,63 €
FC Porto B	5,68 €
Académico de Viseu	7,75 €
Sport Lisboa e Benfica B	5,00 €
FC Penafiel	7,91 €
Santa Clara	4,12 €
SC Olhanense	6,34 €
CD Mafra	7,13 €
UD Oliveirense	5,97 €
SC Braga B	4,32 €
Oriental Lisboa	6,50 €
SC Covilhã	8,25 €
Sporting CP B	4,96 €
Atlético CP	6,99 €
TOTAL	7,24 € Average Pricing

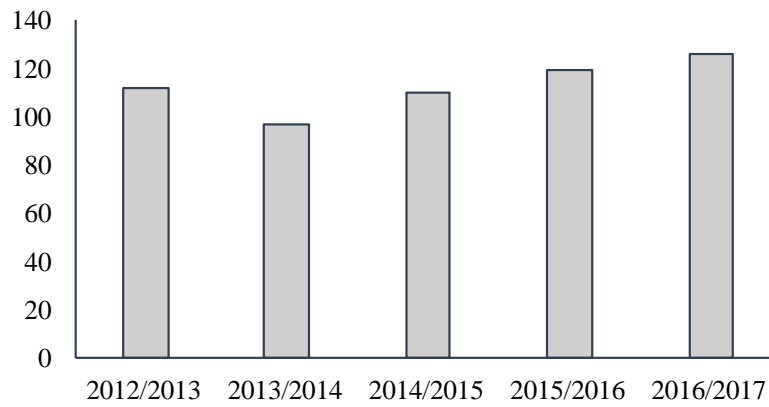
Source: Conducted by the VCW team

### Appendix 3.16 – Analysis of the 2<sup>nd</sup> League’s TV Coverage

Season	Total Games	Broadcasted Games	Broadcasted Games (%)
2012/2013	462	112	24,2%
2013/2014	462	97	21,0%
2014/2015	552	110	19,9%
2015/2016	552	119	21,6%
2016/2017	462	126	27,3%

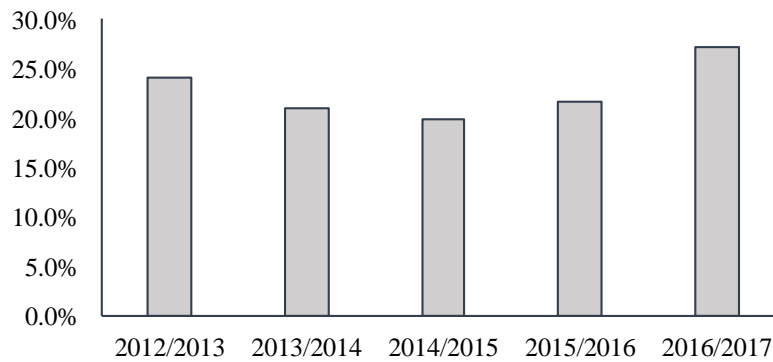
Source: Conducted by the VCW team

### Total Broadcasted Games



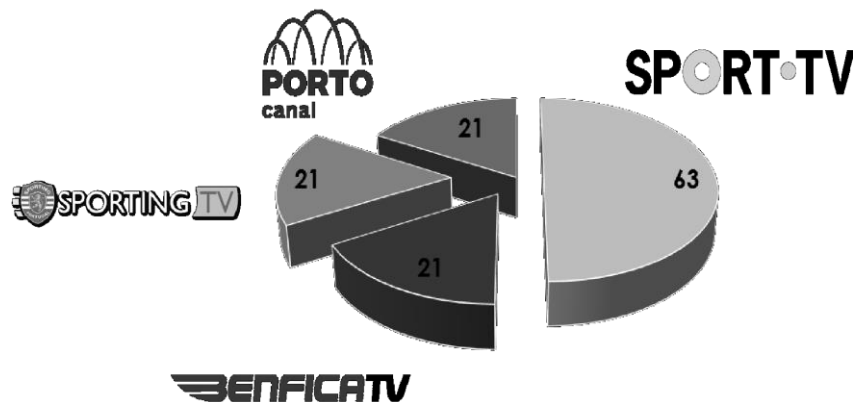
Source: Conducted by the VCW team

### % Total Broadcasted Games



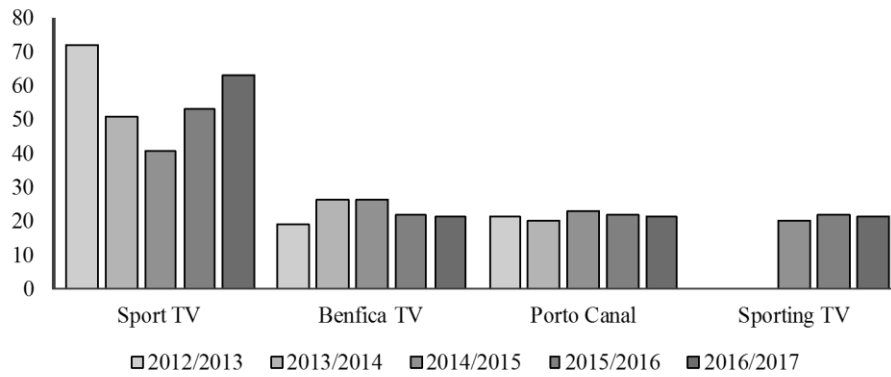
Source: Conducted by the VCW team

### Number of Games Transmitted in 2016/17



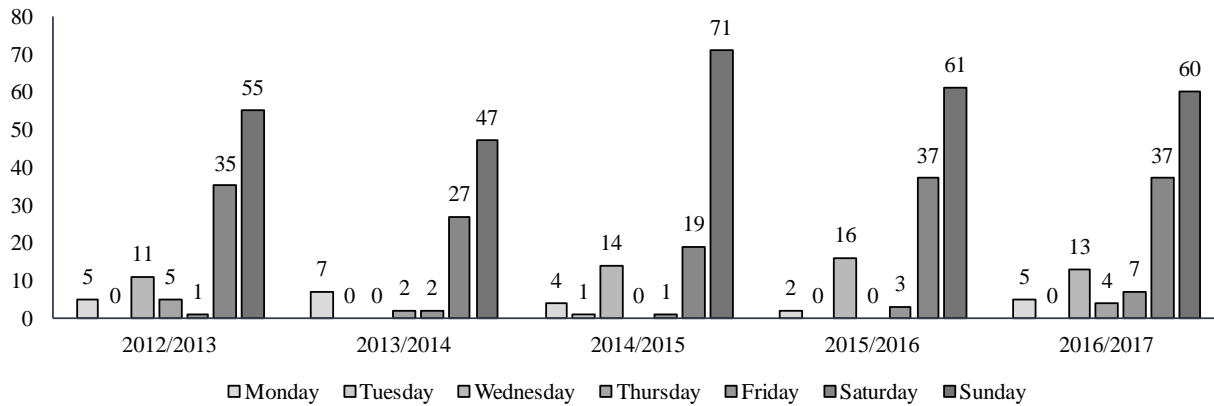
Source: Conducted by the VCW team

### TV Broadcasts of Ledman LigaPro in 2016/2017



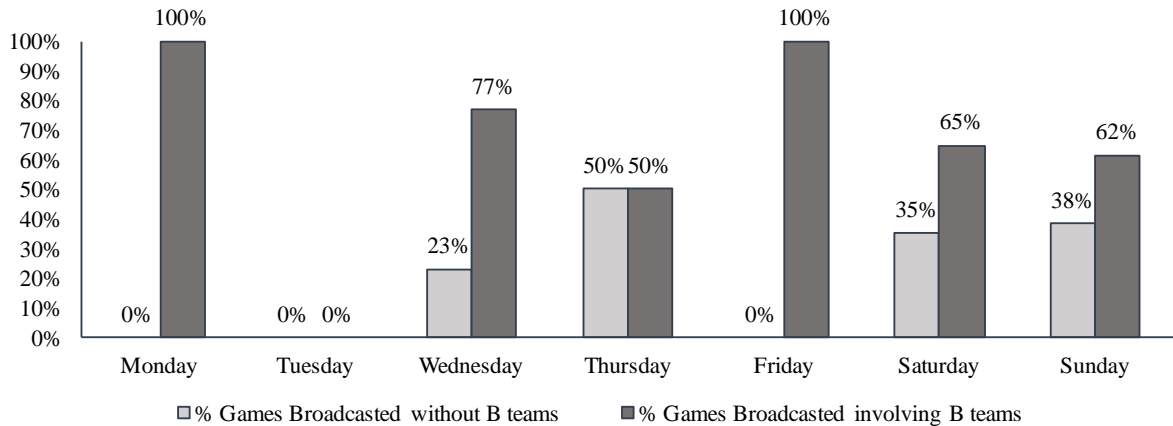
Source: Conducted by the VCW team

### Relation between TV Broadcasts and the Week day



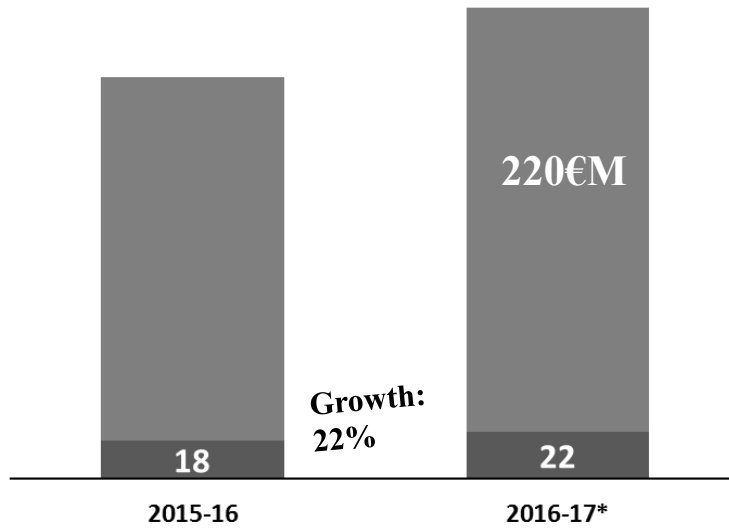
Source: Conducted by the VCW team

### B Teams' impact in the Daily Broadcasted Games



Source: Conducted by the VCW team

**Appendix 3.17** – Sponsorship report from CISION on 2<sup>nd</sup> League 16/17 and 15/16 season



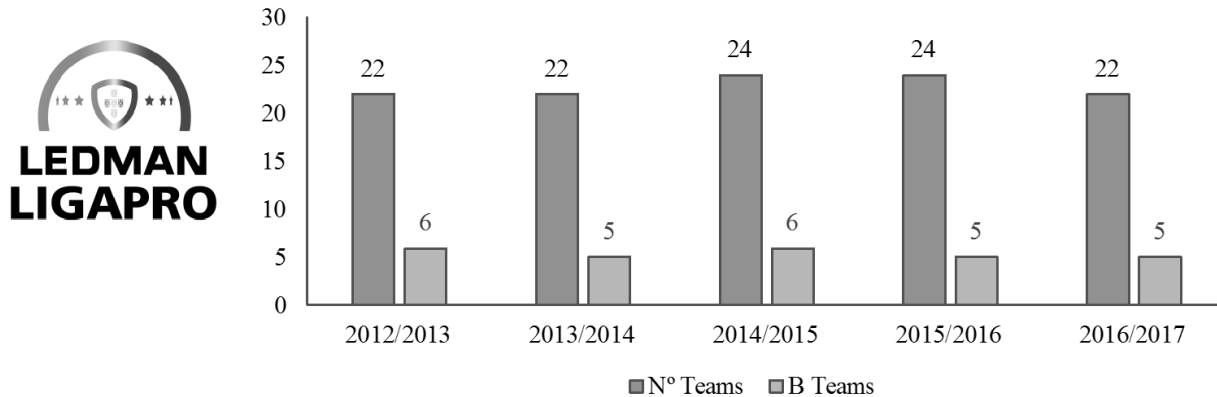
Source: Sponsorship report from CISION, 16/17 and 15/16 Season

**Appendix 3.18** – Benchmarking with 9 European 2<sup>nd</sup> Leagues – Competitive Model

Portugal: Ledman LigaPro – Competitive Model

Competitive Model Portugal - Ledman LigaPro							
Season	Naming	N° Teams	Promoted	Demoted	Start	End	B Teams
2012/2013	2ª Liga	22	2	3	August	May	6
2013/2014	Liga Cabovisão	22	3	0	August	May	5
2014/2015	2ª Liga	24	2	3	August	May	6
2015/2016	Ledman LigaPro	24	2	5	August	May	5
2016/2017	Ledman LigaPro	22	2	4 + 1 (playoff)	August	May	5

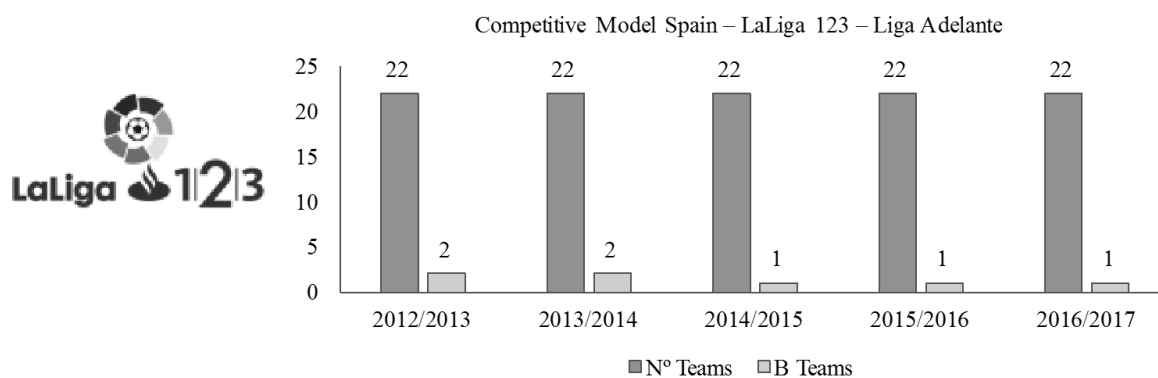
Competitive Model Portugal – Ledman LigaPro



Source: Conducted by the VCW team

## Spain: LaLiga 123, Liga Adelante – Competitive Model

Competitive Model Spain - LaLiga 123 - Liga Adelante							
Season	Naming	N° Teams	Promoted	Demoted	Start	End	B Teams
2012/2013	LaLiga 123 - Liga Adelante	22	2 + 1 (playoff)	4	August	June	2
2013/2014	LaLiga 123 - Liga Adelante	22	2 + 1 (playoff)	4	August	June	2
2014/2015	LaLiga 123 - Liga Adelante	22	2 + 1 (playoff)	4	August	June	1
2015/2016	LaLiga 123 - Liga Adelante	22	2 + 1 (playoff)	4	August	June	1
2016/2017	LaLiga 123 - Liga Adelante	22	2 + 1 (playoff)	4	August	June	1



Naming	Country	Games	Teams	Competitive Model	
				Promoted	Demoted
La liga2 – Liga A delante	Spain	42	22	2 + 1 playoff (3 <sup>rd</sup> 4 <sup>th</sup> 5 <sup>th</sup> 6 <sup>th</sup> positions)	4

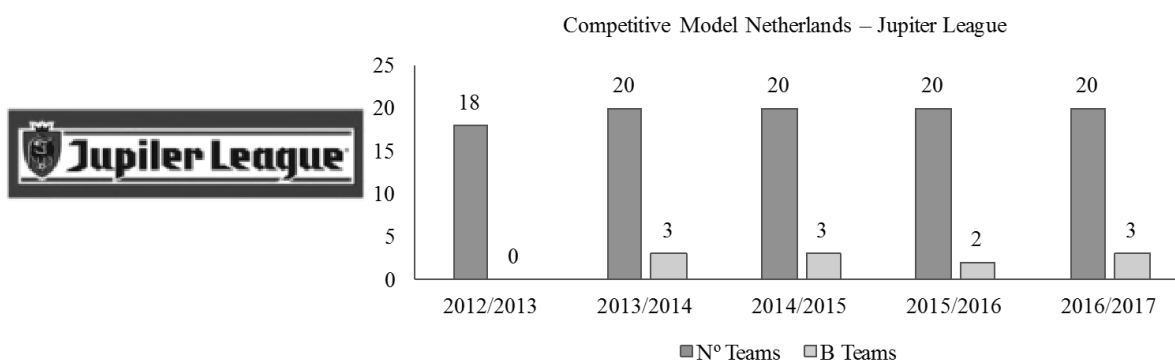
Semi - Finals	1 <sup>st</sup> Hand (Huesca/Cádiz Home)	2 <sup>nd</sup> Hand (Getafe/Tenerife Home)	Finals	1 <sup>st</sup> Hand (Tenerife Casa)	2 <sup>nd</sup> Hand (Getafe Home)
SD Huesca	4 867 ↑	13 013 ↑	CD Tenerife	21 450 ↑	15 380 ↑
Getafe CF	4 867 ↑	13 013 ↑	Getafe CF	21 450 ↑	15 380 ↑
CD Tenerife	16 493 ↑	20 761 ↑			
Cádiz CF	16 493 ↑	20 761 ↑			

Naming	Stadium Capacity	N° of Playoff Games	Season' Average Attendance		Playoff' Average Attendance	
			Games at Home	Games at Home	Games at Home	Games at Home
Getafe CF	14 400	2	6 550	14197		
CD Tenerife	22 948	2	11 555	21106		
SD Huesca	8 000	1	3 371	4 867		
Cádiz CF	25 033	1	13 251	16 493		

Source: Conducted by the VCW team

## Netherlands: Jupiter League – Competitive Model

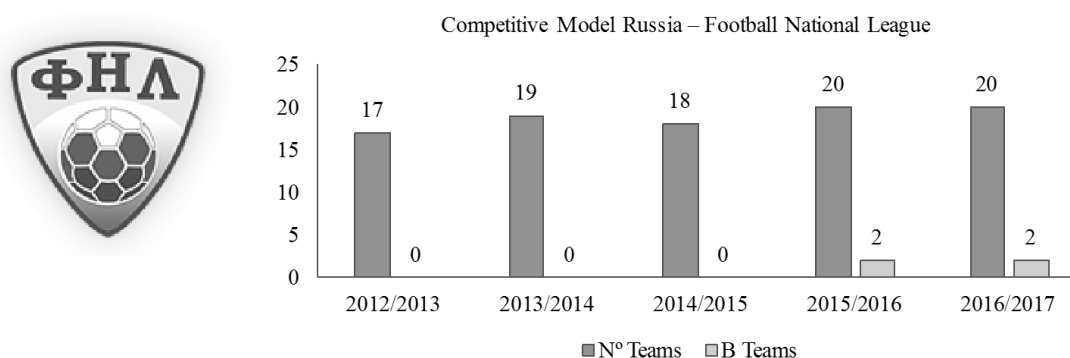
Competitive Model Netherlands - Jupiter League							
Season	Naming	N° Teams	Promoted	Demoted	Start	End	B Teams
2012/2013	Jupiler League Eerste Divisie	18	1 + 1 (playoff1+ playoff2)	2	August	May	0
2013/2014	Jupiler League Eerste Divisie	20	1 + 1 (playoff1+ playoff2)	2	August	May	3
2014/2015	Jupiler League Eerste Divisie	20	1 + 1 (playoff1+ playoff2)	3	August	May	3
2015/2016	Jupiler League Eerste Divisie	20	1 + 1 (playoff1+ playoff2)	3	August	May	2
2016/2017	Jupiler League Eerste Divisie	20	1 + 1 (playoff1+ playoff2)	1	August	May	3



Source: Conducted by the VCW team

## Russia: Football National League – Competitive Model

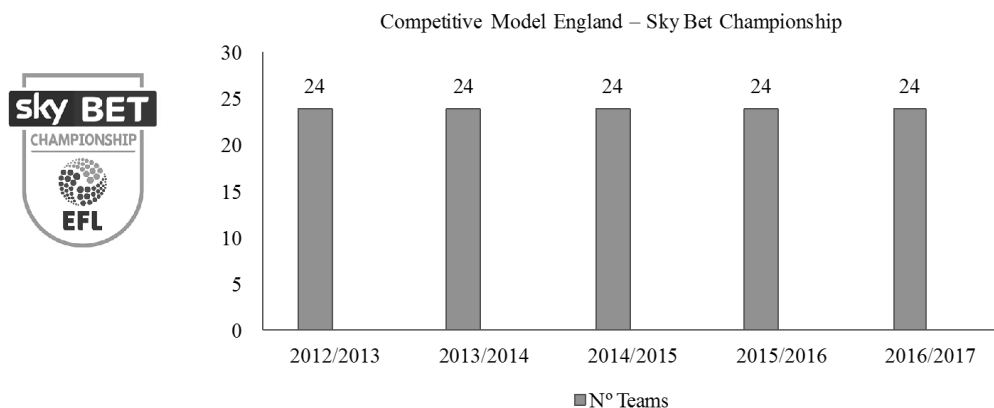
Competitive Model Russia - Division 1							
Season	Naming	N° Teams	Promoted	Demoted	Start	End	B Teams
2012/2013	Division 1	17	2+1 Playoff	2	July	May	0
2013/2014	Division 1	19	2+1 Playoff	4	August	May	0
2014/2015	Division 1	18	2+1 Playoff	3	August	May	0
2015/2016	Division 1	20	2+1 Playoff	5	August	May	2
2016/2017	Division 1	20	2+1 Playoff	5	August	May	2



Source: Conducted by the VCW team

## England: Sky Bet Championship – Competitive Model

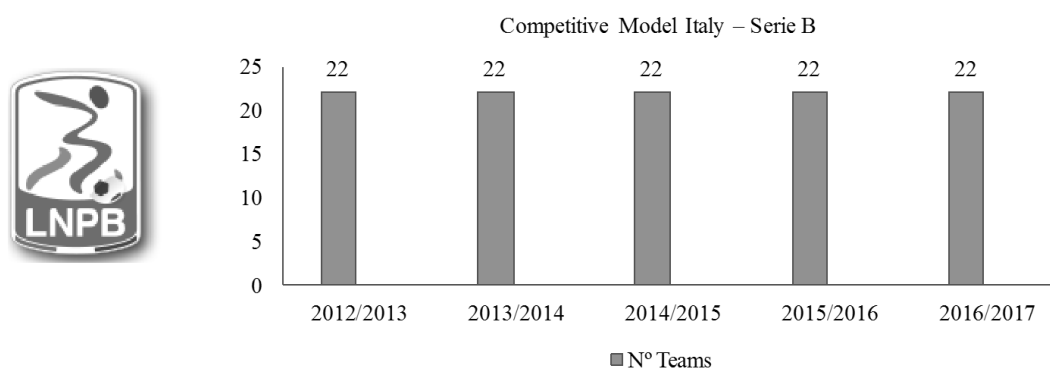
Competitive Model England - Sky Bet Championship							
Season	Naming	N° Teams	Promoted	Demoted	Start	End	B Teams
2012/2013	Championship	24	2 + 1 (playoff)	3	August	May	0
2013/2014	Sky Bet Championship	24	2 + 1 (playoff)	3	August	May	0
2014/2015	Sky Bet Championship	24	2 + 1 (playoff)	3	August	May	0
2015/2016	Sky Bet Championship	24	2 + 1 (playoff)	3	August	May	0
2016/2017	Sky Bet Championship	24	2 + 1 (playoff)	3	August	May	0



Source: Conducted by the VCW team

## Italy: Serie B – Competitive Model

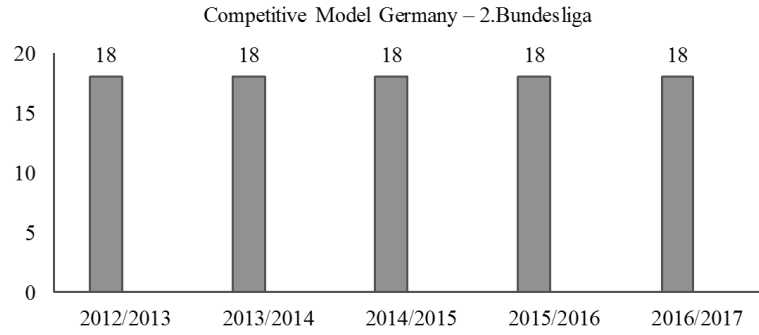
Competitive Model Italy - Série B							
Season	Naming	N° Teams	Promoted	Demoted	Start	End	B Teams
2012/2013	Série B	22	2 + 1 (playoff1+ playoff2)	3 + 1 (playoff)	August	June	0
2013/2014	Série B	22	2 + 1 (playoff1+ playoff2)	3 + 1 (playoff)	August	June	0
2014/2015	Série B	22	2 + 1 (playoff1+ playoff2)	3 + 1 (playoff)	August	June	0
2015/2016	Série B	22	2 + 1 (playoff1+ playoff2)	3 + 1 (playoff)	August	June	0
2016/2017	Série B	22	2 + 1 (playoff1+ playoff2)	3 + 1 (playoff)	August	June	0



Source: Conducted by the VCW team

## Germany: 2. Bundesliga – Competitive Model

Competitive Model Germany - 2. Bundesliga							
Season	Naming	N° Teams	Promoted	Demoted	Start	End	B Teams
2012/2013	2. Bundesliga	18	2 + 1 (playoff)	2 + 1 (playoff)	August	May	0
2013/2014	2. Bundesliga	18	2 + 1 (playoff)	2 + 1 (playoff)	August	May	0
2014/2015	2. Bundesliga	18	2 + 1 (playoff)	2 + 1 (playoff)	August	May	0
2015/2016	2. Bundesliga	18	2 + 1 (playoff)	2 + 1 (playoff)	August	May	0
2016/2017	2. Bundesliga	18	2 + 1 (playoff)	2 + 1 (playoff)	August	May	0



■ N° Teams

Naming	Country	N° Games	N° Teams	Competitive Model	
				Promoted	Demoted
2. Bundesliga	Germany	34	18	2 + 1 playoff (3 <sup>rd</sup> of 2 <sup>nd</sup> League vs. 18 <sup>th</sup> of the 1 <sup>st</sup> League)	2 + 1 playoff (18 <sup>th</sup> of the 2 <sup>nd</sup> League vs. 3 <sup>rd</sup> of the 3 <sup>rd</sup> League)

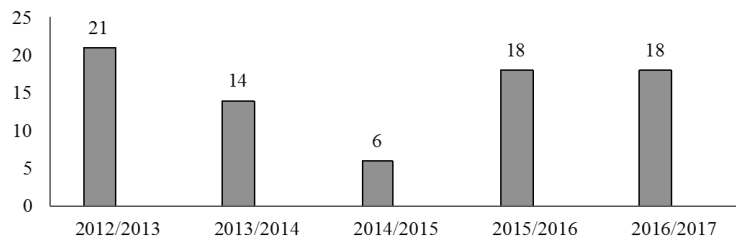
Naming	Stadium Capacity	Season's Average Attendance		Playoff (3 <sup>rd</sup> of the 2 <sup>nd</sup> League vs. the 18 <sup>th</sup> of the 1 <sup>st</sup> League)	
		Games at Home		1 <sup>st</sup> Hand (Wolfsburgo Home)	2 <sup>nd</sup> Hand (Eintracht Home)
Wolfsburgo	30 000	27 586		29 100	23 000
Eintracht Braunschweig TSV	23 325	21 430		29 100	23 000

Source: Conducted by the VCW team

## Greece: Football League – Competitive Model

Competitive Model Greece - Football League							
Season	Naming	N° Teams	Promoted	Demoted	Start	End	B Teams
2012/2013	Football League	21	3+1 playoff (4 teams)	2	September	May	0
2013/2014	Football League	2 Series with 13 Teams	2+1 Playoff	3 of each Series	September	May	0
2014/2015	Football League	2 Series with 13 Teams	2 are promoted from a playoff with 6 teams	3 of each Series + 1 relegation playoff	September	May	0
2015/2016	Football League	18	2	4	September	May	0
2016/2017	Football League	18	2	4	September	May	0

Competitive Model Greece – Football League

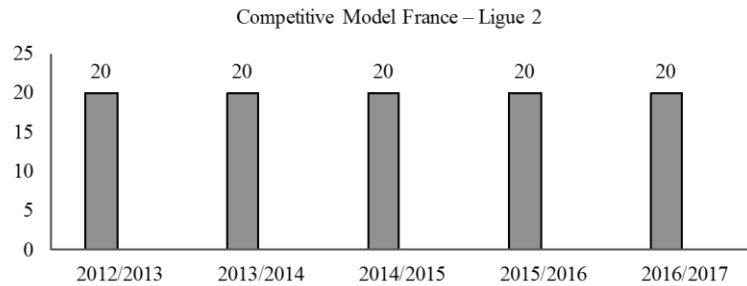


■ N° Teams

Source: Conducted by the VCW team

## France: Ligue 2 – Competitive Model

Competitive Model France - Ligue 2							
Season	Naming	N° Teams	Promoted	Demoted	Start	End	B Teams
2012/2013	Ligue 2	20	3	3	August	May	0
2013/2014	Ligue 2	20	3	3	August	May	0
2014/2015	Ligue 2	20	3	3	August	May	0
2015/2016	Ligue 2	20	3	3	August	May	0
2016/2017	Ligue 2	20	3	3	August	May	0



Naming	Country	N° Games	N° Teams	Competitive Model	
				Promoted	Demoted
Ligue 2	France	38	20	2 + 1 playoff (3 <sup>rd</sup> of the 2 <sup>nd</sup> League vs. 18 <sup>th</sup> of the 1 <sup>st</sup> League)	2 + 1 playoff (18 <sup>th</sup> of the 2 <sup>nd</sup> League vs. 3 <sup>rd</sup> of the 3 <sup>rd</sup> League)

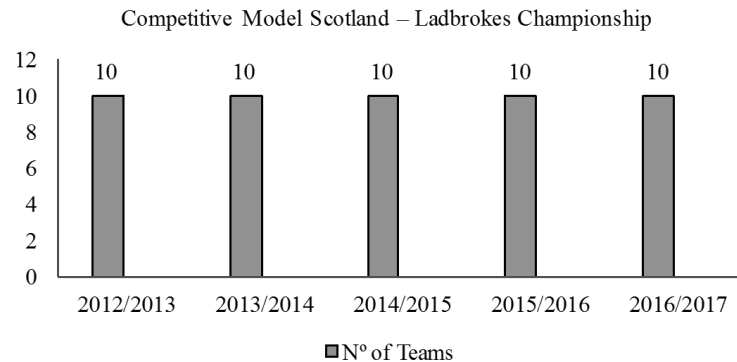
Naming	Stadium Capacity	Season's Average Attendance		Promotion Playoff (3 <sup>rd</sup> of the 2 <sup>nd</sup> League vs 18 <sup>th</sup> of the 1 <sup>st</sup> League)	
		Games at Home		1 <sup>st</sup> Hand (Troyes Home)	2 <sup>nd</sup> Hand (Lorient Home)
ES Troyes AC	20 136	7 230		14 081 ↑	16 000 ↑
FC Lorient	16 460	16 000		14 081 ↑	16 000 ↑

Source: Conducted by the VCW team

## Scotland: Ladbrokes Championship – Competitive Model

Competitive Model Scotland – Championship*							
Season	Naming	N° Teams	Promoted	Demoted	Start	End	B Teams
2012/2013	Scottish Championship	10	1	1+1 playoff	August	May	0
2013/2014	Scottish Championship	10	1	1+1 playoff	August	May	0
2014/2015	Scottish Championship	10	1	1+1 playoff	August	May	0
2015/2016	Scottish Championship	10	1	1+1 playoff	August	May	0
2016/2017	Scottish Championship	10	1	1+1 playoff	August	May	0

\*League with 4 cycle rounds



Naming	Country	N° Games	N° Teams	Competitive Model	
				Promoted	Demoted
Scottish Championship	Scotland	36	10	1 + 1 playoff ( 4 = 2 <sup>nd</sup> 3 <sup>rd</sup> 4 <sup>th</sup> position on the 2 <sup>nd</sup> League vs the 9 <sup>th</sup> of the 1 <sup>st</sup> League)	5

Quarter-Finals	1 <sup>st</sup> Hand (Morton FC Home)	2 <sup>nd</sup> Hand (Dundee Home)	Semi-Finals	1 <sup>st</sup> Hand (Dundee Home)	2 <sup>nd</sup> Hand (Falkirk FC Home)	Finals	1 <sup>st</sup> Hand (Dundee Home)	2 <sup>nd</sup> Hand (Hamilton Home)
Dundee United FC	3 306 ↑	6 606 ↑	Dundee United FC	7 034 ↑	7 296 ↑	Dundee United FC	9 386 ↑	5 027 ↑
Greenock Morton FC	3 306 ↑	6 606 ↑	Falkirk FC	7 034 ↑	7 296 ↑	Hamilton Academical FC	9 386 ↑	5 027 ↑

Naming	Stadium Capacity	N° of Playoff Games	Season ' Average Attendance		Playoff ' Average Attendance	
			Games at Home	Games at Home	Games at Home	Games at Home
Hamilton Academical FC	5 510	1	2 559	5027		
Dundee United FC	14 209	3	6 584	6575		
Falkirk FC	9 120	1	5 032	7296		
Greenock Morton FC	11 100	1	2 362	3306		

Source: Conducted by the VCW team

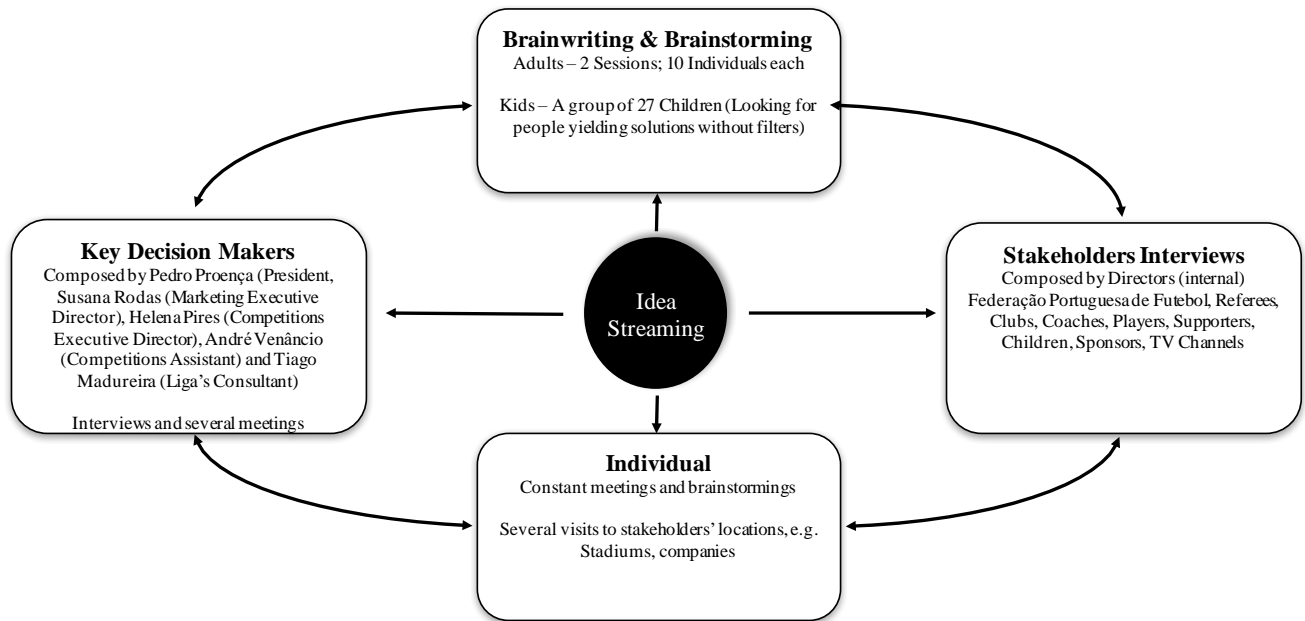
### The Overall Competitive Model and Attendance of the Major 2<sup>nd</sup> Leagues in 2016/2017

Naming	Country	Teams	Promoted	Demoted	Start	End	B Teams
La liga 123 – Liga Adelante	Spain	22	2 + 1 playoff (3 <sup>rd</sup> 4 <sup>th</sup> 5 <sup>th</sup> 6 <sup>th</sup> positions)	4	August	June	1
Jupiter League Eerste Divisie	Netherlands	20	1 + 2 playoff (10 teams= 8 from the 2 <sup>nd</sup> League and the 16 <sup>th</sup> and 17 <sup>th</sup> of the 1 <sup>st</sup> League)	1	August	May	3
Division 1	Russia	20	2 + (2, 1 or 0) playoff (3 <sup>rd</sup> and 4 <sup>th</sup> of the 2 <sup>nd</sup> League vs the 13 <sup>th</sup> and 14 <sup>th</sup> of the 1 <sup>st</sup> League)	5	August	May	2
Sky Bet Championship	England	24	2 + 1 playoff (3 <sup>rd</sup> 4 <sup>th</sup> 5 <sup>th</sup> 6 <sup>th</sup> positions)	3	August	May	0
Serie B	Italy	22	2 + 1 playoff1 (5 <sup>th</sup> to 8 <sup>th</sup> )+ playoff2 (the winners of playoff1 vs the 3 <sup>rd</sup> and 4 <sup>th</sup> positions of the 2 <sup>nd</sup> League)	2 + 1 playoff (18 <sup>th</sup> vs. 19 <sup>th</sup> )	August	June	0
2. Bundesliga	Germany	18	2 + 1 playoff (3 <sup>rd</sup> of the 2 <sup>nd</sup> League vs the 18 <sup>th</sup> of the 1 <sup>st</sup> League)	2 + 1 playoff (18 <sup>th</sup> of the 2 <sup>nd</sup> League vs the 3 <sup>rd</sup> of the 3 <sup>rd</sup> League)	August	May	0
Ligue 1	France	20	2 + 1 playoff (3 <sup>rd</sup> of the 2 <sup>nd</sup> League vs the 18 <sup>th</sup> of the 1 <sup>st</sup> League)	2 + 1 playoff (18 <sup>th</sup> of the 2 <sup>nd</sup> League vs the 3 <sup>rd</sup> of the 3 <sup>rd</sup> League)	August	May	0
Football League	Greece	18	2	4	September	May	0
Scottish Championship	Scotland	10	1 + 1 playoff (with 4 = 2 <sup>nd</sup> 3 <sup>rd</sup> 4 <sup>th</sup> position of the 2 <sup>nd</sup> League + the 9 <sup>th</sup> of the 1 <sup>st</sup> League)	1 + 1 playoff	August	May	0

Naming	Country	N° Games	N° Teams	Global Attendance	Average Attendance
Sky Bet Championship	England	36	24	11 105 919	20 119
2. Bundesliga	Germany	34	18	6 654 668	21 747
La liga 123 – Liga Adelante	Spain	42	22	3 504 577	7 585
Série B	Italy	42	22	3 191 697	6938
Ligue 1	France	38	20	2 844 144	7544
Jupiter League Eerste Divisie	Netherlands	38	20	1 301 547	3 434
Division 1	Russia	38	20	854 991	2 249
Scottish Championship	Scotland	36	10	808 055	4 489
Ledman LigaPro	Portugal	42	22	500 399	1 083
Proximus League	Belgium	28	8	447 120	3992

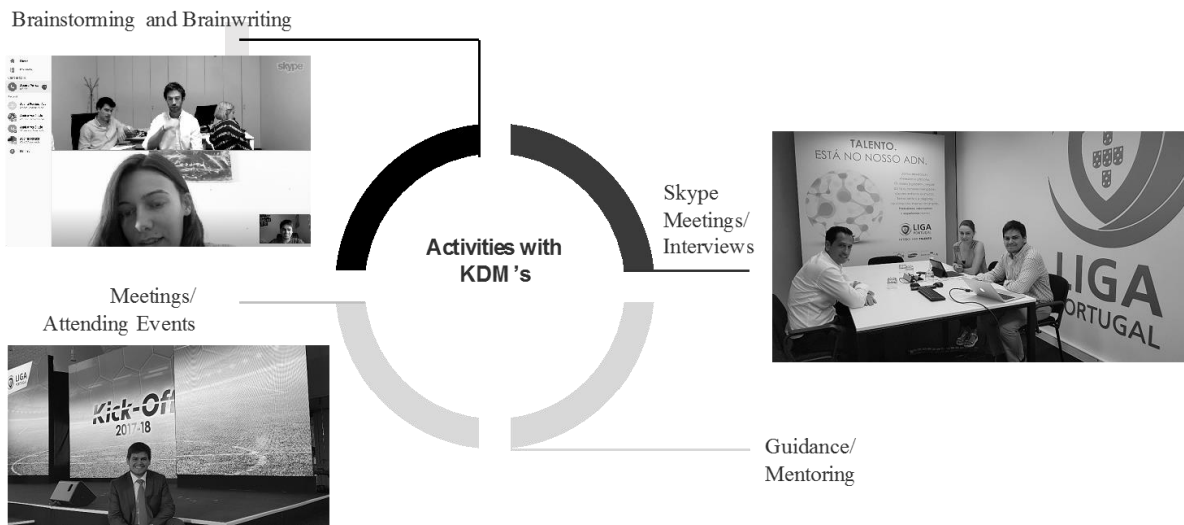
Source: Conducted by the VCW team

### Appendix 3.19 – Activities in the Idea Generation Process



Source: Conducted by the VCW team

### Activities with the Key Decision Makers



Source: Conducted by the VCW team

## Appendix 3.20 – Brainwriting Questions Nova SBE

### Induce Ideas

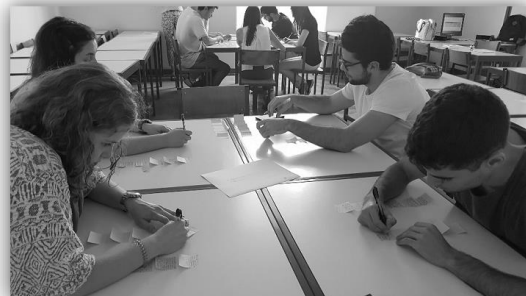
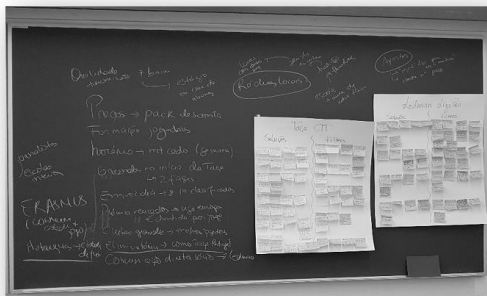
1. How to increase the competitiveness of the Ledman LigaPro?
2. How to increase the stadium attendance level?
3. How to improve and increase the TV transmissions?
4. How to make the competition more attractive to sponsors?
5. How to improve the visibility of the B teams?



Source: Conducted by the VCW team

### Induce Filters

1. What are the critical aspects for the success of the competition?
2. What are the fundamental aspects that make you attend to a football match?
3. What are the motivations for a TV operator to broadcast a match on TV?
4. What are the motivations to sponsor Ledman LigaPro?
5. What are the factors that guarantee the high visibility of a team?



Source: Conducted by the VCW team

### Appendix 3.21 – Stakeholders Involved

Stakeholders		Objective	Reached	
Internal	LPFP	President	1	1
		Directors and Staff	6	7
External	Clubs	President/ Vice-Presidents	2	2
		Directors	3	2
		Consultants	2	2
		Coaches	3	3
		Players	2	2
	State	Mayor of a Hall	1	1
		State Secretary	1	0
	FPFP	Director	1	0
		Player’s Syndicate	1	1
		Referees	2	2
	Press/Media	TV Channels	2	2
		Journalists/Commentators	3	3
	Supporters	Children (Group)	27	27
		Fans/Divergent (Group)	20	20
		Other sports’ Athletes	1	1
Partners	Sponsors and Corporate	2	2	
<b>Total</b>		80	78	

Source: Conducted by the VCW team

### Appendix 3.22 – List of Solutions and Filters segmented by Marketing and Competition

<b>List of Solutions for Final Validation and Assessment</b>
<b>Marketing</b>
1. Partnerships with television channels – more emphasis to sponsors and clubs
2. Reward teams with the best supporters
3. Organize football matches between kids before the games of the main teams
4. Social Media – viral videos and/or hashtags
5. Changes in the schedule of the majority of the games, similar to what happens in the Premier League (England’s first division) – games at 12h, 14h, 15h and 17h
6. Expand the media channels – online live streaming of the football matches (Facebook, official website)
7. Better stadium conditions
8. Bundle ticket/Family ticket (a ticket allowing for more than one game – e.g. like what happens in NOS Alive)
9. Involvement of the local government/companies (discounts in the companies that exist in the city)

10. Half-time entertainment, parallel to the games – exclusive events (e.g.: dance/gymnastics events, autographed ball auction)
11. Leverage on internships or business cases involving university students (e.g. audio-visual degrees) to provide more support and improvement in the infrastructures of some clubs, where television broadcasts are non-existent or of poor quality
12. Kick-off of the matches, with old football stars
13. Associate football and other sports/festive events e.g. draw free tickets for summer festivals in some games
14. Games only at the weekend and in prime time (or at the end of the day) that do not coincide with those of the 1 <sup>st</sup> tier league
15. Arrange open door/free entrance games, where supporters can deliver goods instead of making a monetary payment
16. Put together friendlier games and a more familiar environment
17. Discounts on the transports to the stadium – partnerships with Galp, BP or CP
18. Delayed the games' broadcast– best times in the stadiums
19. Leverage on the high number of tourists and Erasmus students – link football with tourism – get to know the city plus attend a football match
20. Associate cultural events to football
21. Promote on the social media, the schedule and localization, in which the games are going to take place
22. More dynamics in the competition – more events - from times to times have events that involve more things than just football allowing the creation of more reasons to see football (music, culture, etc..)
23. Season tickets – create season tickets seats for all games
24. Increase the number of sponsors (e.g. naming, etc..) – sponsors are interested in something that sets them apart from the rest, e.g. play a part in projects that promote the younger strand -> specific targets equal more interested sponsors
25. Increase the number of ads at a more competitive price – possibility of exposing and promoting sponsors' products during the half-time, start and end of a game
26. Create spectator-sponsor interaction – more closeness between them
27. Have enjoyable place/seats in the stadium, so that sponsors' representatives have a better and more comfortable experience
28. Create sponsors' jingles – showing them on the television and in the games
29. Sponsor stand at the stadium's entrance – opportunity for joint promotions between Liga, its sponsors and the clubs
30. Offer a price discount on the 3 <sup>rd</sup> ticket to watch a game of the B team, when buying 2 tickets for the A side
31. A club member who attends to 75% of the B team' games, has priority in the purchase or discounts in the tickets for the A team matches
32. Liga TV – a TV channel owned by Liga Portugal
33. Schedule the game's broadcast at a time that doesn't overlap with the news programme
34. Liga Portugal has to make sure that, at least one game is broadcasted in the open signal channels – more visibility for the competition and its sponsors
35. Make use of the agreements with local channels (TV and radio) to broadcast the games, especially those of smaller clubs (even if the broadcast quality is not the most desired)

36. Create conditions, in partnership with Sport TV, to design an exclusive content channel regarding the 2 <sup>nd</sup> tier League, and potentially, broadcast more of its games
37. Actions to raise awareness with the youngest – activities in schools (physical education classes)
38. Betting – People watch Ledman LigaPro to see its result – Sell the number of goals
39. Strategic Consulting department – create cases competitions or provide internships for university students in different clubs, allocated by Liga Portugal (Prize for the best)
40. Centralization of television rights in the future – fairer distribution, supporting smaller clubs without hurting the bigger ones
41. Set the prices of the B teams' matches as a part of the annual passes of the A team or give the possibility of having it at a low cost

<b>List of Solutions for Final Validation and Assessment</b>
<b>Competition</b>
1. Possibility of smaller teams being able to train with 1 <sup>st</sup> League teams - Invest on training and coaching the players
2. Possibility of more teams going up and down within the 1 <sup>st</sup> and 2 <sup>nd</sup> tier competitions
3. Imposing fewer restrictions on the entry into professional competitions
4. Give more prizes or prizes that are more appetizing, in the competition
5. More legislation in the competition and its external environment – decrease the number of extra game comments
6. Increase security and police in the stadiums
7. Increase the number of referees in the competition
8. B Teams can play in the A team stadiums
9. Strategic partnerships with the Portuguese Football Federation, giving more credibility to the project
10. Include a promotion play-off to the 1 <sup>st</sup> league (Liga NOS) for the Ledman LigaPro 3 <sup>rd</sup> place (with one or more teams of the 2 <sup>nd</sup> league playing in that playoff, similar to what is done in other leagues)
11. Play-off with university teams
12. University League as the official second tier league
13. Set a minimum number of Portuguese per team – Valorization of the Portuguese players
14. B teams play one game (instead of the A team) in the 1 <sup>st</sup> league
15. Disregard the results against the B teams in the league's classification
16. Limit the number of players that can play alternately for the A and B teams – rules to limit the call of players for B teams as well as for their A teams. Likewise, prohibit players aged over 23 to play for the B teams
17. Create a mini-competition for the B teams e.g. create a final four with the B teams
18. Make sure there are games with teams with similar characteristics/profiles
19. Create opportunities for the Ledman LigaPro teams to play a game with those of the 1 <sup>st</sup> league
20. Concentrate a great number of games on the same weekend

21. Apply financial fair play in the league
22. Create a model for the 2 <sup>nd</sup> tier league, similar to that of the districts division (National championship, 3 <sup>rd</sup> tier league) – North and South Divisions
23. Promote partnerships with national and international clubs at the level of secondary players for loans – young “promises”/talents

Source: Conducted by the VCW team

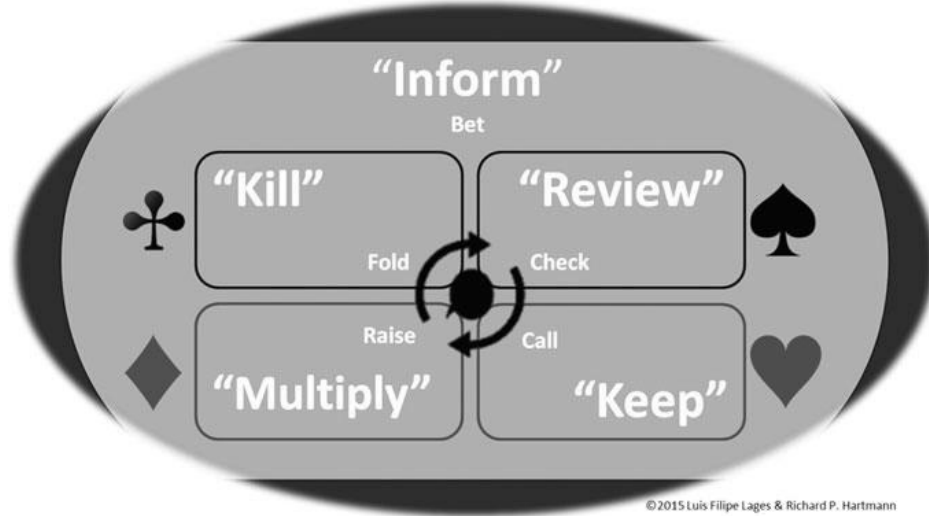
<b>List of Filters for Final Validation and Assessment</b>
<b>Marketing</b>
1. High income from the ticket systems
2. Ensure more football supporters/spectators, that show passion for the game and/or for the club
3. Willingness of the clubs to include side businesses, like food wagons, corporate/sponsors stands, side activities, like leisure and entertainment or proactive actions involving the communities, such as offering tickets at schools, at institutions and or at public entities.
4. Quality of the infrastructures
5. Accessible and available transports to and from the stadium
6. Preserve and/or improve the credibility and transparency of Liga Portugal and its competition
7. Companies associated with the competition
8. Expected revenues for sponsors and Liga Portugal
9. Guarantee that sponsors have greater share and visibility, interacting more with the fans in the social media – More awareness and recognition
10. TV: have more channel subscriptions – have more exclusive content
11. Alignment between Liga’s strategy, vision and values, with those of its sponsors or corporate partnerships.
12. Sponsors’ specific target audience is in line with Liga’s target - The sponsor feels that its target audience is the same as the competition they are sponsoring
13. Tax benefits
14. Television broadcasting and/or online streaming in HD
15. Clubs television rights (price)
16. Need for local visibility, namely the smaller clubs located in villages
17. Ensure that people are willing to pay the game(s)
18. More solidarity within the clubs and with the communities
19. Football Commentators who understand the subject
20. Word-of-mouth and peer influence
21. More interaction and more proximity between the players and the supporters
22. Protect and preserve the clubs/sponsors interest and values
23. Availability to put together a team/department of experts
24. Higher and better impression on the media/press
25. Controversy
26. Ensure a constantly high number of spectators in the stadium

27. Ability to develop/improve the relationships between Liga, its sponsors/corporate partners and its clubs.
28. Absence of a specialised team and/or structure / Lack of know-how
29. Financial/Social condition/position of its sponsors and corporate partners
30. Clubs are willing's to use the half-time break, pre-match and post-match to build up the relationship with its fans and its surrounding community
31. Fair-play
32. Social responsibility

<b>List of Filters for Final Validation and Assessment</b>
<b>Competition</b>
1. Ensure a great spectacle/football show
2. Promote the quality of the competition, its competitive clubs, its players and its coaches
3. Emphasis on the young talent, namely the home-grown players “jogadores da terra” – more identification between the club and its region
4. Alignment with the current regulation set by Liga Portugal
5. Safety
6. Reward high performance, players, coaches, clubs and fans
7. Keep pace with new innovative football’ trends that will maximize the spectators’ experience
8. Clubs resistance towards changes in the competitions’ format/model
9. Assure Liga’s strategy and growth goals in the market
10. Tecnology requirements and time to adapt
11. Extent to which Liga Portugal can maintain its competitiveness and its sustainability
12. Stadium occupancy rate
13. Invest capacity to undertake a strategy
14. Profitable and impactful potential
15. Financing
16. Expected time needed to implement a solution
17. Willingness from Liga Portugal, to be more active in their operations/decisions within the Portuguese professional football market

Source: Conducted by the VCW team

**Appendix 3.23 – Poker Methodology**



Source: Lages, L. F. (2015). How to grow, create and capture value in domestic and international markets? Nova SBE working paper #599.

**Appendix 3.24 – Idea 8 of the VCF - Future Centralization of the TV rights**

Premier League TV Rights Value Proposition



Source: Globe Soccer website (2016). Retrieved from: <https://www.globesoccer.com/blog/premier-league-money-making-format-compared-bundes-league-liga/>

## LaLiga Progress after and before the Centralization of the TV Rights



Source: Globe Soccer. Retrieved from: <https://www.globesoccer.com/blog/premier-league-money-making-format-compared-bundes-league-liga/>

## Premier League TV Rights Payments to Clubs in 16/17

Club Name	UK Live	Equal Share	Facility Fees	Merit Payment	Overseas TV	Central Commercial	Total Payment
Chelsea	28	35,301,989	32,827,014	38,832,180	39,090,596	4,759,404	150,811,183
Tottenham Hotspur	25	35,301,989	29,418,765	36,890,571	39,090,596	4,759,404	145,461,325
Manchester City	28	35,301,989	32,827,014	34,948,962	39,090,596	4,759,404	146,927,965
Liverpool	29	35,301,989	33,963,097	33,007,353	39,090,596	4,759,404	146,122,439
Arsenal	25	35,301,989	29,418,765	31,065,744	39,090,596	4,759,404	139,636,498
Manchester United	28	35,301,989	32,827,014	29,124,135	39,090,596	4,759,404	141,103,138
Everton	18	35,301,989	21,466,184	27,182,526	39,090,596	4,759,404	127,800,699
Southampton	15	35,301,989	18,057,935	25,240,917	39,090,596	4,759,404	122,450,841
AFC Bournemouth	13	35,301,989	15,785,769	23,299,308	39,090,596	4,759,404	118,237,066
West Bromwich Albion	11	35,301,989	13,513,603	21,357,699	39,090,596	4,759,404	114,023,291
West Ham United	15	35,301,989	18,057,935	19,416,090	39,090,596	4,759,404	116,626,014
Leicester City	16	35,301,989	19,194,018	17,474,481	39,090,596	4,759,404	115,820,488
Stoke City	10	35,301,989	12,377,520	15,532,872	39,090,596	4,759,404	107,062,381
Crystal Palace	14	35,301,989	16,921,852	13,591,263	39,090,596	4,759,404	109,665,104
Swansea City	10	35,301,989	12,377,520	11,649,654	39,090,596	4,759,404	103,179,163
Burnley	10	35,301,989	12,377,520	9,708,045	39,090,596	4,759,404	101,237,554
Watford	13	35,301,989	15,785,769	7,766,436	39,090,596	4,759,404	102,704,194
Hull City	10	35,301,989	12,377,520	5,824,827	39,090,596	4,759,404	97,354,336
Middlesbrough	13	35,301,989	15,785,769	3,883,218	39,090,596	4,759,404	98,820,976
Sunderland	10	35,301,989	12,377,520	1,941,609	39,090,596	4,759,404	93,471,118
All figures in £		706,039,780	407,738,103	407,737,890	781,811,920	95,188,080	2,398,515,773

Source: Premier League Website. Retrieved from: <https://www.premierleague.com/news/405400>

## LaLiga TV Rights Payments to Clubs in 16/17

ASÍ QUEDARÍA EL REPARTO APROXIMADO DE INGRESOS TELEVISIVOS EN LA 16/17					
EQUIPO	15/16	EQUITATIVO 50%	CLASIFICACIÓN 25%	OTROS 25%	TOTAL
BARCELONA	140	32,5	55	65	152,5 M€
R. MADRID	140	32,5	47,5	65	145 M€
ATLÉTICO	67	32,5	42,5	27	102 M€
VALENCIA	62	32,5	35	23	90,5 M€
SEVILLA	49	32,5	30	14,5	77 M€
ATHLETIC	48	32,5	23	18	73,5 M€
R. SOCIEDAD	40	32,5	16,5	10	60 M€
VILLARREAL	45	32,5	8	13	54 M€
MÁLAGA	42	32,5	11,5	8	52 M€
ESPANYOL	36	32,5	9	8,5	50 M€
LEVANTE	34	32,5	10	7	49,5 M€
REAL BETIS	28	32,5	4	10,5	47 M€
GETAFE	32,5	32,5	7,5	6,5	46,5 M€
CELTA	33,5	32,5	5	7,5	45,5 M€
RAYO	32	32,5	6,5	6,5	45,5 M€
GRANADA	30,5	32,5	5,5	6,5	45,5 M€
DEPORTIVO	30	32,5	3,5	8	44 M€
SPORTING	26	32,5	2,5	7,5	42,5 M€
EIBAR	27,5	32,5	1,5	6,5	40,5 M€
LAS PALMAS	25	32,5	0,8	7	40 M€
<b>TOTAL</b>	<b>968</b>	<b>650</b>	<b>325</b>	<b>325</b>	<b>1.300 M€</b>

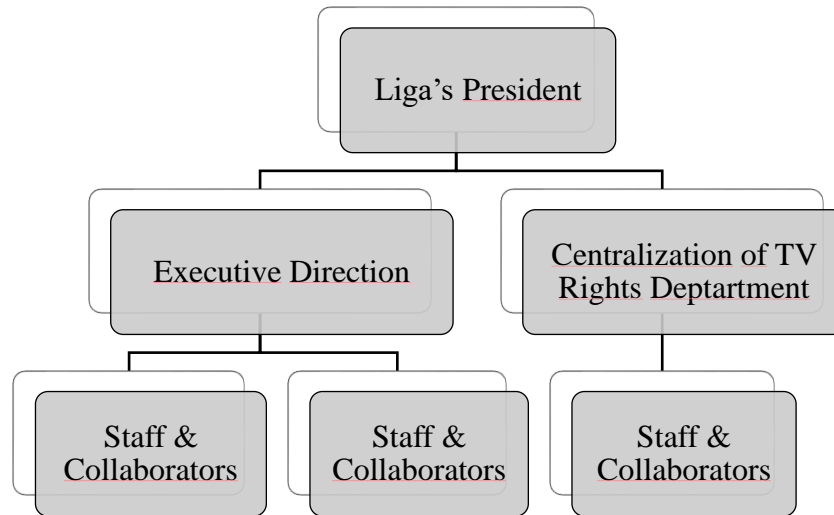
Source: Plus Fútbol website (2017). Retrieved from: <http://plusfutbol.es/2016/03/01/ingresos-televisivos-por-equipos-para-la-liga-bbva-20162017/>

Propose Model for the Centralization of TV Rights in Portugal. Model 1 – “Holding”



Source: Conducted by the VCW team





Propose Model for the Centralization of TV Rights in Portugal. Model 2 – “Trustee”



Source: Conducted by the VCW team

Appendix 3.25 – Idea 4 and 5 of the Panel of Final Solutions – More Marketing Activities

Marketing Mix – The 4 C’s

 Consumer	 Cost	 Communication	 Convenience
<ul style="list-style-type: none"> <li>TV Commercials and activities in the Half-time involving both adults and children, such as dance, gymnastic, music, games, challenges, prize draws</li> <li>Changing the matches' schedules</li> </ul>	<ul style="list-style-type: none"> <li>Season Tickets</li> <li>Family/Friends Ticket</li> <li>Bundle Ticket ("A Vida é Bela"), a ticket that includes more events than just the game itself</li> </ul>	<ul style="list-style-type: none"> <li>Social Responsibility: Organize football matches between kids before a game</li> <li>Arrange open door/free entrance games</li> </ul>	<ul style="list-style-type: none"> <li>School activities to start accustoming the younger ones to going to football and supporting their team (Free tickets)</li> </ul>
<ul style="list-style-type: none"> <li>More and cheaper food and drinks available in the stadiums</li> <li>Expand the broadcast channels – Online Streaming</li> <li>Games and activities between supporters and sponsors</li> </ul>	<ul style="list-style-type: none"> <li>Discounts on transport to the stadiums, via partnerships with Galp, BP, CP or others</li> </ul>	<ul style="list-style-type: none"> <li>Viral Videos and Hashtags, like "Clube da minha Terra"</li> <li>Best football pitch prize</li> <li>Fair-play prize to the best supporters and clubs</li> </ul>	<ul style="list-style-type: none"> <li>Possibility of the B Team's to play at their A's stadium</li> <li>Sponsor Stand at the stadium door selling tickets</li> <li>Tickets available in online ticket platforms</li> </ul>
<ul style="list-style-type: none"> <li>Liga TV</li> <li>Create an event around Ledman LigaPro. This could include fan interaction zones, prize draws (signed objects like shirts and balls) and other activities</li> </ul>		<ul style="list-style-type: none"> <li>Communication around the name of the league</li> <li>Associate football to Erasmus/ Tourism</li> </ul>	

Source: Conducted by the VCW team

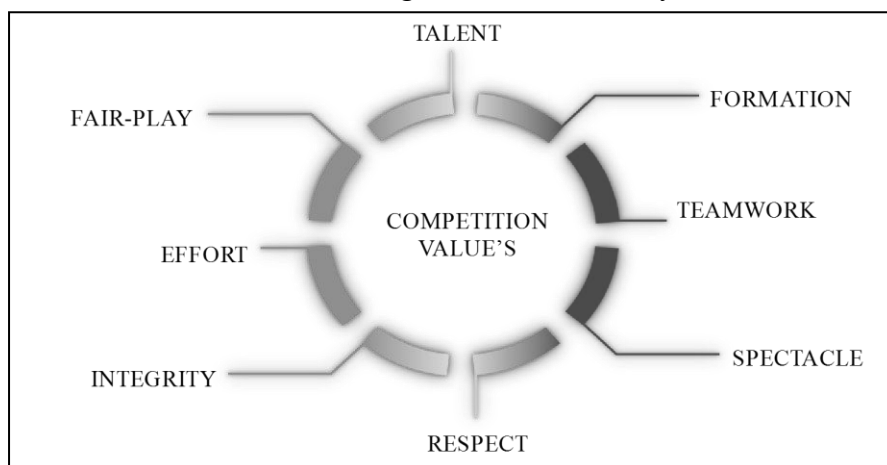
**Appendix 3.26** – Idea 6 of the Panel of Final Solutions – Changes to the competitions’ position

**2<sup>nd</sup> League’s Squads Composition**

Competição	País	Clubes	Jogadores	Idade	Estrangeiros
Championship	GB	24	652	26,1	50,2 %
Ehrenpromotion	DE	14	386	25,1	48,2 %
Proximus League	BE	8	210	24,9	45,2 %
<b>Ledman Liga Pro</b>	PT	20	584	24,2	45,0 %
Challenge League	UK	10	257	24,6	44,7 %
Ligue 2	FR	20	511	25,8	36,2 %
2.Bundesliga	DE	18	507	25,2	31,4 %
Ykkönen	FI	10	241	24,8	26,1 %
LaLiga2	ES	22	526	26,5	25,7 %
Erste Liga	AT	10	257	22,9	25,3 %
1.Lig	HU	18	478	25,3	25,1 %
Jupiler League	BE	20	478	23,0	24,7 %
Serie B	IT	22	644	25,6	23,6 %
Championship	IE	10	231	24,9	22,1 %
OBOS-ligaen	NO	16	362	25,1	21,5 %
Superettan	SE	16	374	25,0	19,3 %
1. Division	DK	12	275	24,3	18,9 %
FNL	RO	16	383	24,5	14,1 %
Druga Liga	PL	16	396	23,4	13,6 %

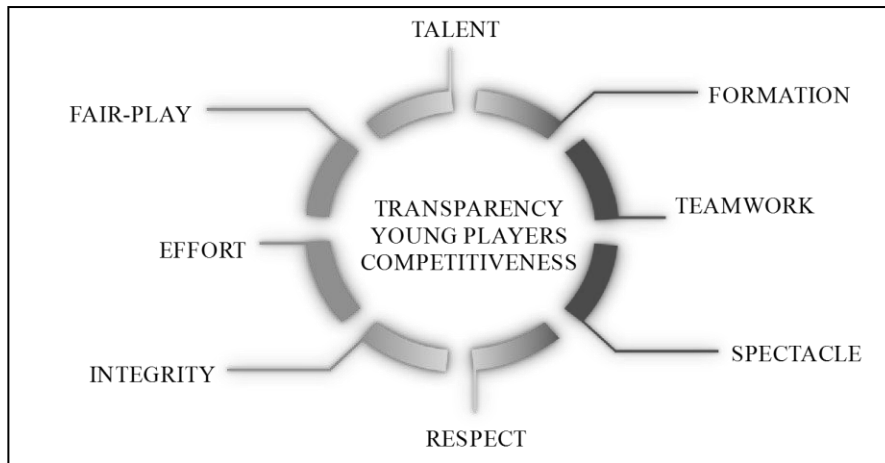
Source: Transfermarkt, official website.

**Ledman’s LigaPro Actual Identity and Values**



Source: Liga Portuguesa de Futebol Profissional Internal Presentation, 2017

### Ledman's LigaPro Proposed Identity and Values



Source: Conducted by the VCW team

### Ledman's LigaPro Actual Naming Meaning

Create a new denomination for a competition: more positive, more appealing, more youthful.

The great showcase  
A competition, each time more  
A fight for the  
The players as the main

**PRO**  
**LIGAPRO**

jection of the Portuguese young player  
fessional.  
Motion to Liga NOS.  
tagonists of the game.

Source: Liga Portuguesa de Futebol Profissional Internal Presentation, 2017

### Ledman's LigaPro Proposed Naming Meaning

Create a new denomination for a competition: :  
More Portuguese, more transparent, more positive, more appealing and more youthful

The large ramp for the  
A competition, each time more  
A dispute until the very end, for the  
The players as the main

**PRO**  
**LIGAPRO**

jection of the Portuguese young player  
fessional  
motion to Liga NOS  
tagonists of the game

Source: Conducted by the VCW team

## Ledman's LigaPro Actual Logo Meaning



Source: Liga Portuguesa de Futebol Profissional Internal Presentation, 2017

## Ledman's LigaPro Proposed Positioning Statement

1. Ledman LigaPro as a platform and a promotion ramp for the launch of the Portuguese young payer – Under 23 years!
2. Turning the competition into a **academy** of that feeds the main national and international leagues, specially Liga NOS
3. Contribute, in a decisive way, in the formation of the young players able to represent their Portuguese National Teams at **the national and international levels**
4. Develop a competition that exalts the **football spectacle in its purest, dynamic and authentic state**
5. Leverage the spectacle **on the passion and pride that people have towards football**, promoting it in their local and regional community
6. Internationalize the brand Liga Portugal, through the development of **collaborations and protocols with international federations and associations** for the exchange of young players

“The current position (of Ledman) is to be a launching pad for the young Portuguese player”

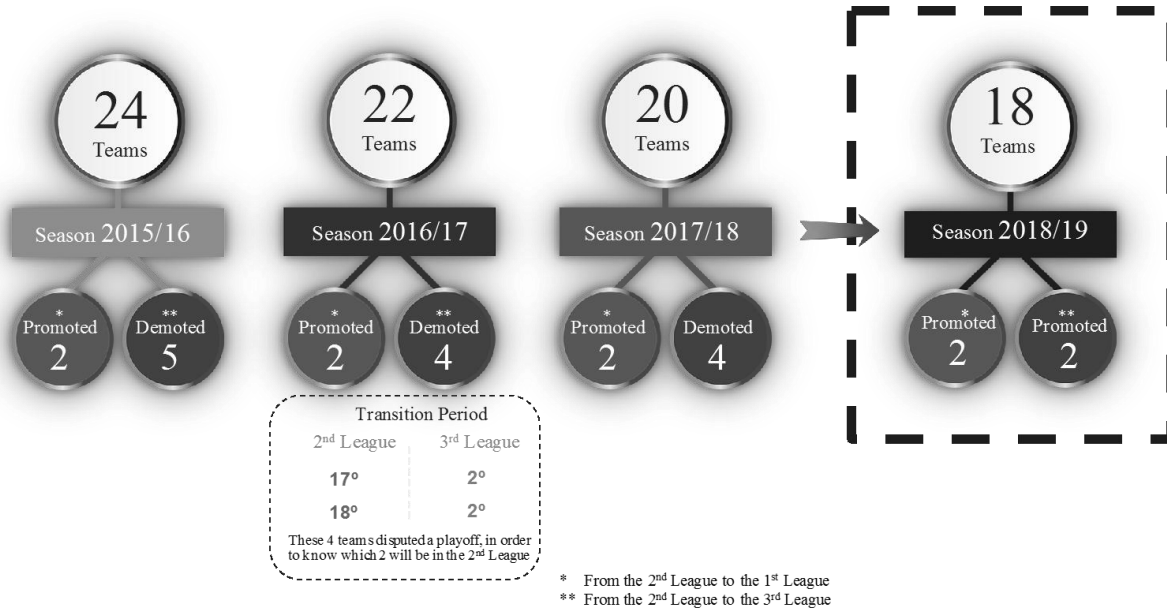
Pedro Proença, President at LPFP

Source: Conducted by the VCW team

**Appendix 3.27 – Idea 2 of the Panel of Final Solutions – Event around the 2<sup>nd</sup> League’s**

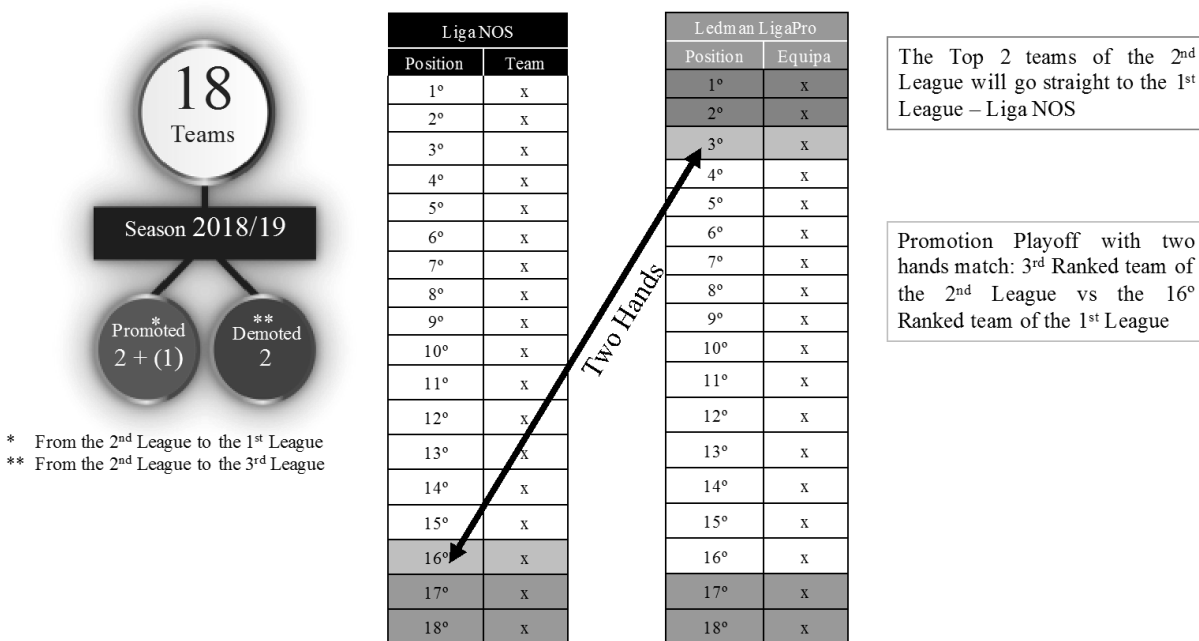
**Promotion Playoff**

**Ledman’s LigaPro Actual Competitive Model**



Source: Conducted by the VCW team

**Ledman’s LigaPro Proposed Competitive Model 1**



Source: Conducted by the VCW team

## Ledman's LigaPro Proposed Competitive Model 2



Liga NOS	
Position	Team
1°	x
2°	x
3°	x
4°	x
5°	x
6°	x
7°	x
8°	x
9°	x
10°	x
11°	x
12°	x
13°	x
14°	x
15°	x
16°	x
17°	x
18°	x

Ledman LigaPro	
Position	Team
1°	x
2°	x
3°	x
4°	x
5°	x
6°	x
7°	x
8°	x
9°	x
10°	x
11°	x
12°	x
13°	x
14°	x
15°	x
16°	x
17°	x
18°	x

The Top 2 teams of the 2<sup>nd</sup> League will go straight to the 1<sup>st</sup> League – Liga NOS

Promotion Playoff with two hands match: Playoff between the 3<sup>rd</sup>, 4<sup>th</sup>, 5<sup>th</sup> and 6<sup>th</sup> Ranked of Ledman LigaPro

Final of the playoff in a neutral stadium, like Jamor, or in a different city every year. Creation of an event around the playoff. Opportunity for maximum exposure of a brand, since Liga NOS will be already over.

Source: Conducted by the VCW team

## Ledman's LigaPro Proposed Competitive Model 3



Liga NOS	
Position	Team
1°	x
2°	x
3°	x
4°	x
5°	x
6°	x
7°	x
8°	x
9°	x
10°	x
11°	x
12°	x
13°	x
14°	x
15°	x
16°	x
17°	x
18°	x

Ledman LigaPro	
Position	Team
1°	x
2°	x
3°	x
4°	x
5°	x
6°	x
7°	x
8°	x
9°	x
10°	x
11°	x
12°	x
13°	x
14°	x
15°	x
16°	x
17°	x
18°	x

The Top 2 teams of the 2<sup>nd</sup> League will go straight to the 1<sup>st</sup> League – Liga NOS

Promotion Playoff with two hands match: Playoff between the 3<sup>rd</sup>, 4<sup>th</sup>, 5<sup>th</sup> Ranked of Ledman LigaPro and the 16<sup>th</sup> of the Liga NOS

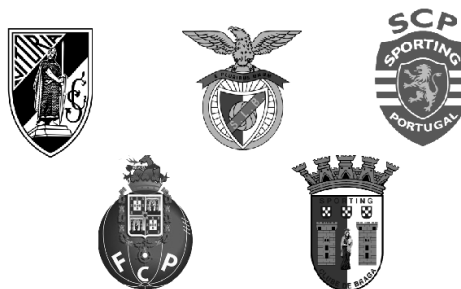
Final of the playoff in a neutral stadium, like Jamor, or in a different city every year. Creation of an event around the playoff. Opportunity for maximum exposure of a brand, since Liga NOS will be already over.

Source: Conducted by the VCW team

## Appendix 3.28 – Idea 3 of the Panel of Final Solutions – B Teams: Changes in its Regulation

### Ledman’s LigaPro – Changes to the B Teams’ Regulation – Proposed Model 1

- a) Players enrolled in the B teams, have to be aged between the ages of 16 and 23 years, being one player allowed to have more than 23 years (Actual Regulation)
- b) Each game sheet must have at least 10 players trained and formed locally (Actual Regulation)
- c) The player who has been used, in any League competition, in the B team may be freely used in a subsequent match by its A team. (Actual Regulation)
- d) **The player who has been used in the A team, in any League competition, for more than 10 - 15 times (other league’s regulation vary between 10 or 15), may not play for the B team during the rest of the season (Proposed Regulation)**
- e) **The last games of the B teams of each round, must be held in the main squad, A team stadium, similar to what happen in other leagues. Thus, allowing the B teams’ players to experience a similar environment to that of the A team (Proposed Regulation)**



Source: Conducted by the VCW team

### Ledman’s LigaPro – Changes to the B Teams’ Regulation – Proposed Model 1

- a) Players enrolled in the B teams, have to be aged between the ages of 16 and 23 years, being one player allowed to have more than 23 years (Actual Regulation)
- b) Each game sheet must have at least 10 players trained and formed locally (Actual Regulation)
- c) The player who has been used, in any League competition, in the B team may be freely used in a subsequent match by its A team. (Actual Regulation)
- d) **An A Team player cannot play for the B team (Proposed Regulation)**
- e) **The last games of the B teams of each round, must be held in the main squad, A team stadium, similar to what happen in other leagues. Thus, allowing the B teams’ players to experience a similar environment to that of the A team (Proposed Regulation)**



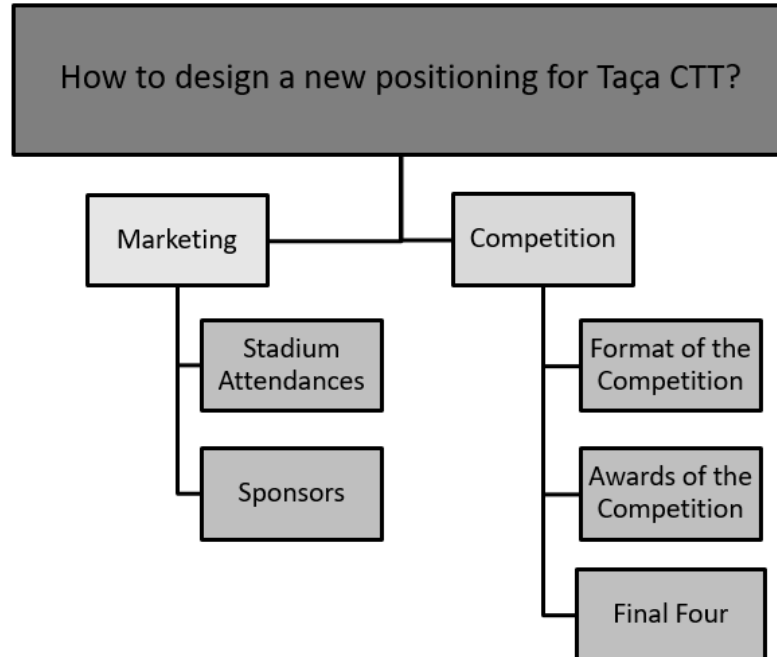
Source: Conducted by the VCW team

## Appendix 4.1 - The Entity and its Competitions



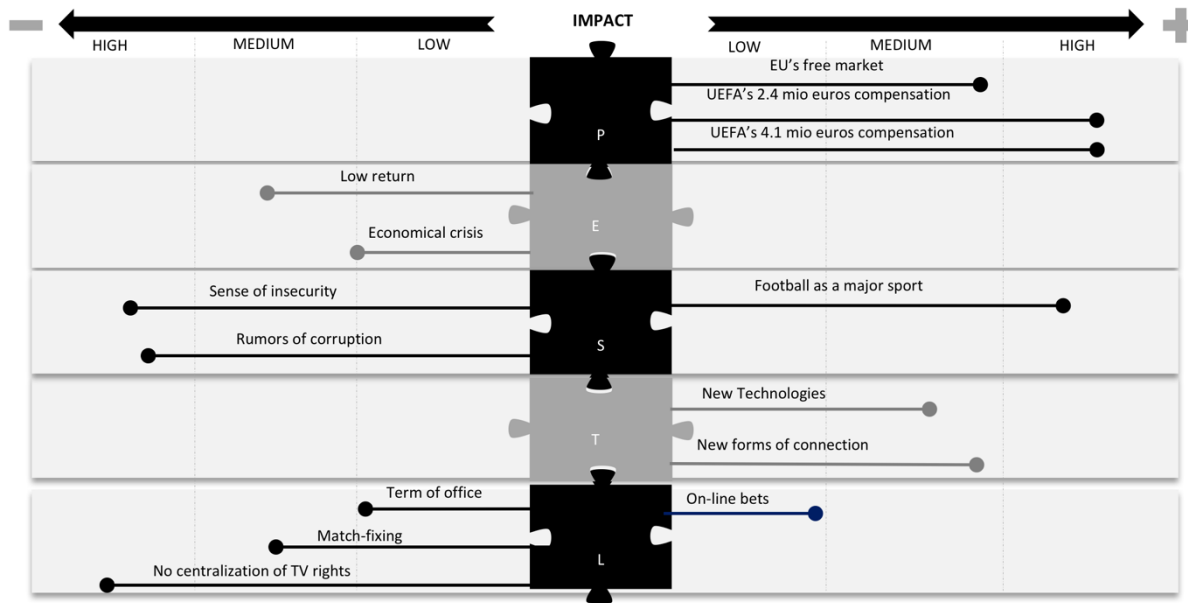
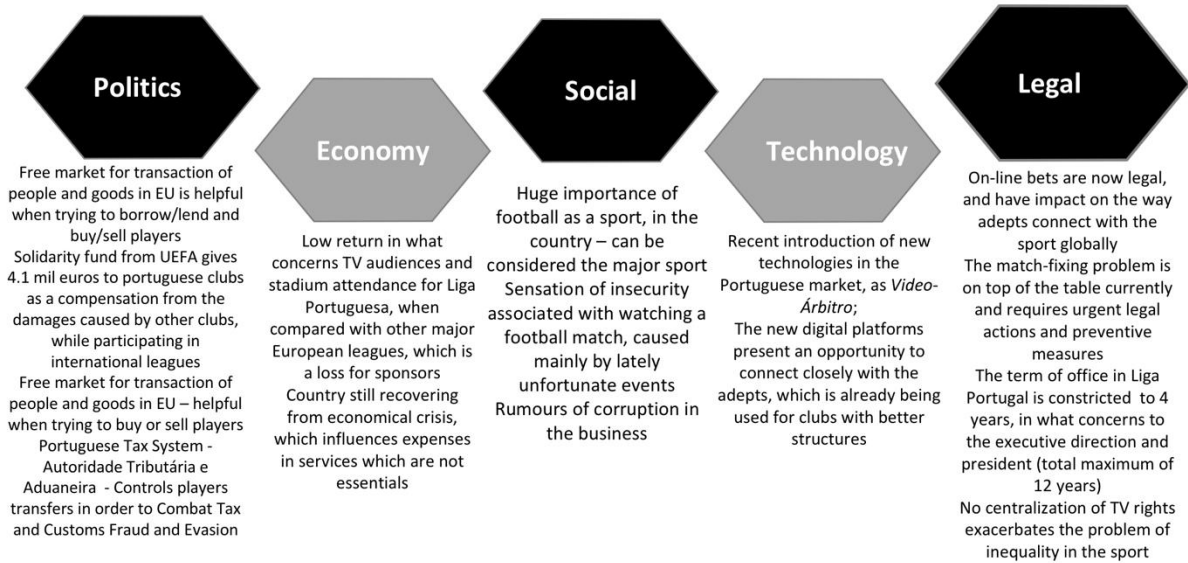
Source: Conducted by the VCW team

## Appendix 4.2 - Cause & Effect Analysis (CEA)



Source: Conducted by the VCW team

## Appendix 4.3 - External Analysis: PESTEL



Source: Conducted by the VCW team

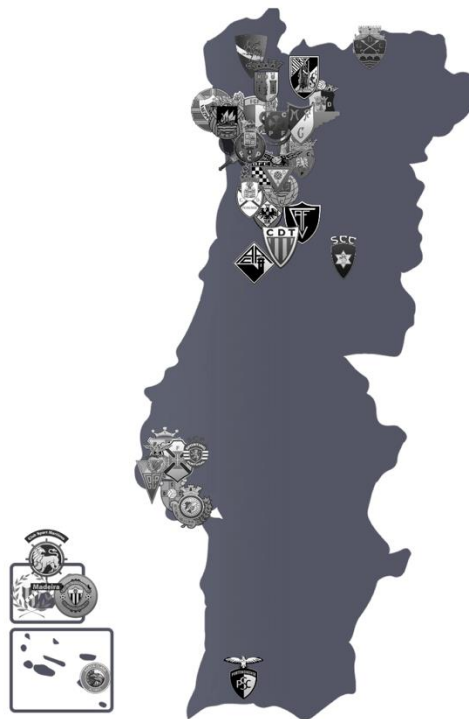
## Appendix 4.4 - Competitive Format

2017/2018 Season	<b>1st PHASE</b>  Elimination Phase: 15 teams - 14 teams play 7 matches - 1 immune  <b>8 teams advance</b>	<b>2nd PHASE</b>  Elimination Phase: 22 teams - 20 teams play 10 matches - 2 immune  <b>12 teams advance</b>	<b>3rd PHASE</b>  Groups Phase: 16 teams - 12 teams from 2 <sup>nd</sup> phase - 4 first places from Liga NOS - Form 4 groups <b>4 teams advance</b>	<b>FINAL FOUR</b>  Final: 4 teams - Winners from each group  <b>1 winner</b>
	2018/2019 Season	<b>1st PHASE</b>  Elimination Phase: 13 teams - 10 teams play 5 matches - 3 immune: 2 teams that were relegated from Liga NOS + 3 <sup>rd</sup> place of Ledman LigaPro <b>8 teams advance</b>	<b>2nd PHASE</b>  Elimination Phase: 22 teams - 20 teams play 10 matches - 2 immune  <b>12 teams advance</b>	<b>3rd PHASE</b>  Groups Phase: 16 teams - 12 teams from 2 <sup>nd</sup> phase - 4 first places from Liga NOS - Form 4 groups <b>4 teams advance</b>

Source: Conducted by the VCW team

## Appendix 4.5 - Geographic Distribution for 2017/2018

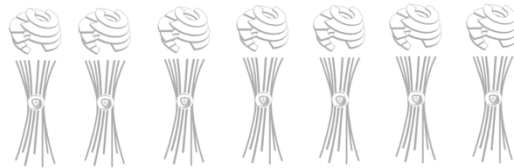
1. Centralization of Clubs in the Northern Region of the country (64%)
2. Without the B teams, only 12 of the 33 teams are not in the Northern Region
3. Only 2 clubs in the countryside
4. Clubs with a lot of local and national tradition
5. Lisbon with only 5 teams
6. Açores with only one representative (Santa Clara), while Madeira well represented in the competition (3 clubs)
7. The Southern region of the country has only one team - Portimonense



Source: Conducted by the VCW team

## Appendix 4.6 - The Winning Teams

SL Benfica 



SC Braga 



Vitória FC 



Moreirense FC 



Source: Liga Portugal

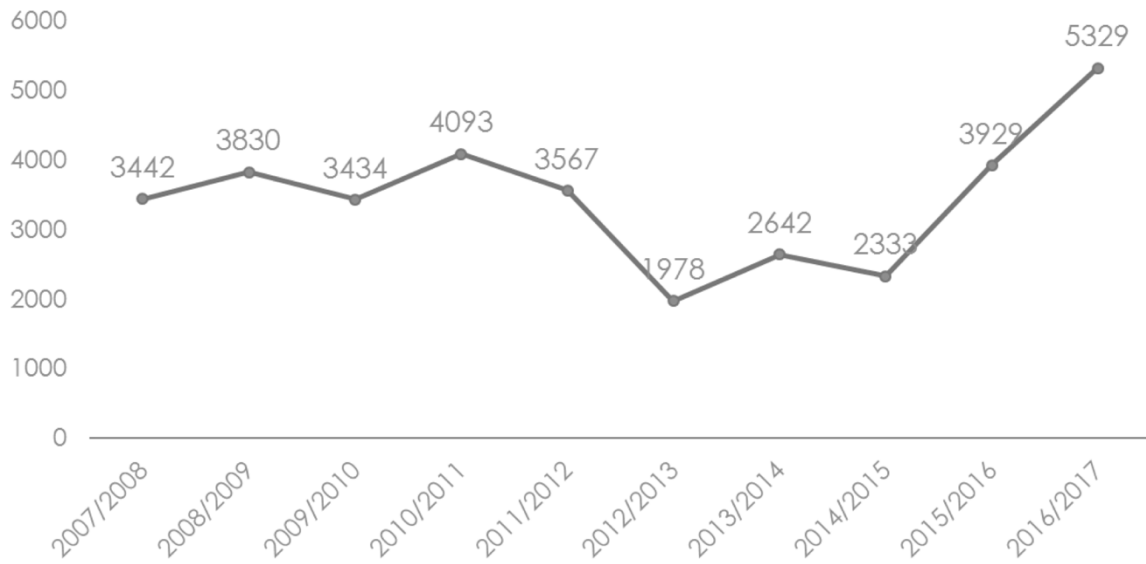
## Appendix 4.7– Historical Data

Season	Competition	Winner	Finalist (2nd)	Winning Coach	Matches
2007/2008	Calsberg Cup	Vitória FC	Sporting CP	Carlos Carvalhal	39
2008/2009	Calsberg Cup	SL Benfica	Sporting CP	Quique Flores	53
2009/2010	Calsberg Cup	SL Benfica	FC Porto	Jorge Jesus	55
2010/2011	Bwin Cup	SL Benfica	FC P. Ferreira	Jorge Jesus	67
2011/2012	Taça da Liga	SL Benfica	Gil Vicente FC	Jorge Jesus	67
2012/2013	Taça da Liga	SC Braga	SL Benfica	José Peseiro	67
2013/2014	Taça da Liga	SL Benfica	Rio Ave FC	Jorge Jesus	71
2014/2015	Taça da Liga	SL Benfica	Marítimo M.	Jorge Jesus	83
2015/2016	Taça CTT	SL Benfica	Marítimo M.	Rui Vitória	47
2016/2017	Taça CTT	Moreirense	SC Braga	Augusto Inácio	46



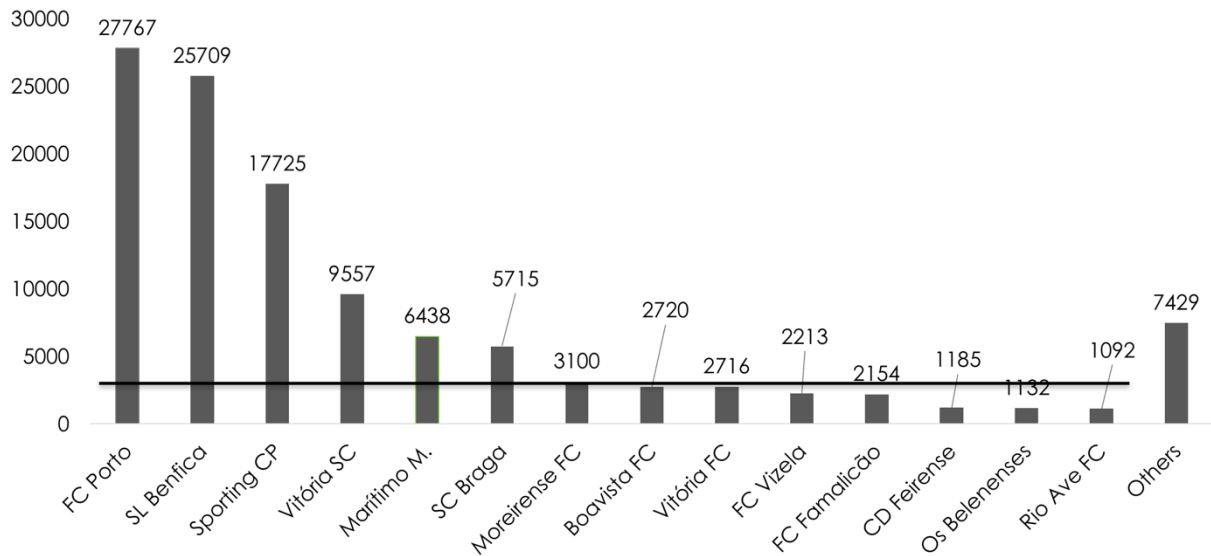
Source: Liga Portugal

**Appendix 4.8 - Average Stadium Attendance since creation**



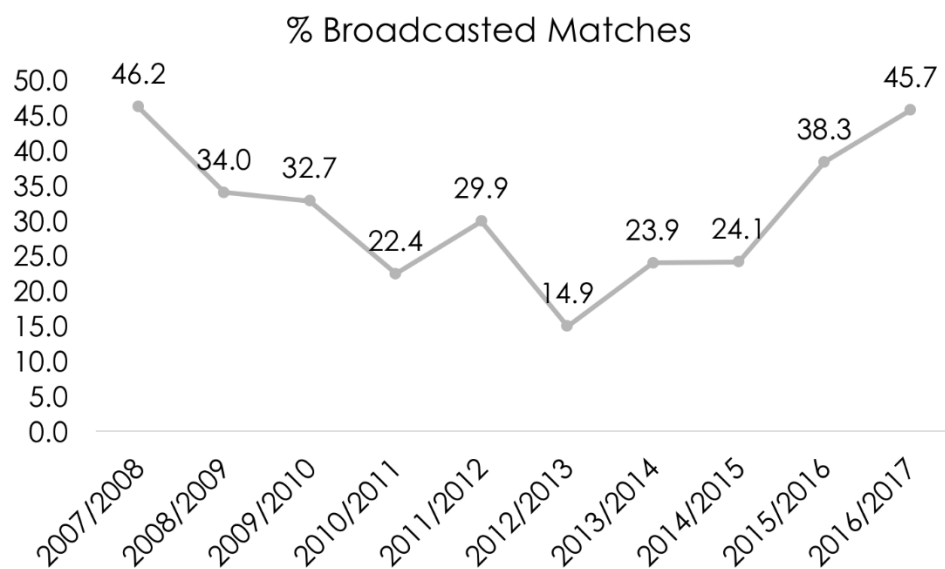
Source: Liga Portugal

**Appendix 4.9 – Average Stadium Attendances in 2016/2017**



Source: Liga Portugal

## Appendix 4.10 - TV Broadcasts



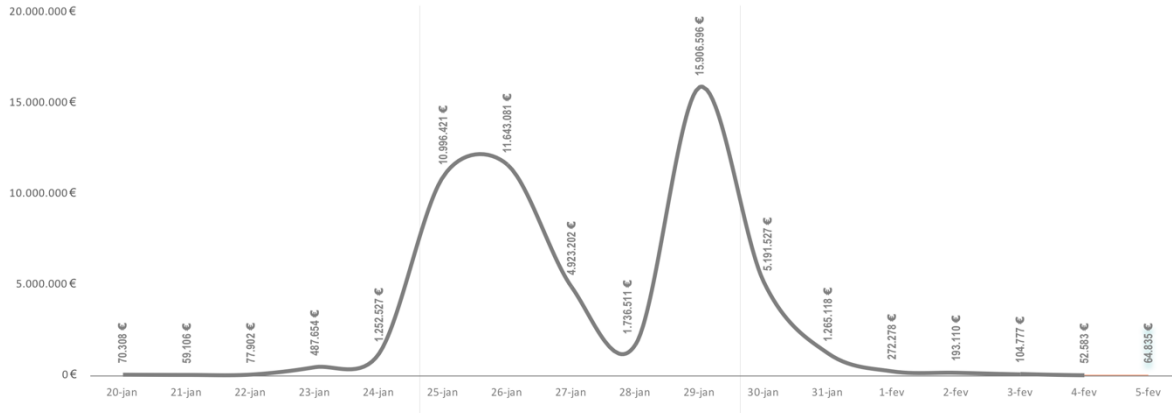
Source: Liga Portugal

## Appendix 4.11 - Pricing

2016/2017	Average Value (€)	2016/2017	Average Value (€)		
Sporting CP	18,50	FC P. Ferreira	6,80		
SC Covilhã	15,00	Rio Ave FC	6,80		
SC Olhanense	14,17	Os Belenenses	6,30		
FC Famalicão	11,67	SC Freamunde	6,25		
SL Benfica	11,50	Gil Vicente FC	5,00		
FC Porto	10,50	Portimonense	5,00	Total Average Value	8,30€
SC Braga	10,50	FC Vizela	4,60		
Vitória SC	10,00	Boavista FC	4,00		
Moreirense FC	8,50	FC Arouca	3,80		
Marítimo M.	8,10	AD Fafe	3,17		
Vitória FC	8,00	CD C. Piedade	3,17		
FC Penafiel	7,50	CD Feirense	3,17		
Varzim SC	7,50	CD Aves	2,83		

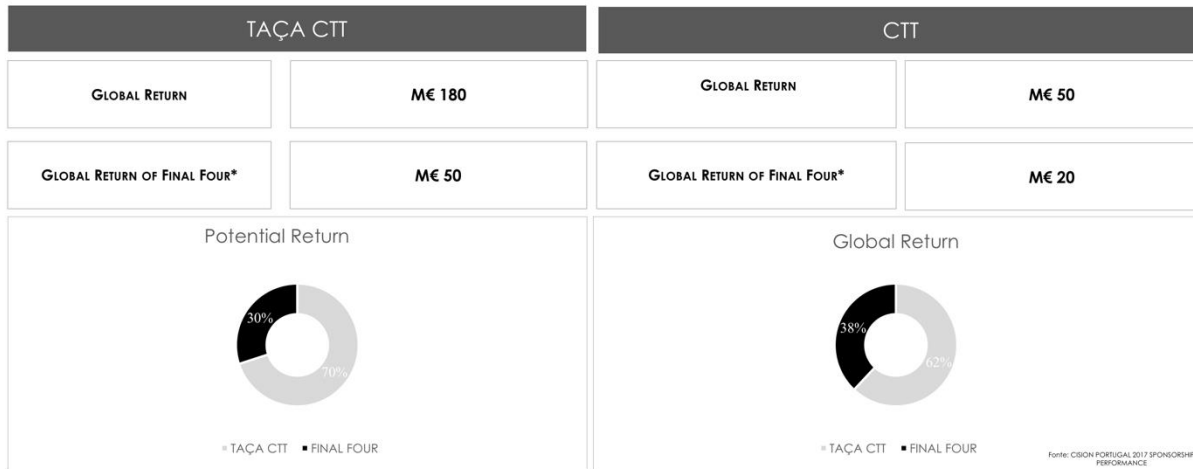
Source: Liga Portugal

## Appendix 4.12 - Flow of Success: Final Four



Source: Liga Portugal

## Appendix 4.13 - Impact of the Final Four for LPFP and the Sponsor

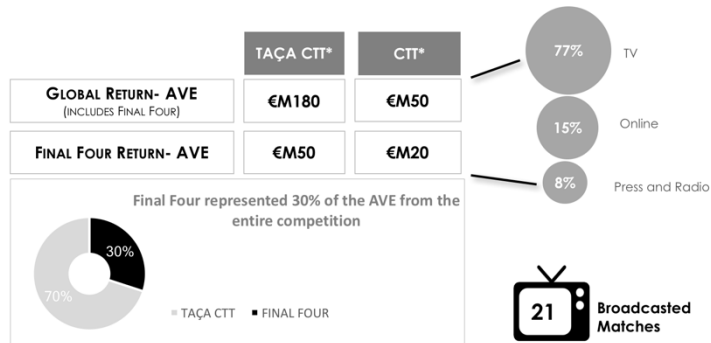


\*Global Return includes the price of Final Four  
 \*Approximated values

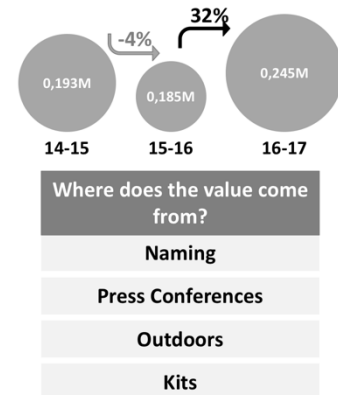
Source: Liga Portugal

## Appendix 4.14 - Media Diagnostic of 2016/2017

FINAL FOUR – 5 DAYS' EVENT – IMPLEMENTED IN 2016/2017



ATTENDANCE IN THE STADIUMS PER SEASON



AVE – advertising value equivalency  
\*Reports from e Sponsorship e Impact da CISON Season 16/17 Rep  
\* Approximate values

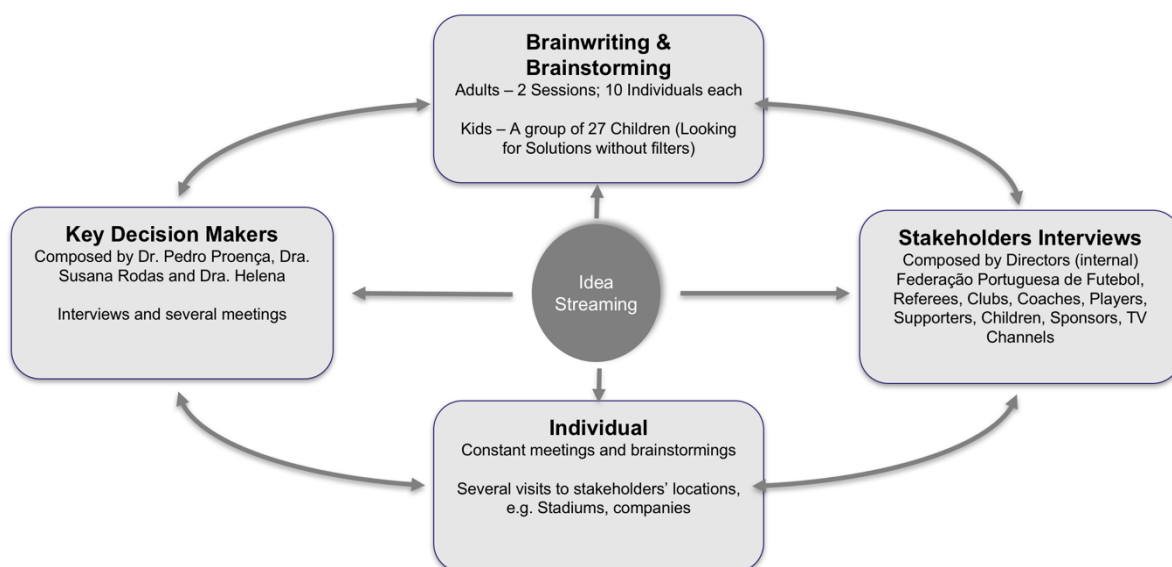
Source: Liga Portugal

## Appendix 4.15 - Internal Analysis: SWOT

Strengths	Weaknesses
<p>S1: Liga Portugal without direct competitors in the country</p> <p>S2: <b>New internal organization with higher focus on digital innovation (R&amp;D)</b></p> <p>S3: <b>Organization (Liga Portugal) with enough power to introduce legal changes in the game</b></p> <p>S4: Newly investment in the restructuring of the competitions</p> <p>S5: Opportunity to watch games between clubs from Liga NOS and Ledman LigaPro, in the same competition</p> <p>S6: Many of the most famous players and coaches have been part of this competition</p> <p>S7: <b>From the 23 players that were champions in UEFA EURO 2016 for Portugal, 15 have played here</b></p> <p>S8: <b>From the 46 games, 21 were broadcasted by TV – the highest value ever registered</b></p> <p>S9: <b>In the past 12 months, it was the second sportive event with higher broadcast in Portugal</b></p>	<p>W1: <b>Low attendance in the stadiums</b>, with a decreasing tendency</p> <p>W2: <b>Low occupancy rate in the stadiums (22%)</b></p> <p>W3: High dependence from other parties, in order to stablish new strategic partnerships, namely with sponsors</p> <p>W4: <b>Low interest and weak connection between Taça CTT and the football fans</b></p> <p>W5: The majority of the clubs are located in the Northern Region of the mainland</p> <p>W6: <b>In 7 years, the competition changed its name 4 times</b>, which led to a lack of positioning of the brand (name depends on the sponsor)</p> <p>W7: <b>Instability in the competitive model</b> – format and number of teams changed repeatedly over the years</p> <p>W8: <b>Shortest competition with only 6 months</b>, which makes it harder to attract sponsors</p>
Opportunities	Threats
<p>O1: Football is the most relevant sport in Portugal, without direct competitors at the sports' events level</p> <p>O2: <b>New technologies are being introduced with the aim of increasing precision and reducing the errors during the matches (e.g. videoarbitro)</b></p> <p>O3: <b>Online bets and bets in general are changing the relationship between fans and sport</b></p> <p>O4: New technologies present opportunities for the sport to connect more with the supporters</p> <p>O5: <b>New opportunities for pricing</b> – innovative international practices regarding ticketing</p> <p>O6: The competition generates more value to the regions, which the clubs are from</p> <p>O7: <b>International League Cups reward the winners with spots in the European League</b></p>	<p>T1: <b>Feeling of insecurity in the stadium</b></p> <p>T2: <b>Rumors of corruption affect the way people see the competition</b> – huge loss of credibility</p> <p>T3: Low return of the competition, when compared with other major international competitions</p> <p>T4: <b>Low competitive and economical interest of the competition until the groups' phase</b></p> <p>T5: Match-fixing is becoming a big threat to the competitiveness of the cup</p> <p>T6: <b>Big clubs neglect this competition in order to benefit others which they value the most</b></p>

Source: Conducted by the VCW team

## Appendix 4.16 - Idea Streaming: Individual, Group, Peers, Stakeholders



Source: Conducted by the VCW team

## Appendix 4.17 – Stakeholders Reached

		Stakeholders	VCW Phase(s)	Number of people
<b>Internal</b>	LPFP	President	1-3-5	1
		Directors and Employees	1-3-5	7
<b>External</b>	Clubs	President/ Vice-President	1 & 2a & 2b	2
		Directors	1 & 2a & 2b	2
		Consultant/ Advisor	2a & 2b	2
		Coaches	1 & 2a & 2b	3
		Players	2a & 2b	2
		State	Mayor	2a & 2b
	FPF	Player's Syndicate	2a & 2b	1
		Referees	2a & 2b	2
	Press	TV channels	2a & 2b	2
		Journalist/ Commentator	2a & 2b	3
	Supporters	Children	2a	27
		Fans/ haters	2a & 2b	20
		Other Sport's Athlets	2a & 2b	1
Partners	Sponsors	2a & 2b	2	
<b>Total</b>				<b>78</b>

Source: Conducted by the VCW team

### Appendix 4.18 - Internal Stakeholders Interviewed

LIGA PORTUGUESA DE FUTEBOL PROFISSIONAL							
1 DR. PEDRO PROENÇA	2 DR. PEDRO CORREIA	3 DRA. SUSANA RODAS	4 DRA. SÓNIA CARNEIRO	5 DRA. HELENA PIRES	6 DR. MIGUEL FARIA	7 DR. TELMO VIANA	8 DR. MANUELA OLIVEIRA
<ul style="list-style-type: none"> <li>Relationship between League's Stakeholders</li> <li>Management model</li> <li>Final Four Taça CTT</li> <li>Expectations for the study</li> </ul>	<ul style="list-style-type: none"> <li>Legal Limitations</li> <li>Perspective and vision of the main international leagues</li> </ul>	<ul style="list-style-type: none"> <li>Marketing and Communications</li> <li>Activations</li> <li>Strategic Plan</li> </ul>	<ul style="list-style-type: none"> <li>Match Fixing</li> <li>New technologies and their impact – Innovative players registration platform</li> </ul>	<ul style="list-style-type: none"> <li>Definition of the main problems and opportunities of the competitions</li> </ul>	<ul style="list-style-type: none"> <li>Game Streaming</li> <li>Introduction of new technologies in football</li> </ul>	<ul style="list-style-type: none"> <li>Cost analysis ABC</li> <li>Analysis of Suppliers</li> </ul>	<ul style="list-style-type: none"> <li>Understanding the internal changes that LPFP has gone through</li> <li>The importance of "fresh blood" in the institution</li> </ul>
Role							
League President	Executive Director Coordinator	Executive Director Marketing and Communication	Executive Director Financial Administration	Competitions Director	Technology Director	Financial Director	HR Responsible

Source: Conducted by the VCW team

### Appendix 4.19 - Main External Stakeholders Interviewed



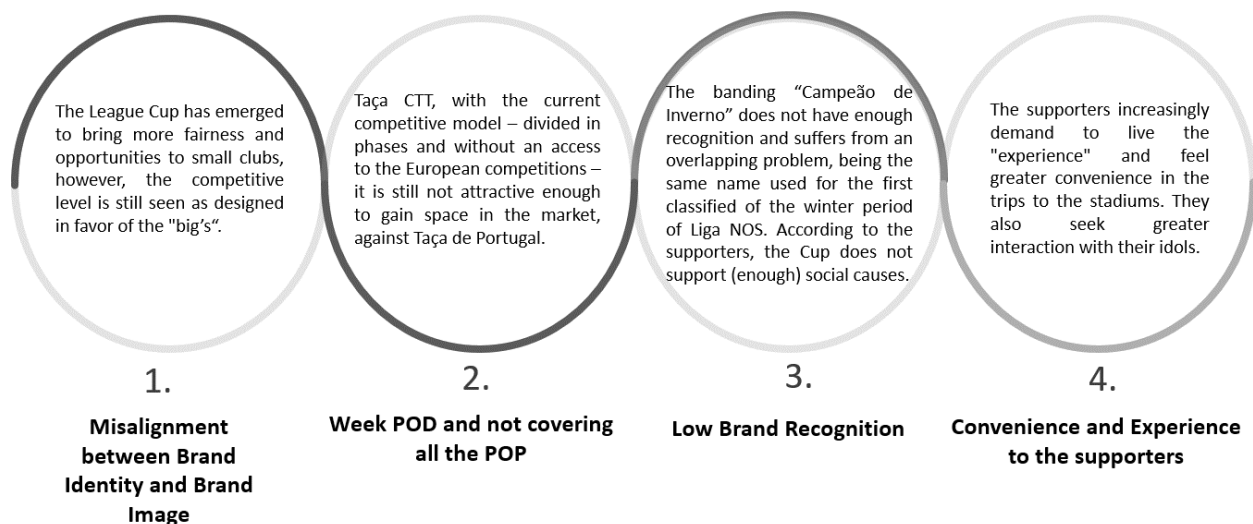
Source: Conducted by the VCW team

## Appendix 4.20 - Poker Method



Source: Lages, L. (2016). VCW—Value Creation Wheel: Innovation, technology, business, and society. *Journal of Business Research*. 69(11), 4849-4855.

## Appendix 4.21 – Main Conclusions from the Research



Source: Conducted by the VCW team

## Appendix 4.22 - Expected KPIs (Project Team Related)

### Project team-related:

- Ø Understanding the VCW meta-framework
- Ø Team satisfaction with teamwork dynamics
- Ø Team fulfillment with the final work delivered, that should perfectly meet the teachers requirements and, at the same time, answer to the organizations problem in a clear and useful way
- Ø Guarantee that at least 20% of our contribution is included in the strategic new alignment of the competitions, to be presented to the stakeholders in the beginning of the new season

### Company outcomes-related:

- Ø Readiness to create a VCW ecosystem
- Ø Satisfaction of KDM/management/team/stakeholders with final solution(s)
- Ø Resources saved (e.g., costs, time, people, no outsourcing)
- Ø Increased value of the VCW for the KDMs/management/team/stakeholders

Source: Conducted by the VCW team

## Appendix 4.23 – Expected KPIs (Project Input Related)

### Project input-related:

- Ø Agreement on having a team of two students, working closely with an advisor, from June to September to deliver the project. No financial resources directly allocated

### Project process-related:

- Ø Deadlines: approved calendar in the beginning of the process – diagnostic ready until the 2nd of July, interviews and brainstormings concluded until the 20<sup>th</sup> of August and final solutions until the first week of September
- Ø 1 VCW loop per competition
- Ø Achieve a ratio of about ½ of stakeholders who work on these competitions, and outside stakeholders
- Ø Spend one week in the headquarters of Liga Portugal in Porto
- Ø Attend the kickoff of the new season

### Project output-related:

- Ø Development of a realistic action plan that will be implemented at the end of the project
- Ø Development of a convincing elevator pitch
- Ø Intention to replicate VCW in future situations/scenarios, and to create a weekly moment for strategic reflection inside the organization

Source: Conducted by the VCW team