

A Work Project, presented as a part of the requirements for the Award of a Master's degree in
Management from the Nova School of Business and Economics.

SPORTS MANAGEMENT

A MARKETING PLAN FOR *CENTRO RECREATIVO E CULTURAL QUINTA DOS LOMBOS*
FEMALE BASKETBALL TEAMS – YEARLY IMPLEMENTATION PLAN FOCUSING ON
STRATEGIC, DIGITAL AND EVENT INITIATIVES

A Marketing plan for *CRCQL* Female Basketball Teams –Grassroots growth through Event
Marketing Initiatives

LEONOR GUIMARÃES PEDROSO MOREIRA LEITE

Work project carried out under the supervision of:

Professor Elizabete Cardoso

17-12-2024

Abstract

Title: A Marketing Plan for *Centro Recreativo e Cultural Quinta dos Lombos* female basketball teams – Yearly Implementation Plan focusing on Strategic, Digital and Event Initiatives

This Work Project explores how grassroots sports clubs can enhance their value through Strategic, Digital, and Event Marketing, focusing on the female basketball teams of *Centro Recreativo e Cultural Quinta dos Lombos (CRCQL)*. Using a mixed methods approach, the study involved interviews with key stakeholders, a survey of 275 participants, and strategic frameworks such as VCW, SWOT, and PESTEL analysis. It identifies challenges such as financial constraints, limited visibility, and fan engagement, while highlighting opportunities in digital innovation and community events. The proposed plan includes 15 initiatives, such as social media contents and sponsorships, aiming for community integration and sustainable growth.

Keywords: Sports Management, Strategy, Digital Marketing, Sports Events and Grassroot Clubs Sponsorship.

This work used infrastructure and resources funded by Fundação para a Ciência e a Tecnologia (UID/ECO/00124/2013, UID/ECO/00124/2019 and Social Sciences DataLab, Project 22209), POR Lisboa (LISBOA-01-0145-FEDER-007722 and Social Sciences DataLab, Project 22209) and POR Norte (Social Sciences DataLab, Project 22209).

Table of Contents

1. Introduction.....	3
2. Literature Review.....	6
2.1. Strategic Marketing	6
2.2. Digital Marketing	13
2.3. Event Marketing	21
2.4. Outcome.....	25
3. Methodology	26
3.1. Define	28
3.2. Increase.....	30
3.3. Assess	32
3.4. Narrow	32
3.5. Act	33
4. Findings.....	34
4.1. Define	34
4.1.1. Internal Environment.....	34
4.1.2. External Environment	36
4.1.3. Main Challenges.....	49
4.2. Increase.....	49
4.3. Assess	50
4.4. Narrow	53
4.5. Act	54
4.5.1. Strategic Marketing.....	54
4.5.2. Digital Marketing	57
4.5.3. Event Marketing.....	62
4.5.4. Timeline	73
4.5.5. Final Budget	74
4.5.6. Control and Evaluation Metrics	74
5. Conclusion	74
6. Additional Recommendations.....	75
7. Limitations and Further Research.....	75
8. Bibliography	77
9. Appendix.....	100

1. Introduction

In the contemporary sports industry, which is characterised by a high degree of dynamism, the capacity to invest in Marketing is crucial for any sports organisation. The evolution of Sports Marketing has led to the adoption of increasingly innovative techniques and the adaptation of evolving strategies by sports clubs. *Centro Recreativo e Cultural Quinta dos Lombos (CRCQL)* acknowledges the importance of re-evaluating its current Marketing and communication strategy to retain its athletes (its primary resource) and to increase and engage new fans, with a view to enhancing its financial resources.

This Research Project is the outcome of a partnership with *CRCQL*. The objective is to determine how the club can position itself and enhance its visibility within the Portuguese sports community, through an in-depth study of the disciplines of Strategic, Digital and Event Marketing. As a group, we decided to implement this project in the field of basketball, given that it is a sport with which all three of us have a particular affinity, despite having followed it for different reasons throughout our lives. In identifying a suitable organisation to collaborate with, *CRCQL* was identified as a potential partner due to its status as a club within our municipality and its growth and role in the community.

CRCQL offers a diverse range of sports, including indoor sports, water sports, and dance. The organisation places a particular emphasis on female's basketball and male's futsal. The club's objective is to become a pioneering project in the fields of sports and social integration, thereby fostering a sense of community. The club's mission is twofold: to achieve sporting success and to develop individuals (athletes, coaches, and managers) through education and fundamental values. In addition to the intrinsic value of assisting *CRCQL* in its growth, it is also noteworthy that the club stands to benefit from the input of individuals with a keen interest in its success and a

commitment to exploring avenues for enhancement. Given the limited resources and financial constraints characteristics of a small club, such external support can be invaluable in enabling the club to devote its attention to its core responsibilities. It is therefore our contention that a more up-to-date knowledge of the three areas we are focusing on will prove to be an asset to the club.

Furthermore, considering the *CRCQL* basketball department's growing strength at the national and international levels, it became evident that assistance was required in the implementation and documentation of its plans. It is also important to note that, this project also aligns with our world views on gender equality, given the weight of *CRCQL* in advancing female's sport. It is also noteworthy that female's sport is becoming an increasingly prominent phenomenon in Portugal.

To facilitate comprehension of the project as a whole and to provide the reader with an understanding of the underlying concepts, we have begun with a brief overview of the theoretical background associated with each of the primary concepts that will be addressed in this study: Strategic, Digital and Event Marketing. In this process, each member of the group was able to focus on their respective area of expertise and contribute their unique insights, thereby reinforcing the coherence of the framework. Subsequently, we proceeded to undertake a strategic analysis utilising the Value Creation Wheel (VCW) framework. This is a methodology for innovation, decision-making and problem-solving, which assists Key Decision Makers (KDMs) in addressing their challenges and problems (Lages et al., 2024). The VCW thus provided an opportunity to structure and interpret the results in an organised format.

To this end, we initially elucidated the definition of VCW and the rationale for its use in our project. Furthermore, we examined each stage of the framework and explained how we planned to apply it to our analysis of *CRCQL*. The aspects pertaining to Strategic Marketing were undertaken

by Maria Joana Teixeira and the elements related to Digital and Event Marketing were mainly executed by Inês Hora and Leonor Leite.

Having identified each phase of VCW and knowing what we had to work on, we started our analysis. To initiate this project, an extensive strategic analysis was conducted to understand the club's current position, its stated objectives, mission and vision. This was achieved through the utilisation of a range of analytical frameworks. In addition, a further investigation was conducted in the form of a survey, for which approximately 300 responses were received. Furthermore, interviews were conducted with the principal members of the club and several athletes. In the preliminary phase of the analytical framework, three research questions were delineated, to be addressed until the conclusion of the comprehensive investigation. Therefore, the main research question that arises is as follows: "*How grassroots clubs can enhance their overall value through Strategic, Digital and Event Marketing*". Consequently, the research sub-questions that can be identified are:

- *How can a Strategic Marketing Plan help CRCQL strengthen its competitive advantage?*
- *How can Digital and Social Media Marketing strategies be optimised to enhance fan engagement and brand loyalty for CRCQL?*
- *How do Events and Sponsorships enhance CRCQL's fan engagement and brand value?*

Through the analysis of the field of Strategic Marketing, the intention was to conclude that the club should focus its efforts on Digital Marketing and Event Marketing. In order to ascertain the added value for the club, a plan was devised for all parties to optimise the club's resources. In this section, we present a comprehensive plan for the implementation of approximately 15 initiatives, each of them falling within the scope of our respective areas of specialisation. In addition, we provide a detailed budgetary framework, outlining the financial resources required to execute these initiatives over the course of 2025.

2. Literature Review

2.1. Strategic Marketing

Beforehand, it is first necessary to gain an understanding of the key concepts that will be developed throughout this Work Project, namely Strategic Marketing, Digital Marketing and Event Marketing. The present literature discusses in great detail each of these concepts and their respective characteristics.

Strategy can be defined as the process or plan that guides a company in achieving its objectives (What Matters Marketing, 2024). Consequently, it can be argued that Strategy is the method used to reach and subsequently influence the target audience (Staples, 2004). It can therefore be stated that Strategy is primarily focused on two key aspects: deciding where you want your business to go and deciding how to get there (Kotler et al., 2018).

Therefore, it is essential to introduce the concept of competitive advantage, defined as the factors that allow a company to gain an advantage over its competitors and provide greater value to the company (Twin, 2024). The more sustainable the competitive advantage, the more challenging it is for competitors to diminish or neutralise that advantage (Twin, 2024).

The implementation of a transparent and clearly defined Strategy is one of the key factors in achieving this competitive advantage. In this sense, the function of the strategic plan is to delineate the particular actions, locations, and resources that the company intends to implement. This process begins with an analysis, formulation and culminates in the implementation of that same Strategy (Wicker et al., 2015; Kotler et al., 2018) (Figure 1). In conclusion, it is evident that the formulation of a strategic plan is essential for any company aiming to attain its defined objectives and, consequently, to achieve its competitive advantage, which is then communicated and aligned with the external environment (Kotler et al., 2018).

Once the definition of the concept of Strategy has been established, it is important to recognise the close relationship between this concept and the concept of Marketing. Drummond et al. (2008) define Marketing as the process of satisfying customer needs, considering three different levels (Whalley, 2010). The first level encompasses all activities related to Marketing, including public relations and advertising. The second level pertains to Strategic Marketing, encompassing aspects such as segmentation, selection, and positioning. The third level represents a holistic approach to Marketing.

As previously stated, Strategic Marketing constitutes one of the elements of the broader field of Marketing. It is therefore essential to understand the distinction between Strategic Marketing and Marketing Strategies, even though they are interrelated and mutually reinforcing. Marketing Strategies are more specific and delineate the processes required to actualise the Marketing vision. In contrast, Strategic Marketing has a more general scope, defining and providing frameworks for the aforementioned vision (Personal et al., 2006). This second concept can also be defined as a dynamic process that requires continuous adaptation to changing market conditions and the external environment (Drummond et al., 2008).

Thus, the two concepts are complementary, as Strategic Marketing enables the fulfilment of specific strategies and objectives of the Marketing concept (Shiner, 1988). According to Shaw (2012), Strategic Marketing must be able to identify the target audience and consequently develop the appropriate marketing mix to create effective Marketing Strategies (Figure 2).

Having established an understanding of the concept of Strategic Marketing and its significance within a company, it is then necessary to gain insights into the defining characteristics and structural elements of this process.

In the initial phase, designated as the planning phase, a series of frameworks are employed with the objective of analysing the internal and external aspects of the business environment (Dam, 2021). It is thus crucial to acknowledge the significance of implementing frameworks in Strategic Marketing. The use of frameworks is beneficial in that they assist in the clarification of specific challenges. Their utilisation provides a shared vocabulary for discussing issues and facilitating future problems (Chernev, 2014). Considering the aforementioned factors, it is evident that there are a multitude of frameworks that are commonly employed in the context of Strategic Marketing planning. Some frameworks are designed to facilitate external analysis, while others are intended for internal analysis (Whalley, 2010).

The most prevalent frameworks used in Strategic Marketing are as follows: Porter's Strategies encompass cost leadership, focus on differentiation and based on competitive advantage (cost vs. differentiation) and competitive scope (broad target vs. narrow target). Moreover, Treacy and Wiersema's Strategies of product leadership and operational excellence, as explained by Whalley (2010). Furthermore, additional frameworks include SWOT (strengths, weaknesses, opportunities and threats) and the subsequent TOWS matrix, PESTEL (political, economic, social, technological, environmental and legal) (Proctor, 2008), as well as the BCG Matrix and the 5C's framework (company, context, customer, competitors and employees) (Chernev, 2014).

Subsequently, the second phase of the Strategic Marketing plan entails the definition of objectives and Strategy. This phase initially comprises an internal analysis and the STP process (segmentation, targeting and positioning) (Whalley, 2010). The company employs the STP process to divide the total market into smaller, more homogeneous segments, to select these segments and to target consumers within the selected segments.

Thereafter, in the next phase, the Marketing mix and the resulting Marketing strategies must be implemented. As identified by Kotler and Armstrong (2018), the Marketing mix encompasses decisions relating to the four P's (product, price, place and promotion), which are therefore implemented to formulate strategies (Cravens & Piercy, 2009). At the final phase of this process, control and evaluation metrics must be defined (Dam, 2021).

In conclusion, Strategic Marketing "can be seen as the strategy-level integration of the marketing planning function with the company's strategic plans" (Shiner, 1988, p.29). The formation of a competitive advantage is contingent upon the implementation of frameworks that address the planning, implementation, and evaluation phases, thereby enhancing organisational performance (Kustiawan et al., 2023). The implementation of the Marketing plan is required to differentiate the product and bring value to the customers (Davies, 2021). Therefore, this importance can be seen to result in the success of organisations through several key factors, including increased brand awareness and visibility, targeted customer reach, competitive differentiation and enhanced customer loyalty (Chisel Glossary, 2023; Baena, 2017; Gallagher et al., 2012).

In the context of the sports industry, as elucidated by Slack & Parent (2006, p. 5), cited by Gallagher et al. (2012), a sports organisation can be defined as a "social entity, goal-directed with a structured activity system in the sport industry". Therefore, Sports Marketing can be defined as "the specific application of marketing principles and processes to sport products and to the marketing of non-sports products through association with sport" (Shank & Lyberger, 2015, p.5).

Consequently, the objective of Sports Marketing is to create a sporting experience, to cultivate customer relationships and to facilitate an exchange of value between customers (Karg et al., 2022). Sports marketers are, then, responsible for managing the Marketing exchange process through the

Strategic Sports Marketing Process (Figure 3). This process, comparable to traditional Strategic Marketing planning and processes, involves three principal phases: planning, implementation and control of Marketing efforts (Shank & Lyberger, 2015).

In order to delineate the principal stages of this strategic process, Smith (2008) puts forth a conceptual framework for Sport Marketing. In this process, it is crucial to prioritise the stage of developing a Sports Marketing Strategy, which must be carried out subsequent to the identification of Sport Marketing opportunities through the analysis of the internal and external environment using appropriate frameworks (Smith, 2008).

The formulation of a Sports Marketing Strategy necessitates the completion of two distinct phases. The initial stage is the establishment of a strategic Marketing direction. The subsequent stage is to develop a Sports Marketing position. The process of developing a position entails the implementation of market segmentation, the utilisation of market positioning tactics, and the formulation of the Marketing mix. As stated by Shilbury et al (2020), it is essential to consider the uniqueness of the Sport Marketing mix, which incorporates three additional elements (people, processes and physical evidence) beyond the traditional 4P's, leading to the 7P's Marketing mix (Figure 4). Ultimately, the final phase is to plan the Sports Marketing mix and implement and control the Sports Marketing Strategy. Strategic Sports Marketing represents the process through which organisational goals are achieved by applying Marketing activities (Parkhouse et al., 2012).

Therefore, Strategic Marketing is a key factor in ensuring success in the sports industry, being the only way through which sports can compete beyond the sporting arena (Shilbury et al., 2020). It is, thus, evident that the intrinsic characteristics of this industry influence the tactics and strategies employed. Some key implemented Strategic Marketing tactics in the sports industry are, as cited by Little Dot Studios (2023), sponsorships, partnerships, digital marketing, community

building, authentic storytelling and fan engagement, such as the example of the NBA league in the USA transforming basketball customers into passionate fans (Wakefield, 2006 ; Li,2023). For this reason, the development of Strategic Marketing practices leads to the success of the sports organisation (Brooksbank et al., 2012).

Still in the context of sports, sports organisations can be divided into three levels according to Beech and Chadwick (2007, p.23), these are: “the small-to-medium (SME) not-for-profit enterprise; the larger revenue-generating or resource-plentiful not-for-profit sporting organisation; the private or public owned for-profit sporting organisation”. Considering this project, it’s pertinent to highlight that *CRCQL* can be defined as a small non-profit sport club and an institution of public utility. Therefore, small sports clubs (SSCs) can be considered “voluntary bodies that offer a diverse range of sporting and social objectives” (Gallagher et al., 2012, p.1). Basically, non-profit sports clubs are organisations that promote sports participation and community engagement without profit motives (Mrkonjic, 2023), relying on donations, social capital and funding sources and volunteers to operate (Tao, 2013). After discussing the definitions and characteristics of these types of organisations, it becomes clear that there are many challenges that non-profit and grassroots sports club face in comparison to for-profit sports clubs (Mrkonjic, 2023). Although there is a growing trend towards increased professionalisation, as stated by Klenk et al. (2017), cited by Mrkonjic (2023), a non-profit club still struggles with challenges related to its activities. This is due to the fact that non-profit organisations are mostly concerned about their survival due to their limited resources, which leads to the abandonment of long-term initiatives and strategies (Thibault et al, 1993).

As such, the main challenges faced by grassroots organisations are lack of financial and human resources, decreasing subsidies, demographic changes, integration of strategic planning and

governance issues (Waardenburg & Nagel, 2019, cited by Andersson et al., 2023; Wicker & Breuer, 2011, cited by Honcová, 2020). In addition, due to their characteristics, these types of sports clubs are usually composed of generalists, thus lacking expertise and limiting their impact on the market (Gallagher et al., 2012). Thus, Strategic Marketing becomes essential to overcome them (Mullin et al., 2014). Given the fact that these organisations have financial instability, Marketing Strategy becomes more urgent, and it is crucial for these organisations to develop long-term strategic plans (Thibault et al., 1993).

Wicker and Breuer (2013), as cited by Wicker et al. (2015), demonstrated that clubs that implement a strategic policy tend to encounter fewer challenges related to member recruitment and retention (including volunteers, staff, and coaches) and financial stability. Furthermore, Feiler and Breuer (2021) posit that Strategic Marketing in grassroots sports clubs is a crucial element for enhancing visibility, navigating challenges, enhancing engagement, and diversifying revenue. In order to achieve success, the implementation of Marketing strategies must be tailored to resonate with local communities and leverage digital platforms (Li, 2023). It is also essential to recognise that Strategic Marketing is vital for grassroots sports clubs to enhance fundraising, leverage personal networks, and ensure long-term sustainability (Gallagher et al., 2012).

It has been demonstrated that clubs which proactively engage with their local communities experience an increase in attendance (Boya & Venter, 2023). The utilisation of Social Media Marketing, encompassing the dissemination of historical highlights and the facilitation of fan interactions, has been demonstrated to facilitate the growth of organisational fan bases (Li, 2023). Sponsorship development may be achieved by establishing solid partnerships, thereby enabling enhanced financial stability (Wakefield, 2006). In conclusion, the implementation of a

comprehensive Strategic Marketing plan can facilitate enhanced competitive advantage through increased visibility and profitability (Abon, 2020).

A comprehensive analysis of the existing literature reveals significant gaps in knowledge regarding the application of Strategic Marketing in the sports industry, particularly in the context of non-profit sports clubs. Nevertheless, it is evident that, based on the available research and literature, the numerous benefits of a strategic marketing approach for sports clubs can be considered fundamental in certain instances (Thibault et al., 1993).

In conclusion, we can highlight the central role of Strategic Marketing in the context of grassroots, and not-for-profit sports clubs, particularly in light of the increasing challenges these organisations face in a competitive environment (Shani, 2015). Strategic Marketing offers these clubs a framework for aligning their operational objectives with long-term ones, thereby ensuring a sustainable competitive advantage (Shank & Lyberger, 2015).

2.2.Digital Marketing

Once the strategic aspects of Marketing have been grasped, it is essential to consider the broader context of this concept to comprehend the interconnection between the necessity of a Strategic plan and the viability of the possible Marketing Strategies.

The term “Marketing” has its roots in the verb “to market”, which has its origins in the Anglo-Saxon language. The first recognised definition of the Marketing concept was presented in the 1960s by the American Marketing Association, cited by Fuciu (2018) which defined it as "the development of economic activities (business activities) that direct the flow of goods and services from producers to consumers". However, the concept has evolved to also encompass the identification of consumer needs, with the ultimate objective of satisfying those needs (Fuciu, 2018). The concept of evolutive Marketing was developed by the renowned Professor Philip

Kotler, regarded as the "father" of modern Marketing. With this, Marketing is a concept that allows a multitude of interpretations. Kotler and Keller (2008), cited by Fuciu (2018, p.44), define it as "the societal process by which individuals or groups get what they need or what they want, by creating, offering and free exchange of products and of services that carry value". In contrast, Armstrong et al. (2018), cited by Karg et al., (2022), define Marketing as "the process by which Marketing organisations engage customers, build strong customer relationships and create customer value in order to capture value from customers in return" (p.4). Furthermore, the authors observe that Marketing can be defined as "a social and managerial process" that aims to create and exchange value with other entities (Karg et al., 2022).

The concept of engaging customers in the digital world has emerged as a prominent buzzword in the field of Marketing, as the advent of social media has provided new avenues for brands to establish relationships with customers in ways that were not previously feasible and to disseminate the brand's message in a much faster way (Gadiraju, 2016; Karg et al., 2022). It can be argued that Social Media represents "a vehicle for developing customer insights, accessing knowledge, co-creating ideas and concepts with users, and supporting new product launches" (Roberts et al., 2016, p. 41, cited by Bhimani et al., 2018). In addition to the definition, it is also important to comprehend the conventional Marketing process (Byon & Phua, 2021). As mentioned, this entails an examination of the overall environment, an analyse of the target audience and the definition of the positioning that will inform the entire Marketing plan (Figure 5). Subsequently, the Marketing Mix (Mastermann, 2004; Shilbury, 2009, cited by Coutinho da Silva & Luzzi Las Casas, 2017), also known as the 4 P's, should be applied.

As previously stated, Social Media and the digital world have effectively transformed the landscape of Marketing. Nowadays, social networks such as Instagram, Tik Tok, Twitter (X) and

Facebook have become among the most popular and widely used networks on the World Wide Web. Consequently, they have become a primary medium for users to interact with one another, generate and share content, promote themselves and their businesses, and engage in other activities that are beneficial to the user (Gadiraju, 2016). As reported by Search Engine Journal, cited by Gadiraju (2016), Social Media has attracted people of all age groups, thereby becoming a platform that aggregates all the target markets. While initially, brand interactions with consumers occurred exclusively in physical locations, the advent of technology and the subsequent proliferation of Social Media have led to a shift in this dynamic, with most interactions now occurring online.

According to Investopedia, cited by Gadiraju (2016), Social Media Marketing is the utilisation of Social Media platforms and networks for the promotion of a company's products or services, facilitating the acquisition of new customers and the engagement with the existing ones. However, there is still no universally accepted scholarly definition (Abeza et al., 2013, cited by López-Carril et al., 2020). Weinberg (2009), as cited by Gadiraju (2016), defines Social Media Marketing as a process that empowers individuals to promote their websites, products, or services through online social channels and to communicate with and tap into a much larger community that may not have been available via traditional advertising channels. On other hand, Diamond (2008), cited by Gadiraju (2016), emphasises that Social Media Marketing is a form of Marketing that prioritises the engagement of individuals over the promotion of products. These definitions share a common trait: they highlight the defining feature of Social Media as a platform that enables the creation (Kaplan and Haenlein, 2010, cited by Gillooly, 2017) and dissemination of information (Akar and Topçu, 2011, cited by Gillooly, 2017) in real-time (Gibbon et al., 2012, cited by Gillooly, 2017).

The utilisation of Social Media Marketing enables organisations to enhance brand recognition, foster brand loyalty and expand potential for conversion while reducing Marketing costs (Gadiraju,

2016). Furthermore, the utilisation of Social Media content for the cultivation of shared interests with an audience presents brands with several advantages, including the generation of interest, the enhancement of brand likeability and credibility, and the nurturing of more robust brand-consumer connections (Aaker, 2013, cited by Gillooly, 2017). It can thus be stated that online Marketing enables companies to enhance customer engagement with the brand and therefore achieve brand love (Baena, 2014), term that can be defined as “the degree of passionate emotional attachment a consumer has for a particular trade name” (Carroll & Ahuvia, 2006, cited by Baena, 2014).

Moreover, the concept of “brand love” has been demonstrated to be positively correlated with favourable post-purchase behaviours among satisfied customers (Carroll & Ahuvia, 2006, cited by Baena, 2014). In light of the above, it can be argued that Digital Marketing through Social Media represents a significant mechanism through which this phenomenon can be addressed.

Domains such as Sports and Marketing remain to be fully integrated with one another. The significance and applicability of Marketing in the context of sports were not fully recognised until the 1970s (Ratten, 2016, cited by Coutinho da Silva & Luzzi Las Casas, 2017). However, as the competitive landscape evolved, the establishment of dedicated Marketing departments became a more common practice. Clark (2011), as cited by Coutinho da Silva and Luzzi Las Casas (2017), states that the advent of Marketing in the realm of sports has occasioned a shift in the way sports clubs, competitions, and athletes are perceived. The relationship between sports clubs and supporters has been shaped by a shift in perspective that now considers the requirements of customers. As previously stated, the rapid evolution of the sports industry has resulted in a transformation of formerly clear and stable structures into a complex, technologically connected and constantly evolving sector.

Typically, consumers initially engage with specific products due to their association with particular sports (Vaughn, 1980, cited by Ratten, 2016). However, Marketing represents a valuable instrument that can yield favourable outcomes when employed in an optimal manner. Indeed, it remains the principal means by which sports compete off the field (Karg et al., 2022). It can function as a conduit for both verbal and non-verbal consumption of a product, thereby ensuring its plausibility and viability from the consumer's perspective (Unger & Kernan, 1983, cited by Ratten, 2016). In an article for Forbes (2014) by Jayson DeMers, cited by Gadiraju, (2016), it was reported that 92% of marketers in 2014 considered Social Media Marketing to be important for their business, with 80% indicating that their efforts had resulted in increased traffic to their websites. Therefore, it can be stated that Social Media Marketing is a useful tool for sports organisations to promote their campaigns and events while engaging with the audience (Gadiraju, 2016). The phenomenon of Social Media has brought about a profound transformation in the sports industry, altering the manner in which athletes, coaches, clubs, federations, sports companies and other industry actors engage with one another.

The term "Sports Marketing" was first used in the United States by Advertising Age in 1978 (Coutinho da Silva & Luzzi Las Casas, 2017). At the time, it was characterised as "the activities of consumer and industrial product and service marketers who are increasingly using sport as a promotional vehicle" (Gray & McEvoy, 2005, cited by Fullerton & Merz, 2008). However, the term "Sports Marketing" is open to interpretation by both practitioners and academics (Shannon, 1999, cited by Fullerton & Merz, 2008). Some argue that the fundamental objective of this discipline is to sell tickets and fill seats at organised sports events (Sports Marketing Surveys, 2002, cited by Fullerton & Merz, 2008), thereby equating the sports product to tickets for spectator sports. On other hand, according to Fullerton and Merz (2008), cited by Coutinho da Silva and Luzzi Las

Casas (2017), “Sports Marketing” is defined as the “activity of planning and implementing processes for production, pricing, promotion and distribution of sports products to satisfy the needs or desires of customers to achieve the organisation’s results”.

The objective of Sports Marketing is to implement an appropriate Marketing strategy to attract customers/fans and meet their needs while simultaneously generating revenue (Shilbury & Rentschler, 2007, cited by Coutinho da Silva & Luzzi Las Casas, 2017). In summary, the implementation of Marketing principles enables sporting organisations to respond in a more effective manner to the needs of their fans and customers, thereby increasing their reach and engagement. It is therefore evident that the identification of fans as customers and the subsequent identification of their needs and wants represents a critical aspect of the marketer's role, alongside the question of how to engage with consumers.

In the context of this Work Project, small sports clubs (SSCs), also, known as grassroots clubs, serve as the foundation for excellence in sport and play a pivotal role in the sports development of every country (Coleman, 2002; Garrett, 2004; Harris, Mori, & Collins, 2009; Papadimitriou, 2002, cited by Gallagher et al, 2012). This type of association contributes to the social capital of a society and the regeneration, better health, safer, more cohesive and inclusive communities and lifelong learning (Harris et al., 2009; Reid Howie Associates, 2006; Zakus, Skinner, & Edwards, 2009, cited by Gallagher et al, 2012). The main challenge is undoubtedly the lack of funding, which is often attributed to insufficient Marketing activities.

With this, it can be argued that Marketing represents a crucial and indispensable strategic activity for sports associations, given their concerns regarding the optimisation of their communications technology and the allocation of resources towards the most lucrative markets (Ratten, 2016). As Pedersen (2013), cited by Byon and Phua (2021), states “the organisation,

facilitation, administration and promotion of sport could not be accomplished without” strategic communication. A considerable proportion of organisations utilise Sports Marketing as a strategy to gain a competitive advantage and to associate sport with a more business-oriented approach (Ratten, 2016), while also building a strong brand (Hur et al., 2011, cited by Baena, 2014; Kaynak et al., 2008, cited by Baena, 2014) and engaging with their customers (Baena, 2014).

In this context, two distinct streams can be identified within the broad concept of Sports Marketing, which define the focus and nature of Sports Marketing: “**Marketing of Sports**” and “**Marketing Through Sports.**” The initial term encompasses the Marketing of sporting events and equipment to fans and participants (Fullerton & Merz, 2008, cited by Coutinho da Silva & Luzzi Las Casas, 2017), with the objective of addressing the needs of sports customers. On other hand, the term “Marketing Through Sports” is defined as the promotion of non-sporting products and/or services at sporting events, as well as the utilisation of players to endorse non-sport products and/or services (Fullerton & Merz, 2008; Ratten & Ratten, 2011; Rundh & Gottfridsson, 2015; Shilbury, 2009, cited by Coutinho da Silva & Luzzi Las Casas, 2017).

In addition, the degree of integration of sports within the Marketing strategy can also be defined: **traditional integration** or **sponsorship-based integration** (Coutinho da Silva & Luzzi Las Casas, 2017). The initial approach represents the use of sports as an integral component of the Marketing strategy, encompassing the fundamental elements of a comprehensive Marketing strategy. The second approach involves a range of activities aimed at leveraging an official relationship with an event, a team, a player, or some other entity.

According to Chalip (1992), cited by Ratten (2016), the principal categories of Sports Marketing may be delineated as follows: **interest, participation** and **consumption**. In the initial domain, the objective of promoting fan interest is to enhance the connection between sports

products and services with fan behaviour (Ratten, 2011, cited by Ratten, 2016). Regarding the second domain, the objective of Sports Marketing to promote sports participation is to enhance the visibility of sport as a recreational activity that can be practiced in a variety of ways. The third domain of Sports Marketing is concerned with the utilisation of Sports Marketing techniques to promote the consumption of sports-related products, services and merchandise, including sportswear, beverages and other items that are identified as significant sources of revenue. Furthermore, Fullerton and Merz (2008), as cited by Gadiraju (2016), differentiate the Sports Marketing environment into four domains: **theme-based strategies**, **product-based strategies**, **alignment-based strategies** and **sports-based strategies** (Figure 6). The first one consists in the use of conventional Marketing techniques with a sports theme into the Marketing programme for non-sports products (Fullerton & Merz, 2008). A key aspect of theme-based strategies is that the marketer's efforts are not contingent upon an official relationship with any particular sports entity to create a sports overlay for their Marketing efforts (Fullerton & Merz, 2008).

Relatively to the product-based strategies, they can be defined as the efforts to market sports products using traditional Marketing strategies when the marketer has no official relationship with the sports entity being used in its Marketing efforts (Fullerton & Merz, 2008). Alignment-based strategies are employed when marketers of non-sports products form an official alliance with sports properties through a range of sponsorship arrangements, such as traditional sponsorships, endorsements, licensing agreements and venue naming rights (Gadiraju, 2016; Fullerton & Merz, 2008). The sponsorship-based strategy reflects a greater degree of integration of sports within the context of Sports Marketing, given that sponsorship represents a significant source of revenue for sports teams (Mullin, Hardy, & Sutton 2014, cited by Gillooly, 2017). Additionally, it incorporates digital and online Marketing into sponsorship activations (Meenaghan et al., 2013, cited by

Gillooly, 2017). Finally, sports-based strategies are characterised by official sponsors of a sports property who are selling other sports products, reflecting the greatest reliance on sports-oriented initiatives (Fullerton & Merz, 2008). Strategies in this domain can be very effective when appealing to customers who are excited by the sports that are used in the implementation of the specific strategic initiatives (Fullerton, 2007, cited by Fullerton & Merz, 2008).

2.3. Event Marketing

In the context of Marketing communications at sports events, it is first necessary to define the basic terms that will be used to explain the functioning of Marketing in the sports industry in general. As said before, the term “Marketing” refers to the subordination of all activities in the area of product manufacturing and trade to a single primary goal, which is to meet the needs of the buyer. In the context of sports, a product may be defined as a comprehensively understood sporting event, a competitive match, or an athlete. It is therefore these three elements that satisfy the human need for contact with sport (Strzelecki L, Czuba T., 2018). The term "Sport" is most commonly defined as a form of conscious and voluntary human activity with the intention of improving physical strength and ability, performed in accordance with established rules. Nevertheless, scientific literature on the subject has consistently underscored the complex nature of sport as a social phenomenon, encompassing not only competition, fitness, and physical ability, but also intertwined with such domains as health, hygiene, religion, art, entertainment, play, work, policy, and the nurturing and education of the young (Wiśniewski E., 2012, cited by Strzelecki L, Czuba T., 2018). However, in the present era, sport has also become a sector of the economy, and it has evolved into a distinct industry, encompassing activities that are either directly or indirectly associated with sporting activities. Since the advent of the new millennium, the sporting industry has increasingly adopted business-oriented practices. The commercialisation of sports events has

become a prominent feature of the industry, with athletes employing a range of Marketing techniques to enhance their image and participate in activities that promote both products and their image (Strzelecki L, Czuba T., 2018).

The role of sport in the concept of Marketing can be understood in two distinct ways: as a form of Marketing and as a product that can be marketed. On occasion, a sporting event is perceived as being synonymous with a particular product, even though sport does not possess the defining characteristics of a typical product. The defining characteristics of sport that differentiate it from other products include the following: the presence of positive and joyful competition, the ability to temporarily escape from the constraints of real time and place, the existence of distinct rules and regulations, and the importance of physical ability and physical training (Sporek T., 2007, cited by Strzelecki L, Czuba T., 2018). As mentioned above, one of the business-oriented practices, is Marketing events, which are distinguished by their capacity to generate distinctive experiences for participants, providing an opportunity for individuals to engage with a brand or company in a unique manner. Consequently, Marketing events are deliberately orchestrated occurrences whose principal objective is to facilitate the conveyance of experiences to participants or attendees (Jones, 2014; Kiel and Bäuchl, 2014; Raj et al., 2013; Bladen et al., 2012; Getz, 2012, cited by Nufer, 2016). In light of the information presented, it can be stated that Event Marketing is: “both an interactive and experience-oriented communications tool that serves the purposeful target group or scene-oriented production of specifically initiated events as well as their planning, execution and control within the context of integrated corporate communication” (Nufer, 2016, p.44). Event Marketing is the systematic planning, organisation, execution and control of normal events, as well as their meaningful incorporation in integrated corporate communications. Consequently, Event

Marketing constitutes an autonomous and self-contained communication instrument (Nufer and Bühler, 2015, cited by Nufer, 2016).

It is important to note that sporting events are not comparable to other types of events, as they have a profound emotional impact. Sport evokes a distinctive emotional response that other sectors of the economy may not experience to the same extent. This suggests that the sporting events may possess a competitive advantage. Nowadays, it is imperative for a contemporary sports organisation to recognise the significance of Marketing as a crucial component of its operations. It is through the medium of public relations that sporting events attract publicity, that athletes can construct and develop their image, and that sports fans are able to identify with the Sport in general or with a specific sports team or sports facility (Strzelecki L, Czuba T., 2018). As a result, the communication and Marketing strategies employed at such events are distinctive and tailored to the specific context.

Sleight (1989) highlighted that Sponsorship in the sporting arena represents a business relationship between those who provide resources, and the organisations or activities engaged in sporting activities. In this arrangement, the sponsor provides financial or in-kind support to the sports organisation, which in turn grants the sponsor certain commercial rights in return. Sport Sponsorship may be understood as a mean of acquiring the right to participate in sporting events (e.g. the Nike Melbourne Marathon), to be associated with athletes (e.g. Adidas's endorsement deal with football celebrity David Beckham) or to utilise a facility (e.g. Barclays Center – Brooklyn Nets Arena). Through sporting events, individuals are exposed to a variety of Marketing strategies and corporate brand names or logos simply by watching the sport (Cheonga, Pyunb and Leng, 2018), which are conveyed to the audience through passive observation.

In the implementation of a traditional Sponsorship, marketers utilise three distinct types of Sponsorship: venue naming rights, endorsements, and licensing. Venue naming rights are often characterised as a form of building Sponsorships, while endorsements are regarded as a means of personal (or personality) Sponsorships. Licensing, on the other hand, provides sponsors with the opportunity to maximise the value of their Sponsorship rights (Fullerton and Merz, 2008). As posited by Jobber (2007), there are several reasons why brands elect to become sponsors. Such objectives may include the creation of promotional opportunities, the enhancement of community relations, the cultivation of favorable brand and company associations, the provision of entertainment opportunities, and the acquisition of publicity.

Distinguishing Sponsorship from advertising is crucial, as the former is conveyed through the property in a “passion” mode, whereas the latter is conveyed through the media in an “interruption” mode (Cameron, 2009, p. 134, cited by Cheonga, Pyunb and Leng, 2018). Previous Marketing research has indicated that consumers respond differently to Sponsorship than they do to advertising (Grohs & Rei-singer, 2014, cited by Cheonga, Pyunb and Leng, 2018). In accordance with the traditional sponsorship paradigm (Meenaghan, 2001a), corporations frequently regarded Sponsorship to advance charitable or philanthropic endeavors perceived as advantageous to society (e.g. associating sponsorship with corporate social responsibility). Considering the aforementioned, it can be posited that a pivotal differentiating factor between Sponsorship and advertising is the generation of goodwill (Meenaghan, 2001a, cited by Cheonga, Pyunb and Leng, 2018). Goodwill represents a pivotal indicator of a company's investment behaviour, which serves to diminish a consumer's defensive response, thereby rendering sponsorship a more readily acceptable proposition. Similarly, Easton and Mackie (1998, p. 105) advanced the proposition that sponsorship is typically regarded as a more selfless and overt demonstration of a company's social

responsibility than advertising. Therefore, the findings of Lardinoit and Quester (2001) can be explained by the concept of fan loyalty. This concept suggests that Sport marketers can leverage sponsorship in a way that taps into fans' loyalty. When fans exhibit strong loyalty to a sport team or event, they tend to hold positive attitudes towards the sponsors associated with their preferred team or event (Biscaia, Correia, Rosado, Ross, & Maroco, 2013, cited by Cheonga, Pyunb and Leng, 2018).

Merchandising represents another significant source of revenue for sports teams, organisations, and the parties involved. Basu (2010) defines merchandising as the organisation of products in a physical or online store with the objective of maximising sales. While advertising campaigns are expected to influence consumer purchasing behavior, the merchandising department is expected to facilitate the conversion of these behaviors into actual sales. Given the distinctive manner in which sports foster a special emotional bond with their fans, merchandising represents an invaluable opportunity for sports leagues and organisations to leverage this affinity between fans and their preferred players and teams. Consequently, the expansion of the licensed sports merchandise market is closely correlated with shifts in consumer spending patterns.

2.4. Outcome

Finally, the implementation plan was developed based on prevalent themes and recurring patterns within each category, as well as insights gained from the literature review.

The present review of the existing literature on Strategic, Digital and Events Marketing reveals that the majority of existing information is based on professional sports organisations with extensive resources. Consequently, there is a gap of literature pertaining to the application of these areas to grassroots clubs. As such, three research questions were outlined, to be addressed until the conclusion of the in-depth research. Therefore, the main research question that arises is as follows:

"*How grassroots clubs can enhance their overall value through Strategic, Digital and Event Marketing*". Consequently, the research sub-questions that can be identified are:

- *How can a Strategic Marketing Plan help CRCQL strengthen its competitive advantage?*
- *How can Digital and Social Media Marketing strategies be optimised to enhance fan engagement and brand loyalty for CRCQL?*
- *How do Events and Sponsorships enhance CRCQL's fan engagement and brand value?*

3. Methodology

Given the nature of the research questions, this Work Project examines the potential for enhancing the profitability and reach of *CRCQL* through the application of Strategic, Digital, and Event Marketing. A mixed-methods approach was employed, integrating quantitative and qualitative techniques to facilitate a comprehensive analysis.

The research framework was based on the Value Creation Wheel (VCW) methodology, which provided a conceptual framework to structure and interpretate the results. In order to develop the requisite knowledge for the execution of this project, in addition to consulting the necessary sources, we participated in a workshop held as part of Professor Natalie's Advanced Marketing class (Figure 7). The purpose was to explore the application of this methodology. With this, the following sections present the frameworks, and the data collection methods used throughout the present Work Project.

“The Value Creation Wheel is a methodology for innovation, decision-making and problem-solving” (Lages et al., 2024, p.10), that assists Key Decision Makers (KDMs) in addressing their challenges and problems (Lages et al., 2024). In this framework, KDMs are defined as individuals or groups of people who are committed to solving a challenge or problem at an organisational and/or individual level (Lages et al., 2024, p.13). The VCW can also be utilised by any individual

(e.g. employees, consultants and other stakeholders) who possesses the requisite authority and aspires to assist KDMs in making more informed decisions (Lages et al., 2024).

In light of the aforementioned considerations, we elected to pursue this framework because it represents an efficient and optimal methodology for decision-making, enabling the identification of a solution that creates value, which is our main goal (Lages et al., 2024). “The VCW should be applied by KDMs who are looking for supported and convincing solutions to solve their challenges and problems. They might apply the VCW to address challenges initiated by: How, What, Which, Where and Who” (Value Creation Wheel, n.d.). Consequently, the VCW enables us to reach a solution, with the objective to make the right decisions in the right way (Lages et al., 2024).

The VCW framework is comprised of two distinct processes, including the DIANA and TIAGO frameworks (Lages, 2016 cited by Lages et al., 2024, p.20). “While DIANA is strongly driven by theory to support each VCW phase, TIAGO is a chameleon framework customisable to each specific case and problem” (Lages et al., 2024, p.20). The DIANA process is comprised of five distinct phases: 1. Define; 2. Increase; 3. Assess; 4. Narrow; 5. Act (Lages et al., 2024). TIAGO is comprised of the following five stages: 1. Tapping, 2. Inducing, 3. Analysing, 4. Grounding 5. Operating (Lages et al., 2024).

Furthermore, the VCW may be implemented in four distinct ways (Lages et al., 2023 cited by Lages et al., 2024, p.20). The type of approach employed is contingent upon a few factors, including the complexity of the problem or challenge to be solved, the availability of resources, the existence of databases of ideas or solutions and criteria or filters, the size of the team, and the number of internal and external stakeholders involved (Lages et al., 2024).

An examination of the abovementioned approaches reveals that the VCW Sprint is a rapid method of decision-making that can be employed with very limited resources (Lages et al., 2024).

The VCW Journey is a rapid approach to effective and efficient decision-making (Lages et al., 2024). The VCW Method is an efficacious and expeditious approach to provide comprehensive support for in-depth projects (Lages et al., 2024). The VCW Approach is employed to address intricate challenges that needs the comprehensive involvement of pivotal KDMs, together with internal and external stakeholders (Lages et al., 2024). Finally, the VCW Meta Framework is a comprehensive framework designed to facilitate the successful completion of lengthy and intricate projects (Lages et al., 2024). The application of TIAGO is indicated to lengthy, resource-intensive teaching programmes involving various stakeholder (Lages et al., 2024).

Therefore, we have decided to select the VCW Journey, as we believe it is the most suitable option for our case. Given the limited time frame and the relatively short nature of the Work Project, the Journey approach enables the achievement of comprehensive results within a relatively short period. The Sprint Approach was therefore deemed unsuitable, as it would not allow sufficient depth of investigation into specific topics, so the challenge at hand would not be adequately addressed this methodology. Besides, the necessity for prompt responses and solutions necessitates the utilisation of a different approach, one that is not afforded by the Method and Meta frameworks.

In conclusion, the restricted availability of resources necessitates the identification of a methodology that is compatible with the available options. Having defined the methodology that will be employed, we proceed to elucidate the stages that will be undertaken:

3.1. Define

The initial stage of the VCW Journey (Lages et al., 2024) has the objective to identify the value inherent in the subject matter and to achieve this, it is essential to diagnose the anticipated Key Performance Indicators (KPIs) and identify the primary challenge at hand (Lages et al., 2024). To

respond to this question, it is first necessary to identify the club's principal objectives, mission, vision and values.

In order to accurately diagnose the situation and define the challenge, we conducted exploratory research in the form of interviews with KDMs. A total of 7 interviews were conducted with José Leite, the Technical Coordinator of the Basketball Department, Ana Moreira, the Mini Basket Coordinator, Luís Azevedo, the Marketing responsible, Jorge da Luz, the Vice-President of the Club and with three athletes of different ages (20, 14 and 12 years old). To guarantee the ethical standards, the parents/legal guardians of the two minor athletes provided consent and were informed of the project, its purpose and the questions that would be asked in the interviews. The interviews were semi-structured, comprising a set of predetermined questions (Figure 8) and incorporating input from all members of the group. During the interviews, Leonor, who has a greater affinity with the club, was responsible for posing the questions and conducting the interview, while Inês and Joana took comprehensive notes. Subsequently, the group engaged in a debriefing session to analyse the content of the interviews and organise it. This resulted in the formulation of the vision for the current project.

Moreover, this analysis will draw upon four situational frameworks. Firstly, a PESTEL analysis will be conducted, which is widely regarded as one of the most important tools for gaining insights into the external factors that influence and shape the development of sport, particularly basketball, in Portugal. Subsequently, a SWOT analysis will be conducted, whereby the internal and external factors of the entity in question will be identified. This is achieved by examining the entity's strengths and weaknesses (internal) and possible opportunities and threats (external), with the objective of formulating a strategy that is aligned with these factors (Tanya Sammut-Bonnici & David Galea, 2015). Subsequently, the 5 C's framework will be employed, which is defined as the

target market in which a company intends to create and capture value (Chernev & Alexander, 2018). As the name indicates, the framework employs a five-factor analysis, encompassing the following pivotal elements: Company, Customer, Competitors, Client and Context. In conclusion, the McKinsey Matrix, which represents a systematic approach for a decentralised company, will be applied to determine the optimal allocation of financial resources (McKinsey & Company, 2008). The primary objective is to evaluate each business unit of the company on two essential dimensions: the attractiveness of the sector in which the unit operates and the unit's competitive strength within that sector (McKinsey & Company, 2008). Moreover, to complete the diagnosis and establish the KPIs, a benchmarking exercise will be conducted to assess the current practices, initiatives and campaigns in the sports sector, with a particular focus on basketball. This will ensure that the club remains informed of the latest trends and developments in the field of basketball at the global, national and community levels.

Once all the aforementioned frameworks and methods have been applied, the principal challenges for the club will be identified. These will then be subjected to analysis in accordance with the VCW Journey's subsequent stages.

3.2. Increase

In the second phase, designated "Increase", the group, with the assistance of various stakeholders, will generate a multitude of ideas and solutions, as well as criteria and filters (i.e., the criteria used to determine the viability of ideas) to address the challenge (Lages et al., 2024). In doing so, the characteristics that most accurately describe the *CRCQL* will be considered. This process is conducted through the utilisation of primary and secondary data, including interviews, surveys, brainwriting, brainstorming, and research through the examination of internal or external documents (Lages et al., 2024). As the primary objective is to create or increase value, it is

important to note that this stage does not involve evaluating the ideas presented (Lages et al., 2024). This suggests that all ideas are initially regarded as potentially viable.

As a complement to the primary data already collected, in this particular case, an online survey was conducted with the objective of understanding people's perceptions of marketing and events in sports, as well as to analyse their acceptance and appreciation of these topics (Figure 9). This survey received a total of 329 responses, only 275 of which were valid (representing 84% of the total). Respondents who have not completed the survey questions by the end are considered invalid.

A survey is a form of conclusive descriptive research design. In this case, the design was informed by prior discussions with the club, the findings of the literature review, and insights from internal discussions. Accordingly, to validate and quantify the acceptance and appreciation of the population that follows sport on social media in general, the questionnaire was opened to encompass the entire domain of sport, as well as all age groups. This decision was made to facilitate the elevation of the *CRCQL* to a level comparable with other larger institutions, such as *Sport Lisboa e Benfica (SLB)* or *Sporting Clube de Portugal (SCP)*, in terms of digital content and events. To this end, the questionnaire is not limited to people who follow the *CRCQL* online.

Subsequently, once all the ideas have been collated, it is of the utmost important to emphasise that the filters and criteria employed should include characteristics that may potentially limit the scope of the ideas. These characteristics may include infrastructural limitations, financial resources, core capabilities, the primary objectives of the club, and recent trends.

In addition, considering the findings of the SWOT analysis, a subsequent TOWS matrix will be conducted. In order to develop tactical strategies and ideas based on the four different positions (Tanya Sammut-Bonnici & David Galea, 2015), the analysis entailed the identification of the potential for leveraging the club's strengths to capitalise on its opportunities (SO strategies),

addressing its weaknesses to seize the opportunities (WO strategies), employing its strengths to mitigate threats (ST strategies), and minimising its weaknesses to avoid threats (WT strategies). The objective is to identify the subsequent steps in the strategy to be taken with greater precision.

3.3. Assess

In the third phase of this framework, the team will undertake a comprehensive analysis and selection process to identify the most promising ideas and their corresponding criteria (Lages et al., 2024). This phase is intended to ascertain the relative value of each idea. In order to accomplish this, it is necessary to establish a ranking of the ideas and criteria, taking into account the level of importance/urgency and feasibility. It is recommended that all the stakeholders be included at this stage (Lages et al., 2024). The ranking should be conducted in accordance with the Poker Method, a tool developed by Luís Filipe Lages (2015). This method enables the KDMs to analyse each idea and determine whether it should be retained, revised, multiplied or eliminated. The KDMs should apply the scale of 1 to 5 (with 1 indicating that the filter is not relevant or has low potential and 5 indicating that it is crucial or has major potential) to classify the filters and group them into categories with similar themes (Lages et al., 2024). At this point, we undertake a detailed examination of the survey data collected to identify any new ideas or proposals that may have emerged. We will then proceed to evaluate these concepts considering the previously established criteria, with a view to determining their viability and potential for implementation.

3.4. Narrow

In the fourth phase, the selected ideas undergo a series of filtering processes (Lages et al., 2024), both ranked and weighted, until the final solutions are identified. Subsequently, these concepts will be conceptualised and/or prototyped. It may be beneficial to involve stakeholders and KDMs in this analysis and discussion. In this phase, the team is now able to build a VCW Funnel, which is

a strategic tool to help organisations solve simple problems, innovate and create value (Lages et al., 2024). The VCW Funnel represents the inaugural stage in the process of enhancing an organisation's capacity to create value in a systematic manner through a combination of innovation and forward-thinking strategic alignment. The VCW Funnel has the purpose of facilitating the resolution of straightforward organisational issue, by encouraging the input of diverse perspectives in a relatively short timeframe (Lages et al., 2024). This enables KDMs to think in an unconventional manner and to develop solutions that can result in substantial improvements, through the alignment of problem-solving and innovation efforts with value creation (Lages et al., 2024).

At this juncture, the filters were applied to the ideas that had been identified earlier. Subsequently, the most suitable ideas/proposals were selected based on the aforementioned criteria and were then placed in the VCW Funnel. This enabled a clear delineation between those ideas that could be retained within the plan and those that would have to be excluded. In conclusion, once the VCW Funnel has been completed and the selected concepts have been evaluated, it is feasible to devise a value proposition for *CRCQL*.

3.5. Act

In the fifth phase, the final solutions are conceptualised and prototyped (Lages et al., 2024). KDMs verify the sufficiency of available resources (4Ms – Manpower, Minute, Money and Motivation) and oversee the implementation and monitoring of the final solutions. It is evident that the framework effectively guides KDMs in the generation of solutions to address a particular issue. For example, it enables them to identify how to benefit from economies of scale and satisfy local market needs, as well as how to create value while cutting costs. (Lages, 2016). Furthermore, it can be employed to address challenges that conventional frameworks or highly specialised approaches

are unable to resolve. It elucidates the decision-making process by providing a means of concept generation and the criteria by which these concepts may be selected. The VCW provides the capacity to engage a diverse range of stakeholders within the organisational structure, facilitating collaborative creation processes. It can accommodate diverse and/or contradictory viewpoints, and prevent the formation of a rigid, hierarchical structure that impedes individual creativity. In contrast to conventional customer-centric frameworks, the VCW addresses the crucial aspects of stakeholder engagement. The VCW is a dynamic, interactive, circular framework that enables constant feedback and facilitates cooperation and co-creation. (Lages, 2016).

4. Findings

4.1. Define

4.1.1. Internal Environment

Centro Recreativo Cultural Quinta dos Lombos was founded in 1975 and is currently under the direction of Jorge Vieira. The club offers a variety of sports, including indoor sports, water sports and dance, with a particular emphasis on the development of women's basketball and men's futsal. *CRCQL* was established by a group of young people residing in Carcavelos, the majority of whom originated from former colonies, with dynamic teenage years, social habits and regular sporting activity. This resulted in the idea of creating a recreational, cultural and sporting association that would allow them to occupy their free time. The success of the project was contingent upon the unconditional support of older people, especially the parents involved, who expressed enthusiastic support for the initiative and demonstrated a belief in its importance for the development of the community and for the neighbourhood in which they lived. The work carried out was recognised by *Câmara Municipal de Cascais (CMC)*, which awarded the *CRCQL* the Medal of Solidarity in 1997. Since that time, many individual and collective trophies and awards have been attributed to

the club's athletes, coaches, managers and teams. Today, *CRCQL* continues to promote various sports that compete at official level. Notable achievements include the men's and women's Futsal and women's Basketball teams, while the club also offers water sports (Surf and Bodyboard), Boccia, Table Tennis, Corfebol, Beach Tennis and Ballroom Dancing.

CRCQL strives to become a reference project in the realms of sport and social integration, thereby fostering a sense of belonging within the community in which it operates. Currently, the club aspires to become a national benchmark in the transmission of values and competitive projects in its various sports, particularly in men's futsal (*Liga Placard*) and women's basketball (*Liga Betclíc Feminina*), where it currently competes at the highest level in Portugal. Its mission is not only to achieve sporting success, but also to develop their individuals (athletes, coaches and managers) in their respective areas, through the transmission of fundamental values for the development of the sports community. *CRCQL* believes that sport, especially at youth level, serves as a pivotal instrument in the cultivation and education of fundamental human values. The club places significant emphasis on the following values: Loyalty, Equality, Dignity, Justice and Hard Work.

The club is an institution of public utility (IUP), which means that it is a non-profit institution, whereby its main objective is not to generate profit, but rather to generate income, which it subsequently reinvests into its members.

In the short term, the club's main focus is on its athletes, and its principal objective is to optimise their potential to enhance their lives in multiple ways, including both athletic and societal domains. Furthermore, the club aspires to increase the number of athletes enrolled (having nowadays approximately 200 athletes and 30 members of staff), as they represent a primary resource and a significant source of revenue. With this in mind, *CRCQL* is implementing a series of initiatives to

address these objectives, such as developing partnerships with more schools and nurseries (with the aim of increasing the number of athletes participating in the basic training levels). The club has the objective of professionalising some of its technical team members (e.g. coaches) at high-performance levels. Additionally, the club aims to augment its revenue from sporting activities by securing sponsorship. The club's long-term objective is to guarantee its success and achieve its growth potential, requiring an increasing investment in communication and Marketing. This will extend the reach of the community and increase its daily presence, ending up attracting more people to join the club or support the teams as fans. Moreover, *CRCQL* also aspires to enhance its engagement with the community by organising a greater number of events, thereby facilitating the establishment and consolidation of long-term relationships with the community.

4.1.2. External Environment

4.1.2.1. PESTEL

According to the World Statistics Database (Mohamed, 2024), the most popular sports worldwide are football, cricket, hockey, tennis, volleyball and basketball (Figure 10). At a micro level, in Portugal, similar to the most popular sports in the world, the sports with the highest number of Federation members are football (again in first place with 126 006 athletes, according to Sport in Numbers 2022 by *INE*), followed by swimming, volleyball, handball and basketball (with 30 833 registered players, according to *Federação Portuguesa de Basquetebol*) (Figure 11). In this context, it is essential to understand the external factors that influence the development of sport, especially basketball, in Portugal (Figure 12).

The development of basketball in Portugal is influenced by several external factors, which shape the country's sports landscape. From a political perspective, European Union policies play a pivotal role in the promotion of sport. Financial support from *Instituto Português do Desporto e Juventude*

(*IPDJ*) and local authorities provides a crucial source of funding for grassroots clubs. Nevertheless, the unequal financial distribution that favours football represents a considerable challenge, despite the existence of policies promoting gender equality, which offer potential for growth in female's basketball. From an economic standpoint, the sports industry makes a substantial contribution to gross domestic product and employment.

However, the sector in Portugal faces challenges due to limited and uneven funding, with clubs like the *CRCQL* relying heavily on athlete fees and public support. The absence of sponsorship and media coverage represents a significant obstacle to the growth of the sport. From a social perspective, the level of participation in sport remains relatively low, with a number of barriers to engagement, including a lack of time and motivation. Nevertheless, there is a discernible increase in interest in female's sports, which suggests potential for enhanced public engagement in basketball. Technological advances, including the development of performance monitoring tools and improvements in broadcasting, are transforming the way in which sports are consumed. However, this has coincided with a decline in live attendance. Environmental concerns, though with less impact on indoor sports such as basketball, continue to affect infrastructure maintenance. From a legal standpoint, strict regulations on accessibility, anti-doping and the management of sports associations are shaping the sector, reinforcing the need for clubs to adapt to evolving standards. Collectively, these factors illustrate the complex ecosystem in which grassroots basketball operates in Portugal.

4.1.2.2. SWOT Analysis & TOWS Matrix

A SWOT analysis was constructed based on an in-depth examination of previous documents and reports provided by the club (Figure 13). The club's key strengths may be identified as high number of athletes with exponential growth in the mini basketball category, strong support from

authorities, athlete-centered policy, strong community engagement and finally, strong reputation and high level of national success. These strengths collectively provide a compelling foundation for the opportunities that may arise in the future, including the potential for increased investment in female's sports, the establishment of new partnerships with external organisations, and further expansion of the club's digital presence. Additionally, the previously mentioned strengths can be leveraged to mitigate potential threats, such as the dominance of football, the recruitment of players by larger clubs, and the high level of dependence on suppliers. With this, to retain the talent pool and ensure the club's continued success, it is essential to capitalise the strong success to counter competition from larger clubs, and, therefore, mitigate the potential recruitment by other clubs.

At the same time, *CRCQL* can address its weaknesses, such as lack of financial supports, limited space for training, shortage of professional staff, no ownership over the bar and poor use of social media, by forming partnerships with external organisations and leveraging more local schools for training spaces. The implementation of these strategies, both looking at the results found in the SWOT analysis complemented into the TOWS matrix, will enable the club to consolidate its position in the expanding field of women's sports and guarantee its long-term success.

4.1.2.3. 5 C's Analysis

To gain a more comprehensive understanding of the environment in which the club operates, it is essential to employ the 5 C's framework.

4.1.2.3.1. Company

As evidenced above, *CRCQL* has gained a reputation for excellence in both men's and women's futsal and basketball, that positioned the club as a national point of reference in these sports. A review of the areas in which the club has demonstrated both excellence and growth reveals that the events hosted or participated in by *CRCQL* may be classified into two categories. The first category

comprises events intended for external audiences, while the second category includes events designed for families and athletes. As evidenced in the documentation provided by the club, the events open to the public represent a significant source of revenue and include the *Santos dos Lombos*, that celebrates festivities in Lisbon which honour the patron saints, *Festas de Carcavelos e Parede*, is a three-day summer festival that includes a diverse array of performances, and the Summer Camps, which are held for a period of one week each year. As for the internal Events, these are the Christmas Gala and the end-of-season celebration.

Secondly, with respect to social media, the club has been undergoing a period of growth and increasing investment in its digital presence. A dedicated marketing and photography team ([LAZEVEDO](#)) has been constituted for the club's basketball team, assuming responsibility for all digital presence. The club can be found on the following digital platforms: [Instagram](#), [Facebook](#) and, more recently, [TikTok](#). This is one of the areas in which the club plans to make an investment and implement enhancements in terms of its visibility.

Additionally, a second assessment of the club's sustainable competitive advantage was conducted. To further identify the club's competitive advantage, the VRIO framework (Valuable, Rare, Imitable, Organised) was employed, considering a resource-based view of the company in line with the guidance provided by the Corporate Finance Institute Team (2023). One of the club's principal competitive advantages is its robust brand equity, which has been developed over time. The club's long-standing historical connection to the community, coupled with its local partnerships, particularly with educational institutions such as St. Julian's School, afford *CRCQL* a distinctive and valuable standing. It is challenging for competitors to emulate the club's influence within the community, as it has cultivated a reputation not only for athletic performance but also for fostering social integration and youth development. Moreover, the club's coaching expertise, as

shared by the club, has resulted in a notable enhancement of the profile and performance of its female's basketball team. The club's consistent development of talented players, many of whom have gone on to represent the national team, serves to further demonstrate its capacity to generate and develop their athletes both on and off the court.

4.1.2.3.2. Client

The subsequent phase of this conceptual framework pertains to the client, on other words, to the market within which *CRCQL* women's basketball operates. This was achieved through the evaluation of the club's market segmentation and an analysis of its customer's landscape. This evaluation has been conducted in accordance with the guidelines set forth by the Corporate Finance Institute. The model employed incorporates the Total Available Market (TAM), which represents the maximum potential demand within a specific market (Clifford Chi, 2024), the Serviceable Available Market (SAM), which constitutes a subset of the TAM and is the size of the TAM that can be reasonably targeted as the audience is built (Clifford Chi, 2024), and the Serviceable Obtainable Market (SOM), which represents the size of the SAM that can be converted (Clifford Chi, 2024). Accordingly, the TAM is defined as comprising all potential fans, participants, and stakeholders in women's basketball across Portugal. These individuals can be broadly categorised as basketball fans, local sports enthusiasts, members of the community, representatives of educational institutions, and sponsors who espouse and consume women's sports. This market is expansive, encompassing not only the athletes themselves but also the spectators, both those present at the venue and those watching via media broadcasts.

Subsequently, the SAM narrows the focus to those individuals and groups who are most likely to engage directly with the club's basketball team. This includes local supporters in Carcavelos and the Lisbon area, students from collaborating educational institutions, local enterprises and

individuals with an existing inclination towards women's sports and basketball. This segment represents a more targeted audience, with whom the club engages actively through local events, community outreach, and social media contents.

In conclusion, the SOM identifies the audience that *CRCQL* realistically captures in the short term, namely the immediate players of the club (children and young people, from the age of 4 to 18, with female athletes retaining their loyalty from 12 onwards) and their families, local schools, the community and existing sponsors (Figure 14).

4.1.2.3.3. Competitors

In the course of this analysis, it became clear which other sports organisations/clubs could potentially pose a competitive challenge to the club. In order to gain a full understanding of the competitive landscape, both direct and indirect competitors were considered.

The direct competitors are other female basketball teams in Portugal, particularly those playing in the same league as *CRCQL*. These teams compete for the same audience, sponsorships and sporting talent. *Sport Lisboa e Benfica* is one of the most successful and valuable sports clubs in Portugal (*Statista*, 2024), mainly known for its soccer team, with a large fan base and significant resources at its disposal, that indirectly influence the growth and strength of the basketball team, which is one of *CRCQL*'s main competitors. In addition, the men's futsal team, based in the same club, represents a significant internal competitor, frequently drawing attention and resources away from the female's basketball team. The popularity of futsal in Portugal is significantly higher than basketball, which can have the effect of overshadowing the female's team. In terms of indirect competition, this encompasses other sports teams and entertainment options competing for the attention, engagement, and financial support of the same audience. These are other local clubs,

including those involved in various sports, vying for the attention and participation of the same local audience.

In conclusion, the broader entertainment and leisure industry must also be considered. Musical concerts, festivals, and other cultural events have the potential to divert the attention and attendance of potential fans away from female's basketball games and *CRCQL* events.

4.1.2.3.4. Collaborators

In the context of business, a collaborator can be defined as an entity that facilitates the company's success and ability to deliver its value proposition (Corporate Finance Institute Team, 2023 & Admin, 2023). The club's sponsors and partners include the *CMC* that provides the infrastructure and financial support, and the Joma brand, which sponsors the team and provides all the equipment. Additionally, LAZEVEDO Photo who is responsible for all the Marketing of the basketball and futsal team, *União de Freguesias de Carcavelos e Parede*, which provide non-financial support, *Federação Portuguesa de Basquetebol (FPB)* that offers assistance with financial support from the *Valorizar* programme, *KSB Bombas e Valvulas SA*, and *St. Julians School*, that shares resources and recruitment.

In terms of its organisational structure (Figure 15), the collaborators can be divided into the following categories: the marketing team; the coaching staff; the physiotherapists, the fitness coaches and the management team. Subsequently, the management team is constituted by the general meeting, the technical management, and the board, which is presided by the president, Jorge Vieira and vice-presidents from the futsal (Bruno Pedreira) and basketball (Jorge da Luz) divisions (Figure 16). Lastly, there is a collaboration with parents and families of athletes, who play an important role not only in supporting their children's development but also by actively participating in fundraising and community events, thereby fostering a supportive club

environment. These collaborations enhance the club's ability to deliver high-quality programmes while maintaining a strong community presence and national-level competitiveness.

4.1.2.3.5. Context

As for the last C in this framework, the analysis of the PESTEL framework is applicable. As previously indicated, the context within which *CRCQL* operates is characterised by political support through EU and national policies. However, the financial distribution across the sector is not equitable, with football benefiting from a greater share of funding. From an economic perspective, while the sports sector is growing, the lack of adequate funding is impeding the advancement of grassroots basketball. Socially, there is a growing interest in women's sports, yet participation and volunteer involvement remain relatively low. Technological advancements offer the potential for enhanced visibility, although there has been a notable decline in live attendance at events. In terms of its legal status, *CRCQL* is subject to the regulations of both the national and EU levels, operating as a non-profit organisation dedicated to community development.

4.1.2.4. McKinsey Matrix

The McKinsey Matrix analysis of *CRCQL* was conducted by examining the club's diverse range of sports disciplines (Figure 17). Prior to undertaking a comprehensive examination of each business unit, it is first necessary to gain an overview of the wider context. In this regard, it is beneficial to consider the findings of Statista, which indicate that the Portuguese sports market is currently experiencing a relatively modest growth rate. This is influenced by a few factors, including the popularity of specific sub-markets such as football, American football, basketball, baseball, and cricket, as well as the increasing adoption of digital technologies. It is important to note that revenue is expected to demonstrate an annual growth rate (CAGR 2024-2029) of 3.51%, resulting in a projected market volume of €848.60m by 2029 (Statista, n.d.). In Portugal, the

number of sports clubs increased by 15.8% in 2022, reaching a total of 11 456. Additionally, the number of practitioners enrolled in sports federations grew by 41.8%, reaching a total of 686 214. The sport with the highest number of practitioners was football, representing 28.5% of the total, followed by swimming (11.2%), volleyball (7.5%), and handball (6.2%). In the sports with the highest number of members, the male population predominated in football (90.4%) and handball (60.5%). Conversely, women constituted the majority in gymnastics (87.4%), as well as in skating (57.5%), volleyball (55.7%), and swimming (55.0%) (Statistics Portugal - Web Portal, n.d.).

An analysis of the women's basketball division reveals it to be a promising unit, driven by the growing popularity of women's sports, national-level success, and robust community engagement. This female division is situated within an appealing market context, characterised by a growing focus on gender equality in sports and a corresponding increase in media attention and government interest (as verified in the PESTEL). Moreover, as Statista Market Insights (based on IMF, World Bank, UN and Eurostat) has observed, the basketball market is witnessing an increase in digital media consumption, with an increasing number of fans engaging with their preferred teams and players through social media platforms. This provides a compelling rationale for further investment and expansion. On other hand, the men's futsal team is situated in a moderately attractive market, with a solid community support base. As stated by Jorge Braz, the head coach of the Portugal national futsal team, there has been a *“Progress witnessed in the Portuguese futsal ecosystem in recent years, highlighting the growth in the number of national teams and domestic competitions that has resulted in a more robust structure”* (Jorge Braz on the Portuguese Futsal Ecosystem, n.d.). While this expansion is relatively modest in comparison to the conventional football market, women's teams have demonstrated considerable potential, particularly given the growing prominence of women in sports.

In contrast, the market attractiveness of water sports is moderate, due to the lack of developed infrastructure and limited competitive success. It's challenging to enter the bodyboard market due to its technological innovation and cost to set up a brand reputation. However, it would be prudent for the club to pursue partnerships with local tourism organisations and those responsible for organising small-scale events. Finally, other sports disciplines, including beach tennis, table tennis and ballroom dancing, have been identified with low to medium levels of attractiveness and average performance. It is recommended that these sports be maintained in order to enhance community engagement and provide recreational opportunities, although significant investments should be avoided.

In conclusion, the strategy of *CRCQL* should be focused on the expansion of its female's basketball division, the investment in futsal teams and the cautious development of water sports.

4.1.2.5. Benchmark

Following an in-depth examination of the existing strategy of *CRCQL*, as well as a comprehensive analysis of the external environment, a benchmarking was conducted (Figure 18).

In Portugal, the principal competitors are the major sports clubs (*Sport Lisboa e Benfica, Futebol Clube do Porto* and *Sporting Clube de Portugal*) or Federations. However, given the country's relatively small size and extensive interior, there is also a notable presence of grassroots clubs. The two principal competitive bodies are the *Liga Betclíc Masculina* (the men's professional league) and the *Liga Betclíc Feminina* (the women's professional league), which are organised by the FPB. Each year, 12 teams compete for the championship title and the designation of national champions.

4.1.2.5.1. Digital Marketing

At the international level, it is possible to identify a few strategies, including the use of specific hashtags by FIBA (International Basketball Federation), for example, to facilitate conversations

among fans. Furthermore, FIBA also places significant emphasis on the utilisation of game highlights and live events with the objective of enhancing real-time engagement. On other hand, the NBA (National Basketball Association) is renowned for its pioneering approach, which encompasses the utilisation of interactive narratives, concise video content and personalised material, in addition to social action initiatives. Regarding the Endesa Spanish League, the broadcasting of matches in real time and the promotion of viral moments involving players represent a key strategy. Furthermore, the organisation has also initiated a series of challenges with the objective of increasing interaction prior to matches. With regard to the national clubs, it can be observed that they tend to adopt a similar approach, with strategies encompassing the use of behind-the-scenes videos, exclusive interviews, live broadcasts, match statistics, and competitions with offers or real-time stories, all with the aim to foster engagement with the club's community. The smaller clubs and grassroots initiatives, have been particularly effective in utilising social media, including [Ovarense Basketball](#), [Illiabum Clube](#), [Clube Basket de Queluz](#) and [Académica de Coimbra Basketball](#), which have demonstrated noteworthy success in implementing this strategies.

4.1.2.5.2. Event Marketing

In terms of events, we should emphasise the *Benfica António Leitão Race*, held annually in Lisbon, that encompasses a variety of distances (1km route for children, 5km walk, and 10km run) to ensure that participants of all abilities can participate. This initiative commemorates the legacy of the former athlete and encourages the promotion of physical activity within the local community. The event is characterised by a convivial atmosphere, with festivities, activities for the family, exhibitions of sports products and other attractions, in addition to the race itself.

Another initiative worthy of note are the facilities designated for the supporters prior to the games. In recent years, clubs, namely *Futebol Clube do Porto (FCP)* and *SLB*, have enhanced the

pre-match experience for the fans, aiming to provide a comprehensive offering that extends beyond the sporting event itself. At nearly every home game, approximately four hours prior to kick-off, the club provides a variety of entertainment options, thereby enhancing the experience of attending a football match beyond merely observing the game. Such activities include musical entertainment, the opportunity to have photographs taken with the mascot, the provision of food stalls and even face painting for children.

It is also noteworthy to mention the initiative of *SCP* to celebrate the Children's Day, known as the Sporting Play Day. This initiative comprises a lot of activities with the aim to provide children the opportunity to engage in sporting activities (including handball, athletics, basketball, and football), with the intention of promoting a healthy lifestyle and encouraging physical activity.

The most recent initiative to be recorded was the Neemias Queta Basketball Training Camp, that consists in a four-day summer camp that provided young athletes with the opportunity to practice, learn and improve under the guidance of Neemias Queta (a Portuguese player who currently plays in the NBA). The fact that it was a holiday camp with such a prominent figure as its godfather created a strong interest among the younger participants. Furthermore, the *Liga Portugal Legends* is an annual 6-a-side football tournament with free entry, which enables the reintroduction of some of Portuguese football's most celebrated players to the field of play (*Record*, 2023). This initiative is an excellent example of how former glories from clubs with significant historical importance in Portuguese football can be brought together. Furthermore, it demonstrates that there are other activities and events that are just as important as professional competitions.

Regarding summer camps, this is a common initiative among the various clubs, namely in *Clube Atlético de Queluz* and the *Férias em Movimento* programme, hold annually by *IPDJ*. This type of

initiatives has the objective of providing young people with constructive activities to engage in during their free time during the school holidays.

It is also noteworthy that some clubs organise performances between breaks to entertain spectators. In Portugal, the *Ovarense* Basketball club has its own team of cheerleaders who perform at each stoppage of the game. At the international level, during the break of a game of NBA, the public is offered some form of entertainment, namely cheerleaders, magicians or singers.

4.1.2.5.3. Sponsorship

Regarding sponsorships it is important to emphasize some initiatives, namely the sponsorship of La Roche-Posay, a constituent of the L'Oréal group, to the Portuguese Women's National Football Team, during the 2023-2024 season. This type of collaborations reflects a commitment to gender equality and a clear intention to empower women in sport and to promote positive social transformation. It is believed that, by ensuring the protection of athletes who engage in strenuous training and competitions in the sun, the brand was supporting them not only on the pitch but also in their daily lives, thus promoting the health of their skin (Abola.Pt, 2024).

Regarding basketball specifically, Betclic has been the official sponsor of the men's and women's leagues since 2021, a sponsorship that is set to remain in place until 2027. In the words of the brand's International Markets Director, this link is intended to make a significant contribution to the promotion of basketball in Portugal (*Federação Portuguesa de Basquetebol, 2024*).

In summary, the aforementioned initiatives and strategies indicate that both large and small clubs are seeking to humanise their image and present authentic narratives with the aim of fostering a closer relationship with their audience.

4.1.3. Main Challenges

In light of the comprehensive examination of the internal and external variations affecting the *CRCQL*, it is imperative to delineate the club's principal challenges and strategic objectives for the forthcoming period. Consequently, several potential future directions have been identified. However, based on the findings of the literature review and the research conducted, it is our recommendation that the club's strategic objectives should be focused on enhancing its overall value (including reach and profitability), particularly in the area of female's basketball. To achieve this, and considering the aforementioned importance of these areas, it is proposed that efforts be directed towards three key areas: **Strategic, Digital, and Event Marketing**.

Therefore, as explained before, this Work Project has a main research question and three research sub-questions that can be found on section 1.

4.2. Increase

After gathering primary and secondary data from an in-depth study of the club's internal and external context, interviews, focus groups and surveys, several ideas were identified based on the characteristics that best described the club and the challenge (Lages et al., 2024). Furthermore, the strategies that emerged from the TOWS matrix analysis were also considered in this process. Subsequently, a series of filters were then generated to narrow down the range of ideas. This process resulted in 32 ideas and 16 filters/criteria (Figure 19 & 20). Each set of ideas is designed to achieve specific objectives: Strategic Marketing focuses on strengthening brand identity and fostering loyalty, Digital Marketing enhances online engagement and visibility, and Event/Sponsorship Marketing strengthens *CRCQL*'s ties with the local community and provides a platform for collaboration with sponsors. These initiatives not only align with *CRCQL*'s mission, but also contribute to establishing a cohesive and community-focused brand presence.

As previously stated, the filters were constructed based on an analysis of resources, core capabilities, objectives, and trends surrounding *CRCQL*'s context, with the aim of arriving at possible and manageable solutions. These filters may be classified into two principal categories: those that are more general and applicable to any idea, and those that are more specific. A total of 9 general and 10 specific filters were identified. General filters examine the external context of the organisation, while those that are more specific are tailored to *CRCQL*'s characteristics.

4.3. Assess

At this phase of the process, the ideas and filters that had been previously developed were subjected to a validation process by the KDMs (namely, Ana Moreira, José Leite and Luis Azevedo). The Poker Method applied enabled the KDMs to determine whether the ideas should be kept, reviewed, multiplied, or eliminated. To validate the filters, the KDMs were asked to assign a ranking between 1 (irrelevant) and 5 (extremely important) to each filter. Each KDMs was given a different percentage according to their importance/role in the club. At the end of the process, the 32 ideas were retained. Concerning the validation of the filters, the final ranking was obtained (Figure 21). The first filter in the ranking is “Limited Human Resources” and the last filter is “No Additional Infrastructure Needs”.

Concurrently, the survey and interviews were exposed to an analysis to ascertain whether there were any additional ideas or filters that could be incorporated, or whether any newly emerging concepts would be beneficial to include.

The results of the survey (Figure 22) indicate the existence of significant potential for enhancing fan engagement and event participation at *CRCQL*. A significant proportion of respondents (75%) indicated that they follow sports clubs on social media, with Instagram and TikTok being the most popular platforms, at 92% and 39% respectively. This highlights an opportunity to develop these

types of platforms further. Among the 245 respondents who follow sports clubs on social media, 81% follow football, while only 26% follow basketball, despite basketball being the second most popular choice. This suggests that there is a significant opportunity for growth in the presence of basketball on social media, as only 63 out of the 245 individuals currently engage with content related to basketball. An expansion of digital efforts in this area has the potential to significantly magnify the visibility and engagement of basketball. The data indicates a clear preference for short-form video content (73%) and photo posts (64%). In particular, fans express a preference for game highlights (66%) and behind-the-scenes content (62%), indicating that these formats are instrumental in fostering engagement.

Nevertheless, only 69% of respondents have attended club events, despite 83% being aware of them. The majority (74%) of those who have not attended cited insufficient promotion as the reason for their absence. The data indicates that live games (71%) and festive events (41%) are the most popular, suggesting that these should be prioritised in promotional efforts.

The audience of this particular survey is predominantly young, with 51% of respondents aged between 18 and 24, and 7% under 18. Nevertheless, it is important to note that a significant proportion of the population is over the age of 50, comprising 18% of the total sample. Additionally, the gender distribution shows a slight female predominance, with women representing 57% of the respondents. This demographic breakdown indicates a youthful base but also points to a noteworthy older segment that should not be overlooked.

In regard to the analysis of the interviews, seven interviews were conducted. José Leite, the technical coordinator of the basketball department, highlighted the necessity for financial growth in order to improve sponsorships, facilities and coaching quality, all of which are vital for the club's development. Similarly, Ana Moreira, the mini basketball coordinator, expressed a similar

viewpoint, additionally suggesting that the early involvement of young girls is vital to overcome the cultural obstacles preventing their participation in sporting activities. From the perspective of Jorge da Luz, a member of the technical management team for the senior basketball team, financial sustainability is a crucial factor in maintaining the quality of coaching and ensuring equal access to resources for female athletes. This aligns with the club's core values of responsibility, sustainability, and community impact. All three interviewees placed great emphasis on the club's dedication to fostering community engagement and youth empowerment. However, they also highlighted the potential benefits of implementing more effective Marketing strategies, forging stronger local partnerships and organising more events, all of which could serve to enhance community connections. Luís Azevedo, the individual responsible for the club's marketing, observed that the absence of a structured strategy and dedicated marketing personnel has constrained the club's potential on social media, resulting in minimal engagement beyond the requirements set by the sports federations. He identified potential for growth through the use of creative content, such as game clips, trends, and player profiles.

To obtain a more diverse range of perspectives, the final interviews were conducted with three athletes of varying ages (20, 14 and 12 years old). As previously stated, the ethical standards of the Research Project were upheld, and the parents or legal guardians of the two underage athletes provided consent and were informed of the project's aim and the questions that would be posed in the interviews prior to their administration. The participants placed significant emphasis on the importance of community events, particularly the event "*Santos dos Lombos*". They proposed that the dissemination of game highlights and player profiles would serve to enhance the club's social media presence and facilitate a stronger connection with its fan base.

Overall, there was a consensus that a structured approach to Marketing (specifically Strategic and Digital through Social Media investment), enhanced community involvement (through Events), and dependable financial resources (reliable Sponsorships and Partnerships) were necessary to advance the club's mission and enhance the profile of female's basketball.

4.4. Narrow

At this stage of the process, the VCW Funnel was applied. Prior to proceeding with the idea filtering process, it is essential to gain a comprehensive understanding of the diagnosis, the challenge at hand, the KDMs and stakeholders involved. The diagnostic indicated that grassroots and non-profit sports clubs in Portugal were having difficulties in increasing their value in terms of visibility and profitability. They encounter obstacles in attracting a larger audience, establishing collaborative relationships, and generating sustainable revenue due to constrained resources and intensified competition for digital attention. The challenge that arises is “*How grassroots clubs can enhance their overall value through Strategic, Digital and Event Marketing?*”. The KDMs in response to this challenge are the *CRCQL*'s management and marketing team. The resolution of this challenge involved the participation of several key stakeholders, including athletes of the club and the broader community.

In the next step of this stage, the ideas were narrowed down by each of the filters ranked before. The sequence of filters varied between “non-negotiable”, “must-have” and “nice-to-have”. A total of 15 final solutions were derived from the VCW Funnel (Figure 23).

The concluding step involved the application of the 4Ms (manpower-team, minute-time, money-budget and motivation to implement solutions on a scale of 1-10) to the clusters of the 15 final solutions to diagnose what each one entailed. These 15 solutions have been organised into three

clusters: Strategic Marketing (solutions 1 and 8), Digital Marketing (solutions 10-12, 14, 17) and Event Marketing (solutions 21, 22, 24, 25, 28-30, 32) (Figure 24). The aforementioned solutions, give shape to three key statements that collectively define the value proposition of *Quinta dos Lombos*: **Brand Building** (focusing its resources and strategy on the strength of the brand), **Digital Outreach** (have a coherent and consistent message as well as a well-defined plan for scaling all digital platforms) and **Community Engagement** (entails the alignment and promotion of *CRCQL* missions and values with those of the community it serves while also promoting interaction and close relations with that community, through events and sponsorships).

4.5. Act

In the final stage of the project, the objective is to prototype and conceptualise the final solutions. This includes an explanation of the objective, composition, implementation, and budget for each idea. Additionally, this is an essential stage for establishing how the club can control each idea using various KPIs.

4.5.1. Strategic Marketing

4.5.1.1. Develop a range of merchandise

The creation of a new line of merchandise that incorporates the *CRCQL*'s basketball identity is driven by three key objectives: to reinforce the club's connection with the community and its supporters; to enhance the club's visibility, and to generate additional revenue streams.

The merchandise collection should comprise a variety of items, including sports bags, tote bags, bottles and key rings. The selection of these items was based on their functionality and their capacity to appeal to a broad audience, including both those engaged in sporting activities and those who support the club. Concurrently, the existing merchandise (Figure 25), including t-shirts and sweatshirts, should be updated to create a unified graphic line. The objective is to ensure that all

items, whether newly introduced or pre-existing, exhibit a consistent and recognisable aesthetic (Figure 26).

The implementation process should start with a creative design phase, integrating pivotal elements such as the club colours and logo. Once the designs have been finalised, the next stage will be to engage with suppliers to discuss materials, production timelines, quantities and budgets.

In order to implement this proposal, it is recommended that Ana Moreira, the person currently carrying out this type of work, should take responsibility for its implementation. Ana should be responsible for overseeing all aspects of the project, from the creative design phase to supplier negotiations and production oversight. Subsequently, should also be responsible for coordinating the sales, in collaboration with volunteers and club members, with a view to managing in-person sales at games and events.

Furthermore, it is essential to emphasise the importance of marketing in order to optimise the impact of the merch. It is recommended that this new line be disseminated on digital platforms, including Instagram and TikTok, using a creative video that employs dynamic visuals and may feature players or fans to foster an emotional connection with the audience. This task should be assigned to the current marketing manager, Luís Azevedo. Furthermore, merchandise can be made available for purchase via private messaging, which provides a direct and straightforward method for supporters to complete their purchases.

In terms of financial resources, the initial investment required for this initiative is estimated to be approximately 3.000€. Given the considerable investment required, the introduction of the merchandise items can be staggered over several months. The following section presents the reference values for each item, inclusive of personalisation and the corresponding quantities: 150

T-shirts - 750€ (5€ each); 50 Sweatshirts - 845€ (17€ each); 50 sports bags - 420€ (8,5€ each); 50 tote bags - 150€ (3€ each); 100 key rings - 120€ (1,2€ each); 150 bottles - 590€ (4€ each).

It is therefore imperative that each item is sold at a price that will ensure profitability. This means that each t-shirt should be sold for 8€, each sweatshirt for 25€, each sports bag for 15€, each tote bag for 6€, each key ring for 4€, and each bottle for 6€. If all the items are sold, the initial investment will be guaranteed, as well as 1.800€ in profit.

4.5.1.2.Organising fundraising initiatives

The central concept is to implement five fundraising initiatives for *Quinta dos Lombos*, with the objective of generating financial resources (without requiring a significant initial investment) that will enable the club to finance its various activities.

At the first home game of the month for the senior team, the club will require the assistance of five athletes to circulate around the pavilion at two distinct intervals: half an hour prior to the beginning of the game and at half-time. These athletes will be responsible for collecting donations from the public. The donations will be solicited through the sale of raffle tickets, each of which will cost 1 ball (equivalent to 1 euro). The purchaser of a raffle ticket will be entered into a draw at half-time of the last home game of the season (typically in May) for the chance to win an autographed jersey of their preferred player. The fundraising initiative will be implemented in the following manner: **1st Fundraising:** January; **2nd Fundraising:** February 1st; **3rd Fundraising:** March 9th; **4th, 5th and Draw:** The dates of the subsequent event will be determined at a later stage, contingent upon the team's continued participation in the competition or its elimination (around April and May).

It is also crucial to underscore the significance of marketing in order to enhance the efficacy of the initiative. It is advised that two days prior to the match at which the raffles will be sold, the

club should promote the initiative on their digital platforms, including Instagram and TikTok, with a brief video showcasing the sale of raffle tickets and emphasising the final draw. This task should be assigned to the current marketing manager, Luís Azevedo.

In terms of financial resources, the initiative will require the purchase of raffle cards, with an estimated cost of approximately 2€ per card. It will also necessitate the acquisition of one card per game, resulting in a total expenditure of 10€. In this instance, the raffle tickets will be sold by the club's athletes (over the age of 18) on a voluntary basis, thereby negating the necessity for remuneration. For the draw, it will be necessary to purchase a jersey inscribed with the name of the chosen player, which will cost 20€. The final budget for this initiative for the forthcoming year will therefore be 35€. Given the low cost of each raffle ticket, it is estimated that approximately 25% of supporters at each game will assist the club by purchasing a ticket. It is estimated that each fundraiser will raise approximately 40€, which equates to a total of 200€ at the end of the season. This will allow for an assessment of the success of the initiative at the end of the season. If the club has raised 200€ or more, it can be concluded that the initiative has been well perceived and met with success.

4.5.2. Digital Marketing

4.5.2.1. Develop a targeted social media presence across platforms

The objective of developing a targeted social media presence through Instagram and TikTok is to fulfill the club's need to disseminate a distinct yet appropriate and coherent message to each target audience on its social networks. The two platforms cater to different audiences, with Instagram appealing to a more mature demographic and TikTok attracting younger users. It is proposed that the message “*Educar Desportivamente*” be conveyed, in order to reinforce the club's mission of equipping individuals with the skills and attributes required to excel and inspire in the

future. The content will be distinct yet unified in its coherence through the main message. Consequently, this targeted social media presence will comprise a series of posts and narratives centered on the players' journeys, local achievements and impact on the community. The formats will vary depending on the platform and on the type of content. On Instagram, these will include Carousel Posts, Reels and Stories. On TikTok, they will include short Videos with sounds and challenges that are trendy at a specific point in time. In order to implement this proposal, the individual responsible will be Luis Azevedo, the marketing Manager of *CRCQL*.

Subsequently, in terms of the requisite time period, it is anticipated that a gradual implementation will occur over the next year. This will entail integrating the existing content with the suggestions that will be developed.

In terms of financial resources, the costs associated with social media platforms are minimal or non-existent. This is due to the fact that social media platforms do not require significant investment and offer a range of free options.

4.5.2.2. Promote posts on social media

The utilisation of paid media on social networks at opportune moments is an effective strategy for enhancing the visibility and the engagement of the community with *CRCQL*. Consequently, this approach facilitates a more extensive reach, thereby ensuring that the club's content is disseminated to a broader audience than its existing followers, which is pivotal for fostering brand awareness. Furthermore, paid media affords the club the ability to target specific demographics with greater precision.

In terms of implementation, it is vital to determine the optimal times and occasions for promoting publications. These include significant match days, back-to-school periods, events, and any video content that has the potential to attract the public. It is recommended that the

aforementioned promotion be conducted by the club's current marketing manager, Luís Azevedo. However, it would be prudent to designate one individual within the club whose responsibility it is to plan which publications are to be promoted and to allocate the investment for each one.

Subsequently, it is important to note that both Instagram and TikTok offer flexible payment models, which allows for the achievement of notable outcomes with a relatively modest investment, particularly when the campaign is targeted and optimised in real time. In consideration of the financial resources available, and as previously justified, it is recommended that the promotion of publications commence with lower investments of between 5€ and 10€ per publication. Furthermore, it is advised that the investment in this promotion does not exceed 200€/300€ per year.

4.5.2.3. Create a series of “Backstage Moments” on Instagram and TikTok

The fundamental premise of this idea is the production of a series of brief and genuine videos on Instagram and TikTok. The videos will provide insight into the club's day-to-day activities, showcasing the players, coaches, and staff in their natural environment. The club will have the opportunity to demonstrate to its followers what it is like behind the scenes at games, travelling to games, spontaneous moments and other aspects of the club's activities. The principal objective of this initiative is to cultivate fan engagement and loyalty by creating content that makes followers feel as integral to the team's journey as possible, thereby increasing engagement on social media.

The present idea will have a duration of six months, with each month being dedicated to a different team. Each team will be afforded the opportunity to demonstrate their activities in three concise videos, each with a distinct conceptual focus: **1st week of each month:** A brief video presentation will be made by each member of the team, in which they will introduce themselves, stating their name, age, position in basketball, and one interesting fact about themselves; **2nd week**

of each month: A video of a team training session, with approximately 30 seconds; **3rd/4th week of each month:** A video of a team game, with approximately 30 seconds. As the club has approximately six teams, this initiative will be distributed among all teams, with each team responsible for recording content for each month, starting in January with the senior team and concluding in June with the mini-basket team: January – Senior team; February – U22/U18 team; March – U16 team; April – U14 team; May – U12 team; June – U10/U8 team (given that all athletes and their parents/legal guardians in all age groups have signed a document attesting to their understanding of and consent to the use of their images on the club’s social media).

This idea should be coordinated by Luis Azevedo, that all the recordings will be made at the club, and that the production and editing of the videos will take no more than two hours. This estimate assumes that the videos will be relatively short and not require extensive editing (Figure 27). The series will be published on a weekly basis, on Tuesdays (1st, 2nd and 3rd/4th of each month), with the intention of fostering a sense of anticipation and dependency among the followers, who will be eager for the next post.

In terms of financial resources, the initial investment required for this initiative is merely the purchase of a microphone, which costs approximately 30€.

4.5.2.4. Create a series of “Day in the Life” on Instagram and TikTok

The concept of a "Day in the Life" series on Instagram and TikTok entails the athletes assuming control of the club's social media account for that specific day. The objective is to foster a more personal and intimate connection with the audience, enabling fans to gain a deeper insight into the athletes' lives and the club's values. The series would focus on individual athletes' vlogs. These vlogs would explore a range of topics related to the athletes' lives outside of their sporting activities,

including their hobbies, occupations, daily routines, mental health practices, and approaches to work-life balance. The intention is to incorporate these series with the Senior team (Figure 28).

In terms of implementation, Luis Azevedo, the marketing manager, in coordination with José Leite and Gustavo Leite, the head-coaches of the Senior A team and Senior B/Under 22 team would be responsible for coordinating athlete schedules for account takeovers and providing athletes with content guidelines to ensure that the posts and stories align with the club's desired narrative and image. The proposed timeline would entail the second part of the next year, for a period of four months, from September to December. During this time, one athlete would be selected each week (or, in the event of multiple athletes being available, two to two weeks) to share their experiences and insights into a typical day in their life. At the beginning of the month, the athletes' availability should be ascertained, the content to be shared should be approved, and a set of preliminary posts should be developed to provide a teaser effect for the series. Following the completion of the series by the end of the same month, the footage must be edited and the performance monitored.

From a financial viewpoint, this is cost-effective, particularly because it only involves production of genuine, organic content, thereby avoiding any additional expenditure with, for example, video editing.

4.5.2.5. Host a community-wide contest

By initiating a community-based design competition for the purpose of creating a t-shirt for the forthcoming season, the *CRCQL* will be presented with the opportunity to enhance its connections with the local community and to increase the level of engagement with the wider public. This initiative will facilitate the involvement of the club's supporters and sympathisers in the creative process, potentially transforming passive followers into active collaborators.

The implementation of this idea should start with the launch of the contest on Instagram, accompanied by a comprehensive dissemination of all pertinent details, including the requisite format for submissions and the corresponding deadlines (Figure 29). Throughout the course of the submissions, the competition should be continually promoted on social media through the posting of relevant content. Once the submissions have been received, a select few members of the club shall determine the winning entry, after which the marketing responsible shall proceed to publish the chosen design on the club's Instagram account. The winning design will then be produced and sold as a limited edition together with a local streetwear brand (e.g. [Carca Crew](#)). This collaboration ensures a more professional and specialised production process. Moreover, collaborating with local brands fosters credibility and attracts a broader audience, as these types of brands are well-known among younger local demographics. Like all other merchandising items, this t-shirt will be sold at the club's events, with orders available via private message and in the club's reception.

In regard to financial resources, the budget for this initiative must be defined in conjunction with the brand. Nevertheless, the objective is to sell each sweatshirt at a price exceeding the cost price, thereby ensuring a profit. Nevertheless, our calculations indicate that the cost of producing one sweatshirt will be approximately 25€. If we assume a sales volume of approximately 50 sweatshirts, the initial investment for this initiative will be 1.300€.

4.5.3. Event Marketing

4.5.3.1. Develop more holiday camps

Given the high level of anticipation among young people for this period, it would be beneficial for the club to consider the establishment of additional holiday camps throughout the year, in addition to the existing one-week summer camp. The implementation of this initiative will enable the club to reinforce its role as a source of development for young people while also meeting the

needs of families who are consistently seeking structured activities that foster crucial skills for their children's growth. This approach allows the *CRCQL* to strengthen its ties with young athletes and their families while promoting the year-round development of skills.

The implementation of these holiday camps will require the planning of activities, infrastructure and logistics, in addition to the promotion of the camps via social media. It is of the utmost importance to underscore the significance of enabling young people to cultivate their abilities and sustain an active lifestyle during the school holidays. This initiative is designed exclusively for the community, and its implementation would undoubtedly yield substantial benefits. It is also imperative to establish a reasonable and economical fee for the planned activities, including transportation and sustenance, to ensure the camps' financial viability. In order to guarantee the effective functioning of these summer camps, it is essential to mobilise the club's existing technical personnel, in addition to some volunteers.

It is expected that for the next year the club can organise three holiday camps (Figure 30): **Easter Camp** – 7th to 11th of April; **Summer Camp** - 7th to 11th of July and 14th to 18th of July; **Christmas Camp** – 16th to 19th of December. The scheduling of these dates has been intentionally aligned with the academic calendar, with the summer camp divided into two weeks to accommodate the specific challenges parents face in managing their children's summer vacation schedules.

From a financial perspective, these holiday camps have the potential to become an additional source of revenue for the club, while also enhancing the value proposition offered to its community members. The financial resources allocated to this camp will be contingent upon the number of participants and the number of coaches. The following forecasted expenditure is associated with the Christmas and Easter camps: 50 registrations, only available for club members, with a cost of 150€ each per camp; 5 coaches, with a cost of 150€ each per camp; 55 lunches (considering both

athletes and coaches), with a cost of 8€ per meal per person; 50 camp t-shirts (for each athlete), with a cost for the club of 5€ each. The total revenue for each camp will be 7.500€ , derived from the registration fees of 50 participants at a rate of 150€ per participant. The total cost for each camp will be 1.440€. It can thus be concluded that *CRCQL* will generate a profit of 6.060€ from each camp.

For the two weeks' Summer Camps, we advise *CRCQL* to open to all kids from different clubs, and not only for the club already players. With this, we estimate that there will be: 75 registrations per week, available for all the community, each one of them costing 150€ per athlete per week; 10 coaches, with a cost of 150€ each per week; 85 lunches (considering both athletes and coaches), with a cost of 8€ per meal per person; 75 camp t-shirts (for each athlete), with a cost for the club of 5€ each. The total revenue generated by each camp will be 11.250€ (calculated as 75 registrations multiplied by a fee of 150€), while the total costs will be 2.555€. This indicates that *CRCQL* will generate a profit of 8.695€ from each summer camp. If the anticipated number of registrations for each camp is met, a profit of approximately 30,000€ is projected.

4.5.3.2. Establish partnerships with local schools

While the club has already established partnerships with *St. Julians School*, the primary objective of this initiative is to further strengthen the club's ties with the community, support the growth of young people and promote the sport of basketball. To achieve this, it will be essential to collaborate with local (and potentially international) educational institutions, such as *Colégio Papião* or *Oeiras International School*.

In the initial implementation phase, it is proposed that coaches and athletes be present on strategic days to be defined to organise activities, exercise demonstrations, question-and-answer sessions and some entertainment. This approach would facilitate the linkage of the *CRCQL* to a

fun and relaxed time, which could attract a significant number of these young people to join the club in the future. It is recommended that trial vouchers, entitling the holder to one complimentary training session, be distributed during these activities to encourage not only children but also their parents to visit the club. At the outset of the project, the board members, Ana Moreira and Jorge da Luz, can assume responsibility for liaising with the various local schools and for the management of all associated logistics. This will include the preparation of vouchers, and the provision of any necessary equipment. To this end, it is essential to coordinate availability internally to ascertain which coaches and players are available for this initiative. Furthermore, Luis Azevedo, who bears responsibility for marketing, must also publicise all visits to schools on the club's digital platforms.

As for the budget, this would undertake promotional costs (design and printing vouchers having 200-400 in total with a cost of about 5-8€).

4.5.3.3. Build new partnerships and sponsorships

The objective of this initiative is to establish collaborative relationships with organisations to secure financial support for the club. This is a crucial aspect, as it ensures the long-term viability and growth of the club, as evidenced in the literature review.

In light of the aforementioned considerations, the objective is to devise a sponsorship plan for *CRCQL* that enables the club to present itself and demonstrate its value to potential sponsors in a structured and effective manner. Consequently, the search for sponsors should be conducted in accordance with a defined process, beginning with the formulation of a comprehensive presentation of the club. This will facilitate the subsequent identification of companies with shared interests.

Firstly, it is essential to establish the value of the club and identify the benefits that sponsors can derive from representing the club. In the case of *CRCQL*, the main points of interest for potential

sponsors to consider can be summarised as follows: Social Media Visibility; Community/Local Impact; Exposure at matches and events. These events provide sponsors with the opportunity to showcase their brands through various means, including equipment, banners, social media, and other forms of publicity.

Subsequently, it will be essential to select companies that are well-suited to the club's objectives. For grassroots clubs, such as *CRCQL*, it would be prudent to focus on local companies or small and medium-sized enterprises that are seeking to enhance their visibility. Such companies could be defined as follows: **Local Businesses** (firms in the Carcavelos area that wish to promote their products may find it advantageous to engage with the local community, which comprises numerous individuals who can serve as brand ambassadors); **Sport/Gym brands** (companies that sell sports equipment, clothing or supplements); and **Health and Wellness Services** (it may be of interest to clinics, physiotherapists, nutritionists, doctors and other health professionals to consider forming a partnership with the club).

At a later stage, the club will have to conduct a personalised pitch for each potential sponsor. The purpose of this pitch is to demonstrate the value that the club can add to the sponsor in question. To do this, the club must:

- **Research the company** (find out what they do, what their values are, how they align with the values of the club, and how the club can contribute to the visibility and engagement of the business or brand);
- **Explain the target audience** (this is where *CRCQL* needs to show that its target audience is aligned with the company's target audience and that a partnership is a reasonable outcome);

- **Highlight the benefits** (the club needs to demonstrate how the brand will benefit from engaging in this collaboration);
- **Demonstrate impact** (the club must provide data on how this sponsorship will help the selected organisation). Finally, once the pitch has been prepared, *CRCQL* should start contacting the companies that they have identified as having the most potential, allowing them to meet and start working together.

From a financial viewpoint, this initiative is considered cost-effective.

4.5.3.4. Develop a team-up initiative with local businesses

The subsequent solution is to facilitate collaboration with local businesses (local grocery stores, sports or healthy snack brands, jewelry stores or handmade items), in the form of stalls on match days or events, thereby enabling them to sell their products. This cost-effective approach allows the club to reinforce its connections with the local community, forging beneficial partnerships and generating additional revenue streams (through stall fees or sales commissions). The objective is to enhance the experience of members and fans on match days or events.

From this perspective, it would be advantageous to disseminate information regarding this type of action on both the club's and the brand's digital platforms. This could entail offering exclusive discounts on match days or at specific events. To achieve this, it would be beneficial to appoint an individual responsible for liaising with and subsequently managing the brands, allocating them to matches and events where their presence would be most beneficial. From a financial viewpoint, this initiative is considered cost-effective.

4.5.3.5. Organise themed events/activations

The objective of this initiative is to enhance the relationship between *CRCQL* and the community by organising themed events and activities around significant dates such as Mother's

Day, Father's Day, Children's Day and Women's Day. This will enhance its visibility, make the families feel part of the club and attract a diverse demographic by incorporating basketball-centric activities and entertainment.

The following activities are proposed for organisation (Figure 31): **Women's Day (8th of march)** - Invite notable female speakers with the objective of inspiring attendees and promoting gender equality in sports, such as: Beatriz Jordão - a former athlete of *CRCQL* basketball that represented the national team and graduated from a Division 1 college in the United States. Is currently a basketball coach in Luxembourg and is completing her Masters in Exercise and Health; Luiana Livulo - a former athlete of *CRCQL* basketball that represented the national team, having graduated from UCLA, one of the USA's most esteemed educational institutions. She is currently a senior team coach and has enjoyed a lengthy career in basketball; Teresa Bonvalot - a two-time European junior surfing champion from a different discipline of sport, but still an athlete that is young and inspiring among generations; **Father's Day (19th of march) and Mother's Day (4th of may)** - On each of the festival days, each athlete brings their father/mother to training sessions and engages in training activities with them; **Children's Day (1st of june)** - Given that the event falls on a Sunday, we propose that the club celebrate the day during the following weekday. Our recommendation would be to bring together all the club's levels and conduct a training session of a different nature, with the objective of fostering relationships within the club.

In order to implement this initiative, it is necessary to designate a member of the club who will assume responsibility for coordinating activities and communicating with the relevant individuals. Conversely, it is also incumbent upon Luís Azevedo to prepare content for the purpose of publicising each of these actions.

In terms of financial planning, there will be no expenditure, as the day will be conducted in a manner consistent with a "normal practice" day, with the exception of the implementation of an alternative and more dynamic approach.

4.5.3.6. Host Workshops

This initiative entails the organisation of health and wellness workshops for athletes and the wider *CRCQL* community, with a focus on topics pertinent to the field of sports, including nutrition, mental health and injury prevention. The workshops are offered free of charge to athletes, while a nominal fee is charged to members of the community and parents.

In order for this initiative to be implemented, the club will form collaborative partnerships with local health professionals and wellness brands to provide professionals to speak and orientate the workshops. Those invited include nutritionists, discuss optimal diets for athletes and families; sports psychologists and/or mental/career coaches, address mental health and motivation; and physiotherapists, nurses, and doctors, to educate attendees on injury prevention techniques. The objective is to identify potential alumni or young professionals who can offer a fresh and innovative perspective on these topics. The aim is to enhance the physical and mental wellbeing of club members through education and engage with the wider community thereby establishing the club as a holistic sports facility. In order to complete this initiative, it is necessary to employ a dedicated *CRCQL* staff member to organise and oversee the workshops. It would be very interesting to invite a senior athlete (18-25 years) to be part of the organising team of the events/workshops so that a young perspective can give insights in the implementation of this idea. Additionally, Luís Azevedo, will be responsible for promoting the workshops on social media. Finally, volunteers will be enlisted to assist with logistical matters such as setup, registration, and Q&A sessions.

With regard to the timeline, the planning of each workshop/event will take a month prior to each event. This will entail identifying and confirming the professionals or brands to partner with, as well as deciding on the format and schedule for each workshop. Once the workshop has been planned, it is then promoted 2 weeks before its due date across social media platforms (countdowns and teasers). In terms of scheduling, the workshops should be divided as follows (Figure 32):

- **Sport Psychology, Mental Health and Wellness** - World Mental Health Day on 1st of October;
- **Nutrition** - It would be prudent to schedule the event for the last week of September, at the beginning of the academic year, to allow for the full range of activities to commence;
- **Injury Prevention** - It should be scheduled to occur in proximity to the intensive training season, in September, preceding the major competitions and tournaments.

In terms of financial considerations, the budget will encompass the remuneration of the invited speakers even though we expect that the majority of the speakers will be free of charge.

4.5.3.7. Create a "CRCQL Parents Tournament"

The primary objective of this initiative is to enhance parental involvement and engagement within the CRCQL community. Nevertheless, the initiative also aims to encourage physical activity and foster a sense of belonging to the club community. The objective of the CRCQL Parents Tournament is to organise friendly matches between the parents of the club's players (Figure 33). In addition to providing entertainment and physical activity, the league strives to establish a welcoming environment where parents can interact and become acquainted, thereby fostering greater support and involvement in the club's activities. Moreover, the tournament participation fee of 5€ per person provides the club with a potential source of revenue, which it can subsequently allocate towards addressing its most pressing needs.

The timing of this tournament is flexible, but it is recommended that it be held at the end of the season, as this will afford it greater significance for the club, parents and players alike. The objective is to have a registration form completed by parents one month prior to the tournament, which will enable them to constitute teams comprising five to eight players. Once the registration period has concluded, a schedule of matches must be prepared, taking into account the composition of all the teams in order to ensure a fair and competitive tournament.

It is also crucial to underscore the significance of marketing in order to enhance the efficacy of the initiative, so it is essential to promote the idea on social media. It is recommended that during this period, the club publishes a minimum of four posts on digital platforms (Instagram and TikTok) to remind parents of the tournament. This task should be assigned to the current marketing manager, Luís Azevedo.

The most suitable venue for the tournament is *St. Julians* School, as it has the capacity to accommodate four playing fields, thereby eliminating the necessity to rent, given the school's existing partnership with the club. Therefore, in terms of financial resources, it is reasonable to assume that this tournament will not result in any expenditure, but rather in revenue. This is because the parents of the athletes will be required to register in order to participate.

4.5.3.8. Host an Annual Youth Basketball Tournament

The idea of hosting an annual youth basketball tournament is to organise a tournament with young and talented athletes from *CRCQL* and other local club teams. The main purpose of this initiative is to create an engaging community event that brings families, locals and athletes together. We propose to hold this at the end of the club's season, thus providing an opportunity to bring all the activities of the year to a close in a convivial and competitive setting.

As previously stated, the tournament is structured around the organisation of competitive matches between several U12 teams around the country. The tournament will conclude with a snack time and a celebratory ceremony. Additionally, to enhance engagement, it is recommended that prizes and awards be distributed at the conclusion of the day. The tournament will involve approximately 10 teams, with each team required to pay a symbolic entry fee of 5€ per athlete.

In order to implement this initiative, it will be necessary to appoint a dedicated *CRCQL* member to assume responsibility for the planning, coordination and management of the event. The role of the coaches and volunteers is to oversee the participating teams and provide assistance with logistical matters, including registration, scorekeeping, and food service. Ultimately, the responsibility of promoting local sponsors, and the tournament falls upon the marketing director (Figure 34). In terms of the timeline:

- 1/2 months prior to the tournament day - it will be necessary to identify the participating teams and schedule the tournament games, secure sponsors for equipment, prizes and promote the event via *CRCQL*'s social media platforms;
- Day of the tournament - (21st of June) all relevant parties are fully apprised of their duties and responsibilities in order to ensure the event's seamless operation. Additionally, promote highlights of the tournament via social media platforms;
- Following the conclusion of the tournament - for the week after, the club should promote information regarding the event's key moments on social media platforms and express gratitude towards sponsors in a public manner.

In terms of financial resources, the fact that the tournament is being held in the club's pavilion does not necessitate a significant investment. Nevertheless, as this is a competitive event, it would be beneficial to offer prizes. Therefore, we propose the distribution of medals to the first and

second-place winners, along with a cup to the winner of the first place. Therefore, the cost of each medal is estimated to be 0.8€. Based on the assumption that each team comprises 15 individuals (12 athletes and 3 staff members), the total investment in medals is projected to be 24€. The cost of the trophy is slightly higher, estimated at 20€. Thus, the total investment for this tournament will be 44€. Nevertheless, as the cost per athlete is set at 5€, and as previously stated, it is estimated that each team will have twelve athletes. Consequently, the tournament is expected to generate an income of approximately 600€.

With regard to the provision of a light snack following the conclusion of the tournament, it would be prudent to engage the services of a food truck company that has previously participated in events held at *CRCQL*. This company has two small caravans selling hot dogs and hamburgers, and there is no charge for them to be on location. The proceeds from food sales are transferred directly from athletes and parents to this company, which simplifies the process for the club as it eliminates the need for the club to handle the transactions.

4.5.4. Timeline

In terms of the proposed timeline, the intention was to distribute the ideas throughout the next year in order to avoid periods of inactivity (Figure 35). August is the only month in which no initiatives are planned, given that it is a holiday month and therefore a time when many people are away from their normal routines. The ideas were distributed in accordance with a strategic timeline, with consideration given to their capacity to achieve a high impact with a minimal financial investment. For example, the launch of the “Backstage Series” on social media at the beginning of the year represents an effective use of existing social media platforms, increasing visibility and engagement without significant upfront costs. Concurrently, fundraising events are accorded priority at the outset of the year, as they not only yield financial resources to buttress subsequent

initiatives but also foster community involvement and support. This combination of low-cost and high-impact activities ensures an efficient allocation of resources while creating momentum for the broader strategic objectives set forth in the plan.

4.5.5. Final Budget

In consideration of the budget, it is our view that Strategic, Digital, and Event Marketing represent forms of investment. Consequently, we propose an investment of approximately 13.000€ by the club during the 2025 fiscal year (Figure 36). However, as can be observed from the timeline presented, this investment will not be made in a single instance. Rather, it is anticipated that the funds will be redirected from existing club resources. Despite the considerable scale of the proposed investment, the objective is to enhance the club's revenue generation, thereby allowing for the optimal utilisation of profits in accordance with the club's strategic vision.

4.5.6. Control and Evaluation Metrics

In order to ensure the efficacy of the aforementioned ideas, it is essential to define control metrics and KPIs (Figure 37). These are pivotal instruments for assessing the efficacy and impact of strategic initiatives. With this, the club can guarantee that the defined objectives are being met and that resources are being allocated optimally.

5. Conclusion

As previously stated, the objective of our Work Project was to address the existing gap in the literature review concerning the implementation of Strategic, Digital, and Event Marketing in the context of grassroots clubs, with a particular focus on the domain of female basketball.

To this end, a comprehensive investigation was conducted into the potential VCW implementation strategies that could be adopted by *CRCQL*. Following an exhaustive examination

of each component of the framework, approximately 32 potential ideas for implementation by *CRCQL* were identified. However, upon the application of a set of criteria and the realisation that the club is constrained by limited resources, a plan comprising 15 initiatives was selected and further developed in section 4.5. This plan was devised by the team members in accordance with their respective areas of expertise and fully details the implementation of each initiative.

6. Additional Recommendations

This section presents a series of additional recommendations for *CRCQL* that represent a viable path forward. As said, the 15 main ideas, accompanied by a detailed implementation plan, can be found in section 4.5. However, additional recommendations have been identified following our micro and macro environmental analysis of the *CRCQL*. These recommendations did not result from the application of the VCW due to the utilisation of strict filters and extending beyond the scope of the areas of our study. Nevertheless, we believe they remain pertinent to the organisation and its development and growth. These recommendations are drawn from two key areas: data analysis and organisational analysis (Figure 38).

In conclusion, these recommendations collectively represent potential “next steps” for *CRCQL* to pursue in order to implement and enhance operational procedures, expand its visibility, and reinforce its community ties.

7. Limitations and Further Research

The course of the present Work Project was marked by a few limitations, which had an impact on the final results. Firstly, a significant limitation was the lack of insights provided by the *CMC*. Despite the opportunity to interview the Councillor for Sport, the limited timeframe and overlap with the Council's active period precluded the incorporation of these insights into the application

of our framework. This constituted a significant limitation, as the *CMC*, and the Councillor for Sport in particular, are KDMs and a primary source of financial support for *CRCQL*, especially during the Narrow phase of our methodology. Including their input could have resulted in more accurate and realistic outcomes. Moreover, it was determined that in the majority of cases, the *CMC* represents the sole resource available to the club, which consequently constrains its potential for growth and performance.

A further limitation was the lack of human resources within *CRCQL*. Upon applying the VCW Funnel, it became evident that the primary filter through which the majority of ideas were excluded from the project was the limited human resources available. This shortage of staff proved to be a significant constraint, impeding the generation of new solutions and ideas for *CRCQL*'s strategic development, and consequently affecting the overall scope of the project. Subsequently, despite the considerable advantages that the VCW methodology has brought to our Work Project, we have identified certain limitations in its application that have ultimately affected the final outcome. During the Narrow phase, the inflexible and rigorous application of filters led to the exclusion of ideas with substantial potential. In future applications, greater flexibility in the filtering process could be achieved through the introduction of clear guidelines, thus preventing this issue.

In conclusion, the methodology employed in the Work Project could have been enhanced by the utilisation of alternative methodologies, which would have yielded comparable results. For instance, a case-study based approach could have been employed, whereby an analysis of strategies and results from organisations with similar characteristics to *CRCQL* could have been conducted. This would have facilitated advanced benchmarking opportunities, consequently facilitating the generation of new ideas for a strategy for *CRCQL*.

8. Bibliography

A Bola. (2024, August 9). *La Roche-Posay e a Seleção Feminina: cuidar da pele, inspirar em campo*. <https://www.abola.pt/diversos/noticias/la-roche-posay-e-a-selecao-feminina-cuidar-da-pele-inspirar-em-campo-2024080912325559221>

Abon, J. K. (2020, November). *A Marketing Framework for Improved Competitive Advantage of Professional Football Clubs in KwaZulu-Natal, South Africa*.

Alhadad, Suffyan. (2019). Study on Sports Sponsorship Effectiveness. 3. 46-52.

Andersson, K. & Book, K. & Norberg, J. R. (2023). *Challenges and Change Readiness in Grassroot Sport*. Change – cooperation for change management and innovation in sports.

Aponte. (2024). *Quercus | O impacto das alterações climáticas no desporto e na atividade física*. <https://aponte.sapo.pt/quercus-o-impacto-das-alteracoes-climaticas-no-desporto-e-na-atividade-fisica/>

Baena, V. (2014). Online and mobile marketing strategies as drivers of brand love in sports teams (Vol. 17, No. 3). *International Journal of Sports Marketing and Sponsorship*.

Baena, V. (2019). *Global marketing strategy in professional sports. Lessons from FC Bayern Munich. Soccer and Society*, 20(4), 660–674. <https://doi.org/10.1080/14660970.2017.1379399>

Beech, J. G. , & Chadwick, Simon. (2007). *The marketing of sport*. Pearson Education Limited.

Berret, T. & Slack, T. (2001). *A Framework for the Analysis of Strategic Approaches Employed by Non-profit Sport Organisations in Seeking Corporate Sponsorship*. *Sport Management Review*, 2001, 4, 21–45.

Bhimani, H., Mention, A. & Barlatier, P. (2018). Social media and innovation: A systematic literature review and future research directions. *Technological Forecasting & Social Change*, 144, 251-269.

Blackmore, L. (2024, august, 16). *McKinsey GE Matrix: importance & how to use it* (2024). <https://www.cascade.app/blog/ge-matrix>

Boya, K. S., & Venter, P. (2023). *STRATEGIC PLANNING IN GAUTENG GRASSROOTS FOOTBALL CLUBS*. *South African Journal for Research in Sport, Physical Education and Recreation*, 2023(1), 11–27.

Brooksbank, R., Garland, R., & Werder, W. (2012). *Strategic marketing practices as drivers of successful business performance in British, Australian and New Zealand golf clubs*. *European Sport Management Quarterly*, 12(5), 457–475.
<https://doi.org/10.1080/16184742.2012.688755>

Bühler, A. & Nufer, G. & Rennhak, C. (2006, January). *The Nature of Sports Marketing*.
<https://www.researchgate.net/publication/239581240> The nature of sports marketing

Byon, K., & Phua, J. (2021). Digital and Interactive Marketing Communications in Sports. *Journal of Interactive Advertising*, 21(2), 75-78. <https://doi.org/10.1080/15252019.2021.1970422>

Byon, K., Yim, B. & Zhang, J. (2023). *Marketing Analysis in Sport Business*. Routledge.
<https://doi.org/10.4324/9781003302476>

Câmara Municipal de Cascais. (n.d.). *Contactos- Associações e Clubes Desportivos*.
<https://www.cascais.pt/contactos/7788>

Candeias, M. (2024). *Neemias organiza campo de treinos em Portugal*. A Bola.
<https://www.abola.pt/modalidades/noticias/neemias-organiza-campo-de-treinos-em-portugal-2024072514240257745>

CFI Team. (n.d.). *5C analysis*. Corporate Finance Institute.
<https://corporatefinanceinstitute.com/resources/management/5c-analysis-marketing/>

Cheong, C., Pyun, D. Y., & Leng, H. K. (2018). Sponsorship and advertising in sport: a study of consumers' attitude. *European Sport Management Quarterly*, 19(3), 287–311.
<https://doi.org/10.1080/16184742.2018.1517271>

Chernev, A. (2014). *Strategic Marketing Management*. (8th ed.). Cerebellum Press, USA

Chi, C. (2024). *TAM, SAM & SOM: What Do They Mean and How Do You Calculate Them?* HubSpot. <https://blog.hubspot.com/marketing/tam-sam-som>

ChiselGlossary, (2023, October, 26). *What is Strategic Marketing? Definition & its Process*. Chisel Glossary. <https://chisellabs.com/glossary/what-is-strategic-marketing-and-its-process/>

Coleman, L. J. & Kelkar, M. & Goodof, D. A. (2001) *Contemporary Sports Marketing*. *Journal of Promotion Management*, 7:1-2, 195-214, DOI: 10.1300/J057v07n01_12

Cordery, C. & Baskerville, R. (2011, November). *Understanding the Significance of Revenue Diversification in Nonprofit Sports Clubs*. SSRN Electronic Journal. https://www.researchgate.net/publication/254892083_Understanding_the_Significance_of_Revenue_Diversification_in_Nonprofit_Sports_Clubs

Coutinho da Silva, E. & Luzzi Las Casas, A. (2017). *Sports Marketing Plan: An Alternative Framework for Sports Club* (Vol. 9, No. 4). *International Journal of Marketing Studies*. <http://doi.org/10.5539/ijms.v9n4p15>

Crabtree, R. M. & Zhang, J. J. (2022). *Challenges and Opportunities of Contemporary Sport Marketing: Strategic Perspectives*. Sport Marketing in a Global Environment: Strategic Perspectives. World Association of Sport Management. Routledge, Abingdon on Thames. ISBN 9781032217949. <https://doi.org/10.4324/9781003270041-1>

Cravens, D. W. & Piercy, Nigel. (2009). *Strategic marketing*. (9th ed.). McGraw-Hill Irwin.

CRC Quinta dos Lombos. (n.d.). *CRCQL - Santos Populares Quinta dos Lombos*. <https://www.crcquintadoslombos.pt/clube/eventos-crcql.html>

CRC Quinta dos Lombos. (n.d.). *PLANO DE MARKETING CRCQL 23/24*.

Cristea, M. (2022). *The Economic Impact of Sports Events - Business Review*. Business Review. <https://business-review.eu/business/sports/the-economic-impact-of-sports-events-236529>

Dam, D. (2021, October, 8). *What is Strategic Marketing and Why Is It So Important?* London School of Business & Finance. <https://www.lsbfi.org.uk/blog/online-learning/what-is-strategic-marketing-and-why-is-it-so-important>

Davalas, A. (2023). THE IMPORTANCE OF THE TAM-SAM-SOM MODEL AND HOW BIG DATA AND AI HELP. *International Journal of Social Science and Economic Research*. <https://doi.org/10.46609/IJSSER.2023.v08i12.016>

Davies, S. (2021, September, 20). *What is Strategic Marketing?* Daviesbdm.
<https://www.daviesbdm.com/blog/what-is-strategic-marketing/>

Decreto-Lei n.º 460/77, de 7 de novembro. (1977). Diário Da República.
<https://diariodarepublica.pt/dr/detalhe/decreto-lei/460-1977-277832>

Desporto, Fichas temáticas sobre a União Europeia, Parlamento Europeu. (n.d.).
<https://www.europarl.europa.eu/factsheets/pt/sheet/143/desporto>

Drummond, G., Ensor, J., & Ashford, R. (2008). *Strategic Marketing: Planning and Control (3rd ed.)*. Elsevier Ltd.

El-Ansary, A. I. (2006). *Marketing strategy: taxonomy and frameworks*. European Business Review, Vol. 18 Iss 4 pp. 266 – 293 <http://dx.doi.org/10.1108/09555340610677499>

Eurobasket. (n.d.). *Liga Feminina Games Schedule 2024-25*. Eurobasket.
https://www.eurobasket.com/Portugal/basketball.aspx?women=1#google_vignette
https://www.eurobasket.com/Portugal/basketball.aspx?women=1#google_vignette

Ewing, H. (2016, June, 27). *MARKET SIZE ESTIMATION- What does it all mean?*
<https://assets.jottful.com/613/nef-market-size-estimation.pdf>

Executive Digest. (2024, January, 23). Marketing Desportivo em Portugal: Tendências e Estratégias Atuais. SAPO. <https://executivedigest.sapo.pt/noticias/marketing-desportivo-em-portugal-tendencias-e-estrategias-atuais/>

Fact. MR. (2023). *Bodyboard Market Analysis, By Type (Conventional, Tandem Bodyboards), By Buyer (Recreational/Hobbyists, Professionals) By Sales Channel (Offline Sales, Online Sales), By*

Federação Internacional de Basquetebol. (2020). *2020 INSTANT REPLAY SYSTEM (IRS) Manual for the Referees and IRS-OperatorS FIBA Competitions.* http://www.basketref.com/documents/files/JB/2020_IRS_MANUAL_v3.0_Nov2020pdf.pdf

Federação Internacional de Basquetebol. (n.d.). *Welcome to the media center.* <https://www.fiba.basketball/media-center/home>

Federação Portuguesa de Basquetebol. (2008, March 7). *QUELUZ FÉRIAS DESPORTIVAS.* <https://www.fpb.pt/noticia/queluz-ferias-desportivas/>

Federação Portuguesa de Basquetebol. (2020). *Clubes de Basquetebol em Portugal.* <https://www.fpb.pt/clubes/>

Federação Portuguesa de Basquetebol. (2020). *Missão e Visão do Basquetebol em Portugal.* FPB. <https://www.fpb.pt/missao-e-visao/>

Federação Portuguesa de Basquetebol. (2024). *Betclíc ligada ao nosso basquetebol até 2027!*. <https://www.fpb.pt/noticia/betclíc-ligada-ao-nosso-basquetebol-ate-2027/>

Federação Portuguesa de Basquetebol. (2024). *La Roche-Posay é a nova parceira da Seleção Feminina*. <https://www.fpf.pt/pt/News/Todas-as-not%C3%ADcias/Not%C3%ADcia/news/45218>

Federação Portuguesa de Basquetebol. (n.d.). *Liga Betclíc Feminina 2024/25- Senior*. <https://www.fpb.pt/competicao/10394/>

Federação Portuguesa de Futebol. (2022, June, 12). *Women's Futsal: Find out everything you don't know*. *Federação Portuguesa de Futebol*. <https://portugalstore.fpf.pt/en/editorial/women-s-futsal-find-out-everything-you-don-t-know>

Fieler, S. & Breuer, C. (2021, June,6). *Perceived Threats through COVID-19 and the Role of Organizational Capacity: Findings from Non-Profit Sports Clubs*. <https://fis.dshs-koeln.de/en/publications/perceived-threats-through-covid-19-and-the-role-of-organizational>

FIFA. (2023, October, 24). *Jorge Braz on the Portuguese futsal ecosystem*. <https://www.fifatrainingcentre.com/en/practice/futsal/interviews/jorge-braz-on-the-portuguese-futsal-ecosystem.php>

Flashscore. (n.d.). *Taça de Portugal Feminina 2023/2024*.

<https://www.flashscore.pt/basquetebol/portugal/taca-de-portugal-feminina/#/dSCMhiSR/draw>

Frederiksen, L. (2023, may, 30). *How to Master Strategic Marketing for Professional Services Firms*. Hinge Marketing. <https://hingemarketing.com/blog/story/strategic-marketing-for-professional-services>

Fuciu, M., & Dumitrescu, L. (2018). From Marketing 1.0 to Marketing 4.0 – the Evolution of the Marketing Concept in the Context of the 21st Century. *International Conference Knowledge-based Organization*, 24(2): 43–48.

Fullerton, S. & Merz, G. (2008). The Four Domains of Sports Marketing: A Conceptual Framework. *Sport Marketing Quarterly*.

Futebol Clube do Porto. (n.d.). “No Dragão o futebol é cada vez mais para as famílias.”. <https://www.fcporto.pt/pt/noticias/2018-pt-no-dragao-o-futebol-e-cada-vez-mais-para-as-familias>

Gadiraju, G. K. (2016). *Impact of social media in sports marketing*. [Master Thesis, ISCTE].

Gallagher, D., Gilmore, A., & Stolz, A. (2012). *The strategic marketing of small sports clubs: From fundraising to social entrepreneurship*. *Journal of Strategic Marketing*, 20(3), 231–247. <https://doi.org/10.1080/0965254X.2012.657225>

Gillolly, L., Anagnostopoulos, C. & Chadwick, S. (2017, July). Social media-based sponsorship activation – A typology of content. *Sports Business and Management An International Journal*. https://books.google.pt/books?hl=pt-PT&lr=&id=CUINDwAAQBAJ&oi=fnd&pg=PT11&dq=5+cs+framework+marketing&ots=JKg_gFERInP&sig=C_gFit0RcATbkntsvGEGISzcHGc&redir_esc=y#v=onepage&q=5%20cs%20framework%20marketing&f=false

Handhajani, S.B.P. & Khoiriyah, R. & Martaleni, M. & Nursiswati, A. (2021, June). *Business and Information Technology Strategic Planning of Smart Bank Wedding Organizer*. *International Journal of Management, Technology, and Social Sciences*. https://www.researchgate.net/publication/353240375_Business_and_Information_Technology_Strategic_Planning_of_Smart_Bank_Wedding_Organizer

Honcová, M. (2020). *The influence of the main financial resources of non-profit sport organisations on their strategy*. 248–253. <https://doi.org/10.5817/cz.muni.p210-9631-2020-32>

Hoyle, L., CAE & CMP. (2002). *Event Marketing - How to successfully promote events, festivals, conventions, and expositions*.

Industry ARC. (n.d.). *Watersports Market- Forecast (2024-2030)*. <https://www.industryarc.com/Report/20080/bcg-watersports-market.html>

Instituto Nacional de Estatística. (2024). *Sport in Numbers - 2023*.
https://www.ine.pt/xportal/xmain?xpid=INE&xpgid=ine_pesquisa&frm_accao=PESQUISAR&frm_show_page_num=1&frm_modulo_pesquisa=PESQUISA_SIMPLES&frm_texto=industria+desportiva&frm_modulo_texto=MODO_TEXTO_ALL&frm_data_ini=&frm_data_fim=&frm_tema=QUALQUER_TEMA&frm_area=o_ine_area_Estudos

Instituto Nacional de Estatística. (2024). *Sport in Numbers - 2022*.
https://www.ine.pt/ine_novidades/DesportoEmNumeros2022/index.html

Instituto Nacional de Saúde Doutor Ricardo Jorge. (n.d.). *COSI Portugal 2022: 31,9% das crianças apresentam excesso de peso e 13,5% obesidade - INSA*. <https://www.insa.min-saude.pt/cosi-portugal-2022-319-das-criancas-apresentam-excesso-de-peso-e-135-obesidade-2/>

Instituto Português do Desporto e Juventude. (2024). *Férias em Movimento*.
<https://ipdj.gov.pt/f%C3%A9rias-em-movimento-entidades>

Instituto Português do Desporto e Juventude. (2024). *Legislação | Desporto*.
https://ipdj.gov.pt/legislacao_desporto

Ivašković, I. & Čater, T. (2018) *The influence of public funding on the strategies and performance of non-profit basketball clubs from South-Eastern Europe*. *Economic Research-Ekonomska Istraživanja*, 31:1, 796-810, DOI: 10.1080/1331677X.2018.1456347.

Jurevicius, O. (2023, December, 1). *GE McKinsey Matrix*. Strategic Management Insight. <https://strategicmanagementinsight.com/tools/ge-mckinsey-matrix/>

Jurevicius, O. (2023, december, 1). *VRIO Framework explained*. Strategic Management Insight. <https://strategicmanagementinsight.com/tools/vrio/>

Kannan, P.K. & Hongshuang, A. L. (2016). Digital marketing: A framework, review and research agenda. *Internacional Journal of Reserach in Marketing*, 34, 22-45.

Karg,A & Shilbury,D. & Westerbeek,H. & Funk, C. D. & Naraine, L. M. (2022). *Strategic Sport Marketing*. (5th ed.). Routledge 10.4324/9781003270522

Kotler, P., & Armstrong, G. (2020). *Principles of Marketing* (7th edition). Pearson Education Limited.

KSB. (n.d.). *A KSB em Portugal*. <https://www.ksb.com/pt-pt>

Kustiawan, M. & Nugraha, E. & Leviany, T. & Iskandar, S. (2023). *Sustainable Competitive Advantages :Conceptual Framework And Determinant*. Volume: 20, No: 9 (2023), pp. 539-552. Migration Letters.

Lages, L. F. (2015). “*How to grow, create and capture value in domestic and international markets*”, *Nova SBE Working Paper*, nr. 599.

Lages, L. F. (2016). “VCW—Value Creation Wheel: Innovation, Technology, Business, and Society”, *Journal of Business Research*.

Lages, L. F., Dias A. & Reis-Marques, C. (Eds) (2024). “Value Creation Wheel: A Meta Framework for Innovation, Decision-Making and Problem Solving”, Nova School of Business and Economics, Universidade Nova de Lisboa, Lisbon, Portugal.

Lages, L. F., Fonseca, V. & Toh, P. (Eds) (2024). “The VCW Method for Innovation, Decision Making and Problem Solving”. Nova School of Business and Economics, Universidade Nova de Lisboa, Lisbon, Portugal.

Lee, A. (2022, october. 5). *Portugal’s 8 most successful football clubs, Ranked (May, 2024)*. History and Things. <https://historyandthings.com/2022/10/05/the-5-most-successful-clubs-in-portugal-ranked-may-2022/comment-page-1/>

Leite, G. (2024). *Plano Estratégico – CRC Quinta dos lombos*. XXVI Curso de Treinadores Grau III – Basquetebol Aveiro.

Lencastre, T. (2024). *As alterações climáticas impactam o desporto?*. GreenEFact SAPO. <https://greenefact.sapo.pt/fact-check/as-alteracoes-climaticas-impactam-o-desporto/>

Li, Y. (2023). *Research on the Existing Problems and Optimization Strategies of Social Media Marketing of Sports Clubs*. BCP Business & Management IMIM (Vol. 2022).

Liga Portugal. (2024). “*A Liga Portugal tem aqui um bom investimento.*”. <https://www.ligaportugal.pt/pt/epocas/20242025/noticias/geral/legends/a-liga-portugal-tem-aqui-um-bom-investimento/>

Little Dot Studios. (2023, September, 27). *7 Power-Play Sports Marketing Strategies to Drive Success*. <https://blog.littledotstudios.com/en-gb/news-views/sports-marketing-strategy-and-tactics-strategies-0>

López-Carril, S., Serrano, M., Escamilla-Fajardo, P. & Ratten, V. (2020, october). The Rise of Social Media in Sport: A Bibliometric Analysis. *International Journal of Innovation and Technology Management*. <https://doi.org/10.1142/S0219877020500418>

Luz. B. (2024, January 15). *Most valuable Portuguese football clubs 2024*. Statista. <https://www.statista.com/statistics/1289623/market-value-football-clubs-portugal/>

Mackreth, K. & Bond, A. J. (2020): *Changing the sport product: marketing implications for championship rugby league clubs in the United Kingdom*. *Managing Sport and Leisure*, DOI: 10.1080/23750472.2020.1773298

McKinsey & Company. (2008). "Enduring Ideas: The GE–McKinsey nine-box matrix", *McKinsey Quarterly*.

Mihai, L. A. (2013). *The Strategic Sport Marketing Planning Process*. Change and Leadership, Manager (No. 17).

Mohamed, E. (2024). *Global ranking: Most popular sports worldwide*. World Statistics. <https://worldstatistics.net/the-most-popular-sport-in-the-world-an-in-depth-analysis/>

Mongay, J. (2006). *Strategic Marketing. A literature review on definitions, concepts and boundaries*. MPRA. <https://mpra.ub.uni-muenchen.de/41840/>

Mrkonjic, M. (2023, February, 14). *Good governance and professionalisation of non-profit sport clubs: a resource dependency perspective*. Current Issues in Sport Science (CISS). https://www.researchgate.net/publication/368548089_Good_governance_and_professionalisation_of_non-profit_sport_clubs_a_resource_dependency_perspective

Mullin, J. B & Hardy, S. & Sutton, A. W. (2014). *Sport Marketing* (4th ed.). Human Kinetics.

Nufer, Gerd & Akhunjonov, Umidjon & Obrenovic, Bojan. (2016). *Event Marketing and Attitude Changes*.

O Jogo. (n.d.). *Federação Portuguesa de Basquetebol e Betclíc renovam acordo de patrocínio*. <https://www.ojogo.pt/5840350771/federacao-portuguesa-de-basquetebol-e-betclíc-renovam-acordo-de-patrocinio/>

Oksana, Z. & Viktoriia, K. (2023). *Strategic Marketing: Essence and Peculiarities*. International Scientific Journal “Internauka”. Series: “Economic Sciences”. <https://journals.indexcopernicus.com/api/file/viewByFileId/2042285>

Pace, K. P. (1982). *A suggested marketing strategy for the Montana State University women's basketball program*. Thesis submitted in partial fulfillment of the requirements for the degree of master of science in Physical Education. Montana State University.

Palmatier, W. R. & Crecelius, T. A. (2019). *The “first principles” of marketing strategy*. AMS Review <https://doi.org/10.1007/s13162-019-00134-y>

Parkhouse, B. L., Turner, B. A., & Miloch, K. S. . (2012). *Marketing for sport business success*. Kendall Hunt Publishing.

Perdersen, P. (2012). Reflections on Communication and Sport. *Communication & Sport* 1 (1–2): 55–67. <https://doi.org/10.1177/2167479512466655>.

Personal, M., Archive, R., & Mongay, J. (2006). *M P RA Strategic Marketing. A literature review on definitions, concepts and boundaries*.

Pope PhD .J. A. Pope PhD & Isely S. A. & Asamoah-Tutu, F. (2009) *Developing a Marketing Strategy for Nonprofit Organizations: An Exploratory Study*. Journal of Nonprofit & Public Sector Marketing, 21:2, 184-201, DOI: 10.1080/10495140802529532.

Pplware. (2021). *Como é que a tecnologia influencia a forma como vemos o desporto?*. Sapo. <https://pplware.sapo.pt/internet/como-e-que-a-tecnologia-influencia-a-forma-como-vemos-o-desporto/>

Proctor, T. (2008). *Strategic Marketing- An Introduction* (2nd ed.). Routledge. https://www.routledge.com/Strategic-Marketing-An-Introduction/Proctor/p/book/9780415458177?srsId=AfmBOor_bKh2fn41qUbGjYYUnnNVfeDppy0h712TwjAuaAAB_tB1gHBP

Productfolio. (2023). *5 C's Framework*. Productfolio. <https://productfolio.com/5cs-framework/>

Qantara Sports. (2024, june). *Caracterização dos Clubes Desportivos e dos seus Órgãos de Direção e de Gestão*. Instituto Português do Desporto e Juventude. https://ipdj.gov.pt/documents/20123/27142943/Estudo_Clubes-orgaos-direcao-gestao.pdf/cb33f256-6723-956c-89d3-94f77b2ed0e1?t=1719310655983

Ratten, V. (2016). The Dynamics of Sport Marketing. Suggestions for Marketing Intelligence and planning. *Marketing Intelligence & Planning*, 14(2), 162-168.
<https://doi.org/10.1108/MIP-07-2015-0131>

Ratten, V. (2020, August, 8). *Sport Entrepreneurship an Economic, Social and Sustainability Perspective*. Emerald Publishing Limited.
<https://www.emerald.com/insight/publication/doi/10.1108/9781839828362>

Region- Global Market Insights 2022 to 2032. Fact MR.
<https://www.factmr.com/report/778/bodyboard-market>

Research & Strategy Forum. (2024, May, 10). *Water Sports Market: size analysis and future trends by 2032*. <https://www.linkedin.com/pulse/water-sports-market-size-analysis-future-trends-q37te/>

Revista Líder. (2023). *O desporto está cada vez mais tecnológico. Onde fica a emoção e os saltos de alegria?*. Revista Líder. <https://lidermagazine.sapo.pt/o-desporto-esta-cada-vez-mais-tecnologico-onde-fica-a-emocao-e-os-saltos-de-alegria/>

Rocha, C. (2021, july). *Estudo caracterizador do setor do desporto em Portugal e impacto da COVID-19*. PWC.
<https://paralimpicos.pt/documents/20181/0/Estudo+caracterizador+do+setor+do+desporto+em+P+ortugal+e+o+impacto+da+COVID-19/77b3187d-d395-4074-886e-fc8eb9946673>

Rudnicki, W., & Vagner, I. (2014). *Methods of strategic analysis and proposal method of measuring productivity of a company*. CEJSH. <https://cejsh.icm.edu.pl/cejsh/element/bwmeta1.element.desklight-1f3e5d27-3aa2-4367-90f4-4e04c765b2ee>

Rundh, B. & Gottfridsson, P. (2015, August). *Delivering sports events: The arena concept in sports from a network perspective*. Journal of Business & Industrial Marketing. https://www.researchgate.net/publication/281772064_Delivering_sports_events_The_arena_concept_in_sports_from_a_network_perspective

Sammut-Bonnici, T. & Galea, D. (2015). “*SWOT Analysis*”, ResearchGate.

Shani, D. (2015). *Sport marketing and non profit marketing - perfect together*. In International Review on Public and Nonprofit Marketing (Vol. 12, Issue 2, pp. 93–95). Springer Verlag. <https://doi.org/10.1007/s12208-015-0139-2>

Shank, D. Matthew; Lyberger, R. M. (2015). *Sports Marketing: A Strategic Perspective* (5th ed.). Routledge.

Shaw, E. H. (2012). *Marketing strategy: From the origin of the concept to the development of a conceptual framework*. Journal of Historical Research in Marketing, 4(1), 30–55. <https://doi.org/10.1108/17557501211195055>

Shiner, D. V. (1988). *Marketing's Role in Strategic and Tactical Planning*. European Journal of Marketing, 22(5), 23–31. <https://doi.org/10.1108/EUM0000000005283>

Silva, C. E. & Casas, L. A. (2017). *Sports ecosystems: Assumptions for incorporating marketing strategies in sports clubs*. The Marketing Review, 2017, Vol. 17, No. 4, pp.409-426
<http://dx.doi.org/10.1362/146934717X14909733966281>

Smith, A. C.T. (2008). *Introduction to Sport Marketing*. Elsevier Ltd.

Sousa, R. (n.d.). *Novo Eurobarómetro mostra que 49% dos europeus fazem exercício físico*. Europe Direct Minho. <https://europedirectminho.ipca.pt/novo-eurobarometro-mostra-que-49-dos-europeus-fazem-exercicio-fisico/>

Sport Lisboa e Benfica. (n.d.). *Benfica Fan Zone*. <https://www.slbenfica.pt/pt-pt/fas/fanzone>

Sport Lisboa e Benfica. (n.d.). *Corrida da Pequeneda - Corrida Benfica*. <https://www.slbenfica.pt/eventos/corrida-benfica/pequeneda>

Sporting Clube de Portugal. (2023). *Sporting Play Day celebra o Dia da Criança*. <https://www.sporting.pt/pt/noticias/clube/noticias/2023-05-25/sporting-play-day-celebra-o-dia-da-crianca>

Staples, L. (2004). *Roots to Power: A MANUAL FOR GRASSROOTS ORGANIZING*, (2nded.). Praeger. British Library Cataloguing.

Statista. (n.d.). *Basketball - Portugal | Statista market forecast*.
<https://www.statista.com/outlook/amo/sports/basketball/portugal?currency=EUR>

StatScore. (n.d.). *Futsal is gaining momentum around the world. What's behind its success?* <https://www.statscore.com/market-research/futsal-is-gaining-momentum-around-the-world-whats-behind-its-success/>

Strzelecki L, Czuba T. *Sports events as an effective way of brand marketing communication using the example of the Orlik sports facilities*. *Balt J Health Phys Act*. 2018;10(3):124-135.doi: 10.29359/BJHPA.10.3.1
<https://www.balticsportscience.com/cgi/viewcontent.cgi?article=1606&context=journal>

Subhash C. & Punj, J. G. (1987). *Developing Marketing Strategy: A Framework*, *Marketing Intelligence & Planning*, Vol. 5 Iss 1 pp. 34 - 39
<http://dx.doi.org/10.1108/eb045745>

Tao, S. (2013). *The impact of social capital on the operation of non-profit sports clubs*.

Thibault, L., Slack, T., & Hinings, B. (1993). *A Framework for the Analysis of Strategy in Nonprofit Sport Organizations*. In *Journal of Sport Management* (Vol. 7). Human Kinetics Publishers. Inc.

Trivedi, S. K., & Griffin, J. J. (2013). *Rothaermel's Strategic Management: Concepts and Cases, 1'st Edition, McGraw- Hill/Irwin, 2012*. *Journal of Business Ethics Education*.
<https://doi.org/10.5840/jbee20131019>

Twin, A. (2024, June,12). *Competitive Advantage Definition With Types and Examples*.
https://www.investopedia.com/terms/c/competitive_advantage.asp

União das Freguesias Carcavelos e Parede. (n.d.). *Festas de Carcavelos e Parede 2024*.
<https://uf-carcavelosparedede.pt/noticia/festas-de-carcavelos-e-paredede-2024/>

Varadarajan, R. (2009). *Strategic marketing and marketing strategy: domain, definition, fundamental issues and foundational premises*. *J. of the Acad. Mark. Sci.* (2010) 38:119–140 DOI 10.1007/s11747-009-0176-7

Vaz, S. & Machado, C. (2016). *As Tecnologias no Desporto*. *Tecnologias No Desporto*.
<https://tecnologiasnodesportosc.blogs.sapo.pt/as-tecnologias-no-desporto-260>

Wakefield, L.K. (2007). *Team Sports Marketing*. Elseiver, Inc.
<https://www.routledge.com/Team-Sports->

[Marketing/Wakeland/p/book/9780750679794?srsIid=AfmBOoosTrXstv4Uf4W5qFG8Obmu8vp
nIBRE3ihb7pahC3sBPtPsStq-](https://books.google.pt/books?hl=pt-PT&lr=&id=BR9mgmYyobYC&oi=fnd&pg=PA9&dq=what+is+strategic+marketing&ots=KF74z-HPtw&sig=bi9ITiyknJaYzeCfKFn0KAc4V0g&redir_esc=y#v=onepage&q&f=false)

Whalley, A. (2010). *Strategic Marketing*. Ventus Publishing ApS.

[https://books.google.pt/books?hl=pt-](https://books.google.pt/books?hl=pt-PT&lr=&id=BR9mgmYyobYC&oi=fnd&pg=PA9&dq=what+is+strategic+marketing&ots=KF74z-HPtw&sig=bi9ITiyknJaYzeCfKFn0KAc4V0g&redir_esc=y#v=onepage&q&f=false)

[PT&lr=&id=BR9mgmYyobYC&oi=fnd&pg=PA9&dq=what+is+strategic+marketing&ots=KF7](https://books.google.pt/books?hl=pt-PT&lr=&id=BR9mgmYyobYC&oi=fnd&pg=PA9&dq=what+is+strategic+marketing&ots=KF74z-HPtw&sig=bi9ITiyknJaYzeCfKFn0KAc4V0g&redir_esc=y#v=onepage&q&f=false)

[4z-HPtw&sig=bi9ITiyknJaYzeCfKFn0KAc4V0g&redir_esc=y#v=onepage&q&f=false](https://books.google.pt/books?hl=pt-PT&lr=&id=BR9mgmYyobYC&oi=fnd&pg=PA9&dq=what+is+strategic+marketing&ots=KF74z-HPtw&sig=bi9ITiyknJaYzeCfKFn0KAc4V0g&redir_esc=y#v=onepage&q&f=false)

What Matters Marketing, (2024) *The Difference between Business Strategy and Marketing Strategy*. What Matters Marketing.

<https://www.whatmattersmarketing.com/blog/business-strategy-marketing-strategy>

Wicker, P., Longley, N., & Breuer, C. (2015). *Revenue Volatility in German Nonprofit Sports Clubs*. *Nonprofit and Voluntary Sector Quarterly*, 44(1), 5–24.

<https://doi.org/10.1177/0899764013499072>

Wicker, P., Soebbing, B. P., Feiler, S., & Breuer, C. (2015). *The effect of Porter's generic strategies on organisational problems of non-profit sports clubs*. *European Journal for Sport and Society*, 12(3), 281–307. <https://doi.org/10.1080/16138171.2015.11687967>

Wilson, M.S.R & Gilligan, C. (2005). *Strategic Marketing Management: Planning, Implementation and Control*. (3rd ed.). Elsevier.

Zeps, A. & Ribickis, L. (2015, December). *Strategy Development and Implementation – Process and Factors Influencing the Result: Case Study of Latvian Organizations*. *Procedia - Social and Behavioral Sciences*.
https://www.researchgate.net/publication/286542065_Strategy_Development_and_Implementation_-_Process_and_Factors_Influencing_the_Result_Case_Study_of_Latvian_Organizations

9. Appendix

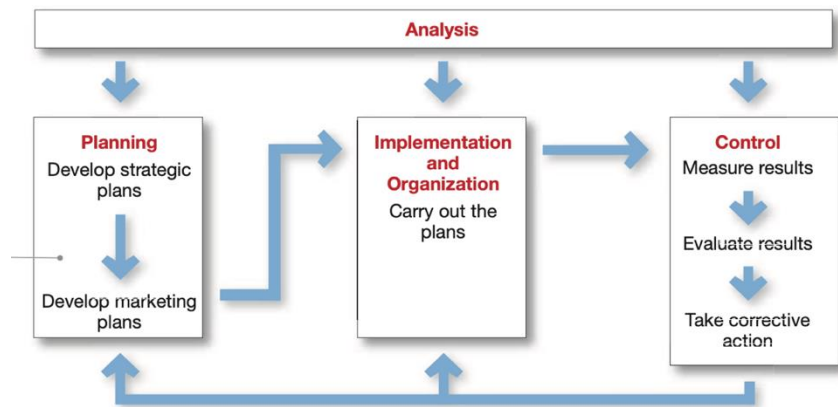


Figure 1 - Strategic Planning

Source: Kotler et al., 2018



Figure 2 - Marketing Strategies

Source: Kotler et al., 2018

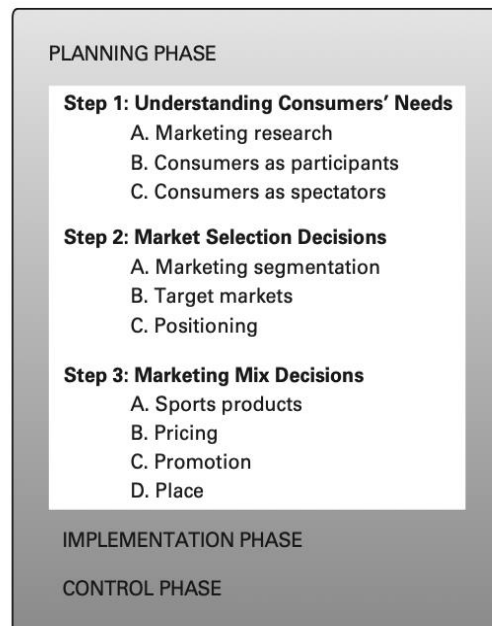


Figure 3 – Sports Marketing Process

Source: Shank & Lyberger, 2015

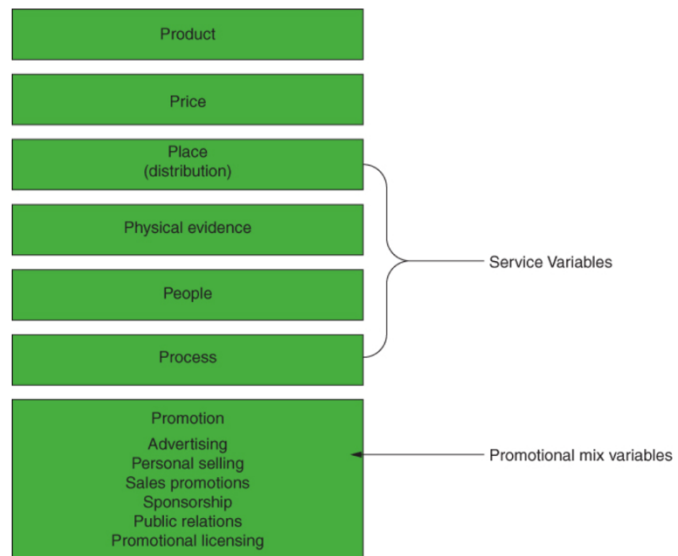


Figure 4 – 7P's of Marketing

Source: Shilbury et al., 2020

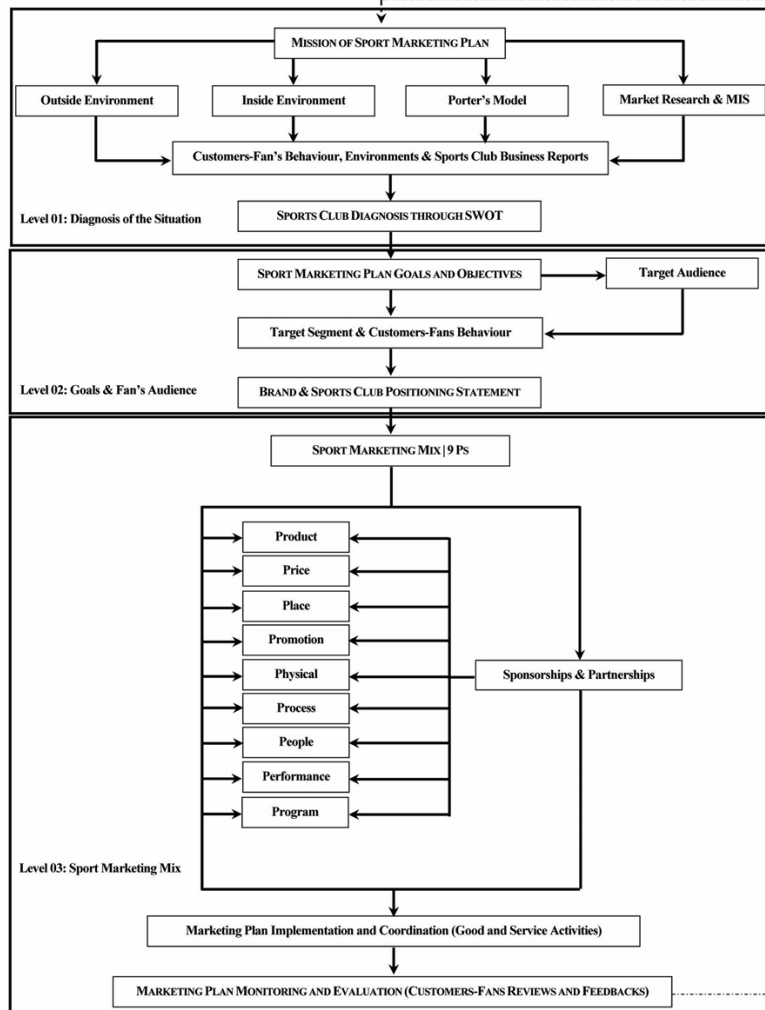


Figure 5 - Sports Marketing Plan

Source: Coutinho da Silva & Luzzi Las Casas, 2017

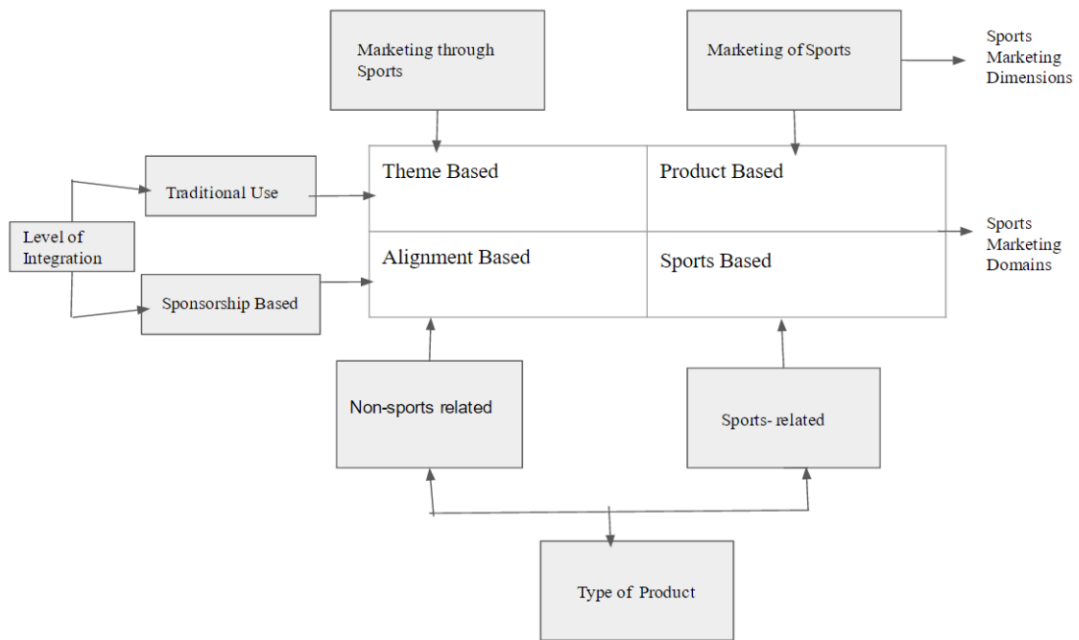
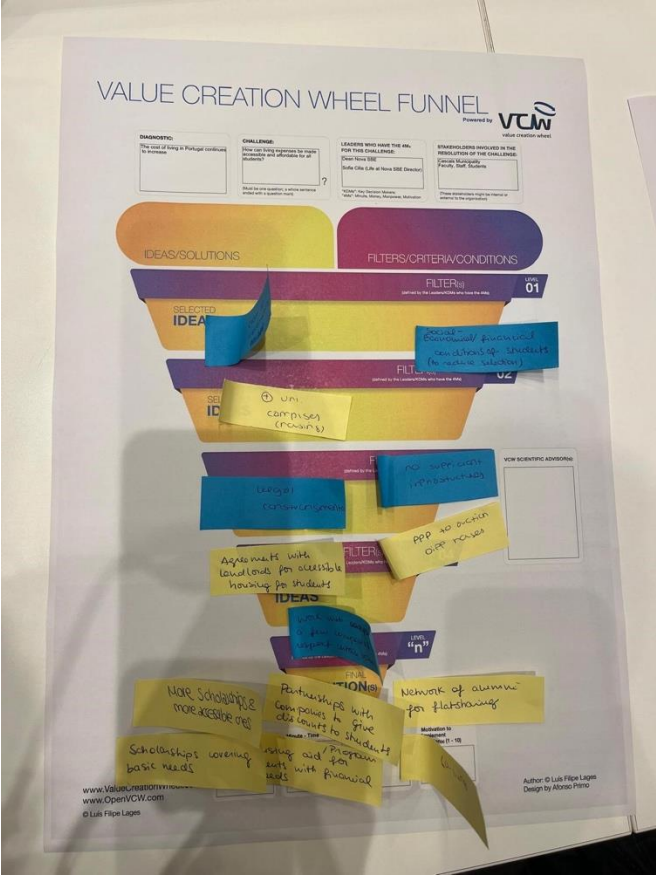


Figure 6 - The Four Domains of Sports Marketing

Source: Fullerton and Merz (2008), cited by Gadiraju (2016)

Figure 7 - Advanced Marketing Class / Application of VCW



Interview Questions Guide
Presidents of the Club Interview
<ol style="list-style-type: none"> 1. How would you describe Quinta dos Lombos' vision for its basketball teams? 2. What are the main challenges the club faces in achieving its goals for the basketball programme? 3. How much do you have to invest in the club in each area? How do you divide up the money to invest in things? What's left over do you invest in the following year? 4. How important is financial growth to the sustainability of basketball teams and what strategies are in place to support it? 5. How does the club currently relate to the local community and what future efforts are planned to increase community involvement? 6. What role do fan events and local partnerships play in building loyalty and support for the team? 7. Given the focus on women's sports, how does the club plan to increase visibility and support for women's basketball? 8. What barriers do you encounter to the development of women's basketball in general and the development of the basketball department in particular?
Marketing Director Interview
<ol style="list-style-type: none"> 1. How would you describe Quinta dos Lombos' current marketing strategy? 2. What are the main challenges the marketing team faces in promoting the basketball teams? 3. To what extent do you consider digital platforms (social networks) to be effective in engaging current fans and attracting new ones? What has been most effective? 4. In your opinion, what kind of investments or marketing strategies would have the most significant impact on the club's growth?
Vice President of Basketball Interview
<ol style="list-style-type: none"> 1. How would you describe Quinta dos Lombos' vision for its basketball teams? 2. What are the main challenges the club faces in achieving its goals for the basketball programme? 3. How important is financial growth to the sustainability of basketball teams and what strategies are in place to support it? 4. What role do sponsorships play in supporting the teams and how does the club approach potential sponsors? 5. How does the club currently relate to the local community and what future efforts are planned to increase community involvement? 6. What role do supporter events and local partnerships play in building loyalty and support for the team? 7. Given the focus on women's sports, how does the club plan to increase visibility and support for women's basketball? 8. Are there any specific initiatives or programmes to encourage participation in women's basketball at grassroots level? 9. What barriers do you encounter to the development of women's basketball in general? And for the development of the basketball department in particular?
Basketball Athlete's Focus Group Interviews
<ol style="list-style-type: none"> 1. What do you think of the current social networks (Instagram, TikTok, Facebook) of Quinta dos Lombos? 2. Given everything you see around you on social media, do you think the Lombos' platforms could be improved in any way? 3. Do you usually go to the club's events? If so, which is your favourite and why? 4. Do you feel that the Carcavelos/Cascais community could be more involved with the club? 5. Do you follow any sports teams other than Lombos online? If so, what do they do? What would you like the Lombos to do on social media?

Figure 8 - Interview Questions

Survey Questions Guide

1. Do you follow any sports clubs on social media? (Yes or No)
 - a. If No: Although you don't follow on social media, do you follow any clubs offline? (Yes or No)
 - i. If the answer is no, the questionnaire ends.
 - ii. If yes: Are you aware that sports clubs organise these kinds of events/activities? Examples: Live Games; Annual Race; Festivities (Santos Populares or Christmas Party); Solidarity Events; Holiday Camps; Fan Zone (entertainment area in the vicinity of the stadium/pavilion); None of the above
 - iii. Have you ever been to an event/activation organised by a sports club? (Yes or No)
 1. If yes: If yes, which one(s)? (Live Matches, Annual Race, Festivities (Santos Populares or Christmas Party), Solidarity Events, Holiday Camps, Fan Zone (entertainment zone in the vicinity of the stadium/pavilion), Other.
 2. If the answer is No: If not, why? It's not publicised enough, I don't have enough interest in the club, It's too expensive, Logistics are too complicated, Other
 - b. If yes: Which sport(s) do you follow? Football, basketball, futsal, volleyball, handball, dance, gymnastics, other.
2. On which platforms do you follow? Instagram, Tik Tok, Facebook, Youtube, Twitter (X), Other
3. How often do you follow publications? Every day, Three times a week, Once a week, Once a month, Never follow
4. What format of content do you most like to watch? Photo Posts, Short Video Posts (Reels or Tik Tok), Long Video Posts (Youtube), Quick Stories (Instagram or Tik Tok), Other
5. What type of content do you most like to watch? Backstage content, Highlights of each game, Individual highlights of each player, Interviews with the protagonists, Club news, Club events, Results of each game, Player take overs, Trends, Podcasts
6. How do you interact with the content you like to watch? Likes, Send to friends/family, Comments, Share/Repost, Save for later, Follow
7. Socio-demographic characteristics:
 - a. Gender (Female, Male, Other, Prefer not to say)
 - b. Age Group
 - i. Under 18
 - ii. Between 18 and 24
 - iii. Between 25 and 36
 - iv. Between 37 and 50
 - v. Over 50

Figure 9 - Survey Questions

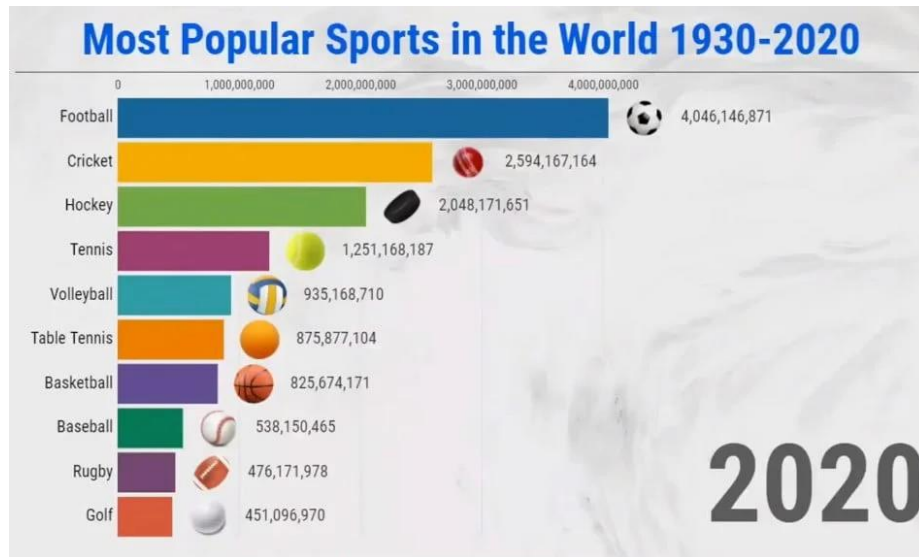


Figure 10 - Global Ranking / Most Popular Sports Worldwide

Source: World Statistics Database (Mohamed, 2024)

	2022	2021	2020	2019	2018	
Clubes desportivos	X	9 893	11 066	11 429	10 939	Sport Clubs
Praticantes inscritos nas Federações desportivas	X	483 829	587 812	688 894	667 715	Practitioners enrolled in sports federations
Andebol	X	31 447	45 394	49 192	49 661	Handball
Basquetebol	X	18 020	26 608	31 546	39 247	Basketball
Futebol	X	126 006	190 865	184 391	189 417	Football
Natação	X	46 980	21 479	106 127	89 755	Swimming
Voleibol	X	40 771	53 316	48 791	44 739	Volleyball
Outras	X	220 605	250 150	268 847	254 896	Others
Homens	X	340 794	423 737	471 404	464 526	Men
Mulheres	X	143 035	164 075	217 490	203 189	Women
Agentes desportivos de alto rendimento	818	584	891	811	745	High performance sports practitioners and referees
Homens	512	382	557	538	507	Men
Mulheres	306	202	334	273	238	Women
Praticantes de alto rendimento	712	554	791	761	662	High performance sports practitioners
Homens	442	360	491	504	447	Men
Mulheres	270	194	300	257	215	Women
Árbitros de alto rendimento	106	30	100	50	83	High performance referee
Homens	70	22	66	34	60	Men
Mulheres	36	8	34	16	23	Women
Titulos profissionais emitidos	8 265	6 342	6 792	7 237	6 350	Professional licenses issued
Homens	6 672	4 982	5 335	5 774	4 969	Men
Mulheres	1 593	1 360	1 457	1 463	1 381	Women
Treinador de desporto	5 564	3 982	4 445	5 043	4 062	Sports coach
Homens	4 827	3 324	3 692	4 294	3 418	Men
Mulheres	737	658	753	749	644	Women
Técnico de exercício físico	2 040	1 634	1 604	1 592	1 589	Physical exercise technician
Homens	1 376	1 126	1 131	1 069	1 066	Men
Mulheres	664	508	473	523	523	Women
Diretor técnico	661	726	743	602	699	Technical director
Homens	469	532	512	411	485	Men
Mulheres	192	194	231	191	214	Women

Fonte: IPDJ - Instituto Português do Desporto e Juventude, I.P.

Source: Portuguese Institute of Sports and Youth I.P.

Figure 11 - Federation Members in Portugal

Source: Portuguese Institute of Sports and Youth I.P.

Political

The sports sector in Portugal and Europe is largely regulated and supported by European Union policy initiatives (**Desporto | Fichas Temáticas Sobre a União Europeia | Parlamento Europeu, n.d.**), including important policies such as the [White Paper on Sport](#) (2007) and the Pierre de Coubertin Action Plan, which establish guidelines for the promotion of sport. Additionally, the [EU Work Plan for Sport](#) (2021-2024) establishes a framework for collaboration between institutions and member states with regard to the development of sports. Moreover, the European Union has developed several action programs, including Erasmus+ and the [European Week of Sport](#), which facilitate the promotion of sports practice and mobility within the sector. Furthermore, at the national level, the [IPDJ](#) and local authorities play a crucial role in providing financial support for a wide range of sports, including basketball. Notwithstanding the pervasiveness of financial support for football, this funding structure presents a significant challenge due to its inequitable distribution across various sports in Portugal.

Additionally, it is also relevant to cite the Federação Portuguesa de Basquetebol (**FPB, 2020**), the pre-eminent authority in the field of basketball in Portugal. The FPB's objective is to establish basketball as a benchmark sport on the Portuguese sporting scene, employing a pragmatic and aspirational approach. The organisation's mission is to promote Portuguese basketball as the foremost pavilion sport and to enhance the sport and its practitioners.

All the referred policies, at both the national and European levels, exert a direct influence on the development of basketball in Portugal. They play an instrumental role in fostering the growth of community clubs and are particularly conducive to social inclusion and ethical conduct in sport. These policies contribute to the creation of a more egalitarian environment for basketball compared to football, which traditionally commands a greater share of resources.

Moreover, the increasing focus of the EU and Portugal on gender equality in sport can facilitate the advancement of women's basketball, thereby contributing to a more balanced participation of women in sport.

Economic

From an economic perspective, it is clear that sport plays a substantial role in the European economy. A study conducted by the EU (**Cristea, 2022**) revealed that the sports sector accounts for 2.12% of GDP, with a further 3% of employment generated. Notably, these figures have been on the rise since 2018.

Given this growth, it can be deduced that sport is increasingly gaining importance on the international agenda, not only as an essential element for promoting health, but also as an element that contributes to the economy and employability of the population.

In 2022, the sports industry in Portugal employed approximately 44.5 thousand individuals, representing a 20.3% increase compared to the previous year. The average gross monthly salary for these employees was 1,411 euros, an increase of 4.7% from the previous year. The workforce in this sector is predominantly male (64.5% of employees were men) and comprises individuals in the younger age group, aged between 16 and 34 (**Desporto Em Números / Sport in Numbers - 2022, n.d.**).

As said before, it is impossible to analyse the sports sector in Portugal without mentioning the low level of funding it receives. According to studies carried out at the European level (**Estudo Caracterizador Do Setor Do Desporto Em Portugal E O Impacto Da COVID-19, 2021**), Portugal is characterised by an imbalance in the structure of sports funding compared to other EU countries. The sector's primary sources of funding include the IPDJ, local authorities, social games and online betting, which is regulated by Turismo de Portugal, and the Erasmus+ program. In 2020, the IPDJ's public funding for various sports amounted to €40.8 million, representing a decrease of approximately €3 million compared to 2019. The sports that received the most funding were football (in first place), followed by athletics, handball and basketball.

In the case of CRCQL the primary source of financial support is the monthly fees paid by the athletes. However, the club also receives substantial assistance from the Cascais City Council, Carcavelos and Parede Parish Council and the FPB's Valorizar program. The latter consists of a "project to grant financial incentives for the quality of the spectacle in the games of the senior competitions, which has defined a series of measures to improve the spectacle of basketball, different in the various competitions, with the aim of increasing its visibility, reflected in the growth of the number of spectators in the pavilions and the number of views in the various broadcasting media" (**FPB, n.d.**). In other words, by implementing these measures, the Federation is granting a series of incentives to sponsors depending on how well they fulfil the defined measures.

It is therefore evident that the sustainability and growth of grassroots sport, particularly in the context of women's basketball in Portugal, is significantly influenced by a range of economic factors, including funding, sponsorship dynamics, inflationary pressures and overall economic growth. Furthermore, the challenge community sports face in attracting sponsorship is a significant concern. The limited media coverage and low public involvement dissuade companies from investing in these initiatives, which hinders club growth due to a lack of financial resources.

Social
<p>Notwithstanding an uptick in its contribution to GDP and to European employability, sport remains a relatively superficial practice among the population. The primary impediments to physical exercise are a dearth of time, motivation, or interest. The fifth Eurobarometer study (Novo Eurobarómetro EU, n.d.) yielded several significant insights into the state of sport at the European level. It is notable that only 38% of Europeans engage in physical activity at least once per week, with approximately 45% reporting no participation in any form of sport or physical activity. In addition, according to data from the sixth round of COSI Portugal 2022 (a child nutrition surveillance system integrated into the World Health Organization), 31.9% of children were overweight, a figure that, given the already concerning trends, is expected to worsen.</p> <p>In terms of age, it is perhaps to be expected that respondents aged between 15 and 24 are the most likely to engage in regular sporting activities (54%), with this percentage declining with increasing age. Furthermore, discrepancies are evident with regard to the age of those who engage in sporting activities. Additionally, there is a notable gender disparity, with men being considerably more likely to participate in sports than women (Novo Eurobarómetro EU, n.d.). However, with regard to fan trends, there is a growing interest in women's sport and a concomitant concern about environmental impact issues (Wicke, 2023). As reported by Líder magazine, approximately two-thirds of fans have indicated a greater interest in female competitions within the sports they follow. Additionally, they have expressed a desire for female athletes to have access to the same opportunities and resources as their male counterparts. In certain sports, such as swimming, basketball, tennis and adapted sports, the number of spectators attending men's and women's competitions is equal (Wicke, 2023). Many spectators choose to watch both, which is a positive indication for Centro Recreativo e Cultural da Quinta dos Lombos (CRCQL) and suggests potential for growth in terms of the audience for its matches.</p> <p>It is also noteworthy that 89% of Europeans do not engage in or intend to engage in voluntary work in support of sporting activities. This is a cause for concern as it has the potential to negatively impact the long-term sustainability of sporting activities and Event, as well as their organization, in the long term.</p>
Technological
<p>In recent years, technological advancements have made a significant impact on various aspects of training, infrastructure management, and sporting Event.</p> <p>From the perspective of the athletes themselves, the monitoring of their performance using technological and biomedical equipment not only makes it possible to collect and analyze kinematic data from a body in motion, but also to obtain better results in terms of rankings, sports training and the study of each athlete's skills and abilities (As Tecnologias No Desporto, n.d.). This allows for the analysis of the points that need to be improved and the identification of the most effective training plans for each individual athlete or sport.</p> <p>Regarding sporting Event, it may be observed that, whereas it was once customary to attend the pavilion to view games, the advent of broadcasting technologies has rendered it increasingly straightforward to watch games online or on television (Pplware, 2021). This has the effect of influencing the manner in which people follow sports, particularly basketball. This significant advancement in broadcasting platforms has also impacted the landscape of sporting Event, facilitating the democratization and publicization of certain sports that have historically been overlooked or undervalued (Wicke, 2023). Nevertheless, while attending a sporting event in person allows one to experience joy and emotion, and to form connections with others, the number of fans travelling to sports venues is on the decline. According to Líder Magazine, most young Millennials and Generation Z (over 70 per cent) prefer to attend sporting Event outside of venues, in comparison to Baby Boomers and those over the age of 70. Furthermore, while in 2019 approximately 80% of fans had visited a sports ground in the previous 12 months, this figure has decreased to 37% in the present day (Wicke, 2023).</p> <p>Additionally, recent years have witnessed a significant surge in the use of smartwatches and mobile applications to monitor sports practice and physical activity (As Tecnologias No Desporto, n.d.). In the context of football, the deployment of the video assistant referee (VAR) system stands out as a seminal instance of technology's impact on the sport. This resource enables referees to review plays and even reverse decisions, thereby underscoring the pivotal role they play in modern football (Pplware, 2021). However, this tool is not exclusive to the sport of the Premier League, it is also used in basketball under the designation of the Instant Replay System (IRS). Initially introduced into FIBA competitions at the 2010 FIBA Basketball World Cup in Turkey, its objective is to enhance the precision and expediency of refereeing decisions (2020 INSTANT REPLAY SYSTEM (IRS) Manual for the Referees and IRS-OperatorS FIBA Competitions, 2020).</p>
Environmental
<p>It is often assumed that the impact of climate change does not extend to sport. However, the evidence suggests that the growing environmental challenges are influencing the practice of physical activity outdoors and the execution of sporting Event. This is leading to an increase in sedentary lifestyles and exposure to screens, which is a cause for concern, particularly for children and young people (Judas, 2024). In elite-level competition, for instance, a World Athletics survey concluded last year that 75% of athletes report adverse effects on their health and performance due to climate change (Judas, 2024).</p> <p>In the case of basketball, given that it is typically a hall sport, these extreme impacts are less prevalent. However, the climate instability that has been observed in recent years can effectively impact the construction and preservation of sports infrastructures.</p>
Legal
<p>As previously stated, the sports sector in Portugal, and basketball more specifically, is subject to regulation and legislation by several bodies, including European Union policies, the IPDJ and the FPB ones. These regulations pertain to a range of key areas, including accessibility for people with disabilities, anti-discrimination laws, labour laws for professional athletes and regulations on sports-related accidents (Legislação Desporto, n.d.). Furthermore, the legislation encompasses guidelines pertaining to the organisation and management of sports associations and clubs, as well as regulations governing sports betting and anti-doping (Legislação Desporto, n.d.).</p>

Figure 12 - PESTEL Analysis

	Opportunities	Threats
	<ul style="list-style-type: none"> • Growing Interest in Women's Sports - this brings the potential for sponsorships and partnerships; • Creation of a Men's Section at the Club - the success of women's basketball team provides a strong case for expansion; • Growth of Digital Presence - the club should leverage the social media and funding programs to boost visibility and connect with the audience, leading also to new revenue streams; • New Partnerships with External Organizations - the club should establish new partnerships with local entities and schools in order to increase the athlete recruitment and visibility. 	<ul style="list-style-type: none"> • Dominance of Football - this attracts the majority of media attention and sponsorships, which limits the resources for basketball; • Competition for Talent - one of the main challenges faced by the club is the recruitment of athletes by larger and more established clubs in Portugal; • High Dependence on Suppliers - as a smaller club with lack of bargaining power, the C.R.C.Q.L. has a high dependence on suppliers for essential equipment, uniforms and other sporting goods.
Strengths	SO - "Maxi-Maxi" Strategy	ST - "Maxi-Mini" Strategy
<ul style="list-style-type: none"> • High Number of Athletes with Exponential Growth in the Mini Basketball Category - the reinforcement of this youth category it is important for the future of the club; • Additional Support from Authorities - the club has a strong relationship with Câmara Municipal de Cascais and other local entities that are essential for it's development; • Athlete-Centered Policy - prioritises a holistic development of it's players, focusing not only on the performance but also on personal growth, education and other core values; • Strong Community Engagement - over the years the club has established a strong relation with the community; • Strong Reputation and High Level of National Success - the clubs has a long story competing at the highest level in Portugal. 	<p>Leverage the Strong Community Engagement and Youth Growth to tap into the Growing Interest in Women's Sports - The club's reputation and support from local authorities can be leveraged to garner greater attention for its basketball programmes, particularly for women's basketball, which is gaining traction. This can facilitate the acquisition of sponsorships and partnerships, thereby enhancing funding.</p> <p>Use the Athlete-Centered Policy to promote New Partnerships and Digital Presence - by demonstrating its bespoke and comprehensive approach to athlete development, the club can cultivate new partnerships and augment its digital visibility. This could be emphasised in promotional materials to attract prospective sponsors, athletes, and community support.</p>	<p>Capitalize the strong Success to counter competition from larger clubs - by doing this the club can retain more talent and mitigate the potential recruitment by other clubs.</p> <p>Capitalizese the Athlete-Centered Policy in order to attract new sponsors and suppliers - by doing this the club will be less dependent from the current suppliers.</p>
Weaknesses	WO - "Mini-Maxi" Strategy	WT - "Mini-Mini" Strategy
<ul style="list-style-type: none"> • Lack of Financial Support - despite the support from local entities, the club's funding and sponsorships are low, which impedes the club's capacity to grow; • Limited Space for Training - the current facilities are shared among various sports, leading to schedule conflicts and limiting time available; • Shortage of Professional Staff - the lack of specialized staff, such as nutritionist or driver, impacts the athlete performance and wellbeing; • No Ownership over the Bar - this limits the ability to generate additional revenue; • Poor use of Social Media - this limits the club's visibility and the ability to engage with the audience and potential sponsors. 	<p>Capitalize New Partnerships and Digital Growth to address the Financial Support Issue - by proactively engaging with local organisations and enhancing its digital footprint, the club can potentially secure new sponsorships and funding, thereby alleviating its financial constraints.</p> <p>Use New Partnerships to address Shortage of Professional Staff - the club has the potential to form collaborative partnerships with local businesses, academic institutions, and health organisations in order to facilitate the involvement of specialised professionals, such as nutritionists, sports scientists, or volunteers.</p>	<p>Create a Monitoring Plan to Address Supply Dependency - it would be prudent for the club to implement a monitoring plan with the objective of diversifying its supplier base and fostering relationships with local businesses.</p> <p>Enhance Social Media Presence to compete with bigger clubs - by enhancing its online visibility and engaging with a more diverse audience, the club can optimise its recruitment strategies and expand its sponsorship opportunities, thereby reducing the risk of talent being poached by larger clubs.</p>

Figure 13 - SWOT Analysis

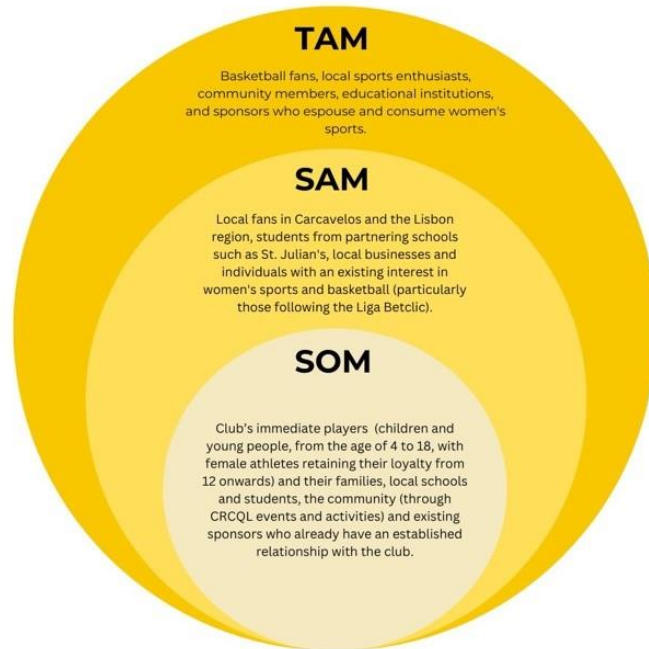


Figure 14 – Analysis of CRCQL’s Customer Landscape

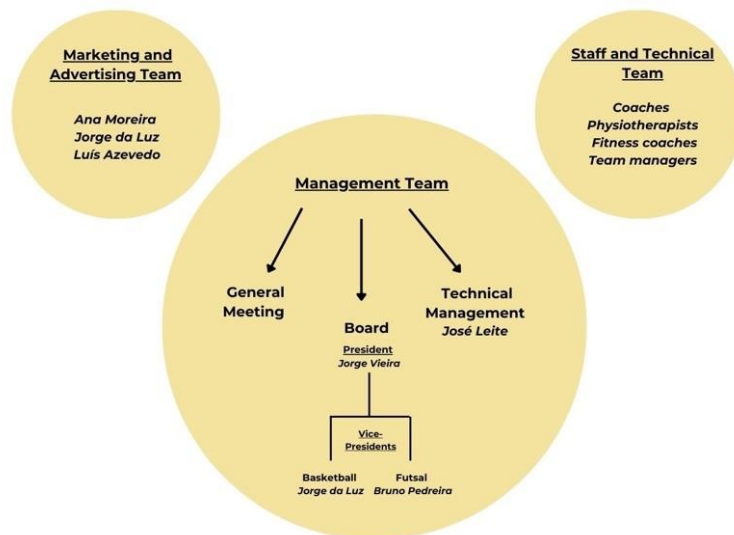


Figure 15 - Organisational Structure of CRCQL



Figure 16 - Divisions at CRCQL

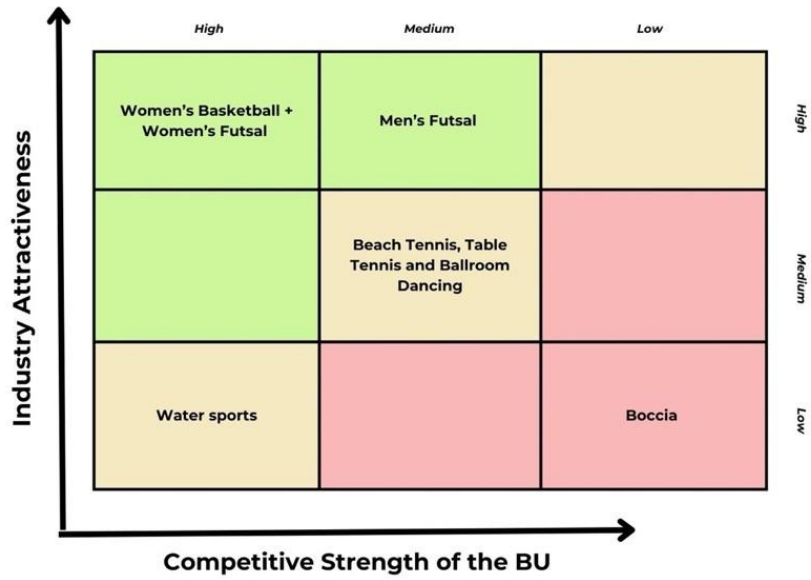


Figure 17 - McKinsey Matrix for CRCQL

	Benchmark Example	Does CRCQL already have/does ?
DIGITAL MARKETING	Use of Hashtags	✗
	Game Highlights	✗
	Live Events	✓
	Challenges Prior to Match	✗
	Behind-the-Scenes Videos	✗
	Exclusive Interviews	✗
	Match Statistics	✓
	Real-time Stories	✓
	Social Media Presence	✓
EVENTS MARKETING	Annual Race	✗
	Pre-Match Experience	✗
	Holidays Events (ex: Children Day)	✗
	Summer Camp	✓
	Former athletes' league	✗
SPONSORSHIP	Sponsorship	✗

Figure 18 - Benchmark Comparison with CRCQL

STP CRCQL
Segmentation
<p>There are two main groups of potential clients/target audiences who have different characteristics:</p> <ol style="list-style-type: none"> 1.The one whose families are looking for a sporting activity for their children, most of them between the ages of 4 and 12 (Minibasketball athletes) close to their area of residence to start their sporting career. 2.The other group of families/athletes whose expectations are related to sporting results and the excellent conditions given to athletes at various levels. In this case, they are athletes who are looking for the Club regardless of how close they are to their home area.
Target
<p>All young people between the ages of 4 and 12 of both sexes, and from 12 to 18 who want to take part in sport, more specifically training and competitions in the sport of basketball.</p>
Positioning
<p>CRCQL aims to position itself competitively in the market of clubs in the Lisbon region and at national level, whose quality of athletes, training and competition results are high, without ever forgetting the values of humility and community support for athletes with economic and ethical difficulties.</p>

Figure 19 - STP of CRCQL

Ideas
<p>Strategic Marketing:</p> <ol style="list-style-type: none"> 1. Develop a range of merchandise that reflects the identity of the club's community; 2. Introduce a loyalty program through digital means to reward regular fans and members; 3. Establish an alumni and legacy program to engage with former players, in order to promote the club's legacy and encourage mentorship opportunities for young players and schools; 4. Set up temporary outdoor displays in high-traffic areas; 5. Organise a sponsor-funded away fan bus to CRCQL away games, providing free or discounted transport for fans; 6. Partnership with the town hall for more community spaces and schools; 7. Apply AI tools (e.g. Zapier, Make.com) to automate content production, create opportunities for fan engagement and personalise interactions; 8. Organising fundraising at events (e.g. raffles or giveaways). <p>Digital Marketing:</p> <ol style="list-style-type: none"> 9. Improve the website to ensure ease of use and access to detailed information; 10. Develop a targeted social media presence across platforms (Instagram and TikTok); 11. Promote posts on social media during strategic times; 12. Create a series of short and authentic videos showing behind-the-scenes and backstage moments; 13. Develop a content segment that shows the training and growth moments of young athletes to highlight the impact of the CRCQL on the community; 14. Create a series on Instagram and Tiktok in video format in which the athletes take over the account for the day; 15. Develop a segment on social media with short interviews with the players of the match; 16. Explore options for live-streaming games and training sessions to extend reach beyond the local community; 17. Host a community-wide contest for CRCQL members and fans to design the next season's t-shirt or hoodie; 18. Develop interactive in-game online experiences; 19. Share "Behind the Game" content, educating followers on topics like basketball rules, training tips, or player routines. <p>Event Marketing:</p> <ol style="list-style-type: none"> 20. Develop a training programme for aspiring coaches and senior athletes; 21. Develop more holiday camps (e.g. Easter and Christmas Camps) that focus on youth skill development and promote them as family-friendly and community-centred events; 22. Work with local schools to show what CRCQL does and attract new young members; 23. Create a tournament with NOVA SBE; 24. Build new partnerships and sponsorships with significant companies; 25. Develop a team-up initiative with local businesses; 26. Launch a "Bring a Friend" programme to increase membership in the youth categories; 27. Create unique match day experiences such as family activities, fan competitions and community spotlights; 28. Hold themed events/activations to attract diverse audiences (e.g. Father's Day, Mother's Day, Children's Day, Women's Day, etc.); 29. Host health and wellness workshops on topics such as nutrition, mental health and injury prevention; 30. Create a "CRCQL Parents League" for friendly matches to increase community involvement; 31. Organise an Annual Sports Festival featuring a variety of sports, along with entertainment, local food vendors and interactive activities; 32. Host an Annual Future Stars Youth Basketball Tournament to showcase local youth talent.

Figure 20 - Generated Ideas

Filters/Criteria
<p style="text-align: center;">General</p>
<ol style="list-style-type: none"> 1. Legal Constraints - compliance with local regulations and guidelines for any events or initiatives, especially those involving public spaces 2. Budget Considerations - initiatives must be feasible within CRCQL's financial means 3. Scalability - ideas that can be scaled up based on success, providing CRCQL with sustainable, long-term engagement strategies 4. Community Impact - initiatives that positively impact the local community, fostering goodwill and strengthening CRCQL's image as a community-centered club 5. Return on Investment (ROI) - potential financial or engagement return, ensuring resources are directed toward initiatives with measurable benefits 6. Ease of Implementation - considers the logistical feasibility and resource requirements for each idea, allowing CRCQL to focus on initiatives that can be implemented with minimal difficulty 7. Environmental and Social Responsibility - initiatives that align with ethical standards and promote a positive social and environmental impact, enhancing CRCQL's reputation as a responsible organization
<p style="text-align: center;">Specific</p>
<ol style="list-style-type: none"> 1. No Additional Infrastructure Needs - Given CRCQL's current facilities, ideas should not require new infrastructure or extensive renovations, keeping implementation costs and logistics manageable 2. Limited Human Resources - focus on ideas that can be executed with the existing team, particularly given its reliance on volunteers and limited paid staff 3. Alignment with Club Values and Marketing Goals - activities align with CRCQL's core mission of community engagement, youth development, and positive social impact 4. Youth Engagement and Development - prioritizes ideas that directly involve or benefit young athletes, supporting CRCQL's focus on youth development and appeal to families 5. Digital Engagement Capability - emphasizes initiatives that combine both offline aspects and digital integration, in line with CRCQL's strategic focus on increasing digital presence 6. Long-Term Partnerships Potential - ideas should create sustainable, mutually beneficial relationships with local businesses, sponsors, or online and offline community 7. Volunteer Engagement - given CRCQL's reliance on volunteers, ideas should be designed to effectively involve volunteer contributions (e.g.: going above and beyond the scope of their assigned role) 8. Time Frame for Implementation - prioritizes initiatives that can be implemented within the current season or fiscal year, achieving timely results in visibility and revenue 9. Sustainability - Focuses on initiatives that aren't just one-time events but have the potential to become recurring activities or campaigns, supporting CRCQL's long-term engagement goals

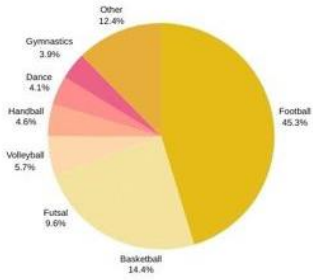
Figure 21 - Generated Filters/Criteria

Filters	Ana Moreira (35%)	José Leite (50%)	Luís Azevedo (15%)	Final Score	Final Ranking
Limited Human Resources	5	5	5	5,00	1st
Budget Considerations	5	5	3	4,70	2nd
Return on Investment	4	5	4	4,50	3rd*
Volunteer Engagement	5	4	5	4,50	4th*
Community Impact	5	4	4	4,35	5th
Youth Engagement and Development	5	4	3	4,20	6th
Ease of Implementation	4	4	5	4,15	7th*
Long-Term Partnerships Potential	4	4	5	4,15	8th*
Alignment with Club Values and Marketing Goals	5	3	5	4,00	9th
Legal Constraints	3	5	1	3,70	10th*
Environmental and Social Responsibility	4	4	2	3,70	11th*
Digital Engagement Capability	4	3	5	3,65	12th*
Scalability	4	3	5	3,65	13th*
Time Frame for Implementation	5	2	3	3,20	14th
Sustainability	3	2	1	2,20	15th
No Additional Infrastructure Needs	1	2	1	1,50	16th

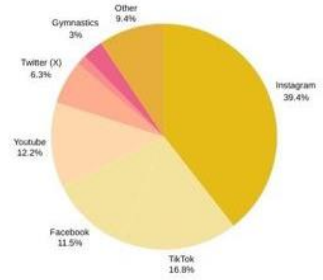
*Final Ranking after meeting with the KDMs to untie most relevant filters

Figure 22 - Ranking of Filters/Criteria

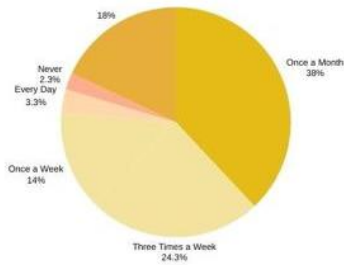
If the answer to Q1 is yes:
7.. If so, which sport do you follow ?



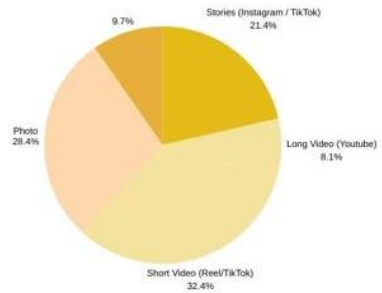
8. Which platforms do you use to follow them?



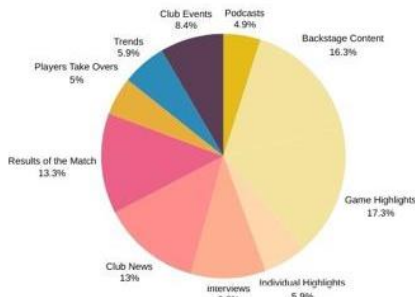
9. How often do you keep up with posts?



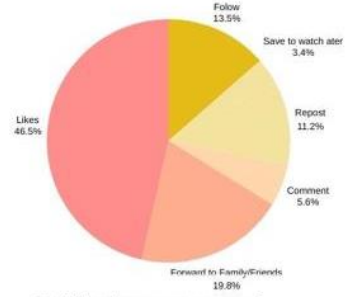
10. Which content format do you like best?



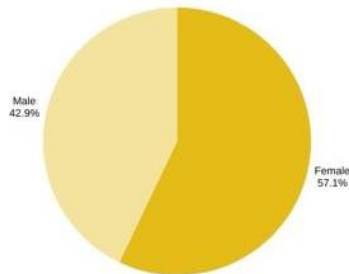
11. What kind of content do you like to watch the most?



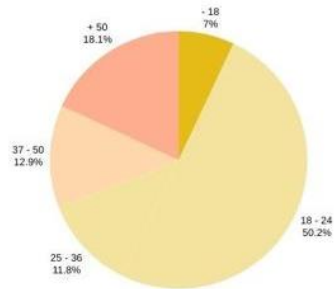
12. How do you usually interact with the content that you like to watch the most?



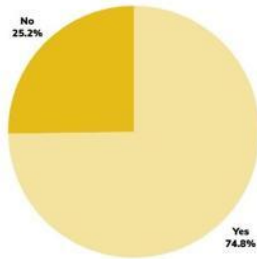
13. What is your gender?



14. What is your age range?

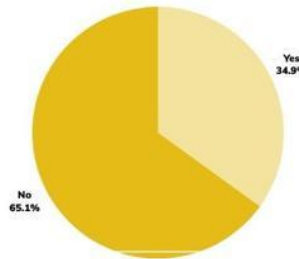


1. Do you follow any sports on Social Media?



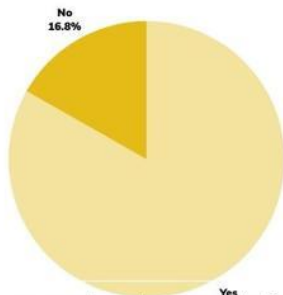
If the answer is no:

2. Although you don't follow on Social Media, do you follow any sports offline?

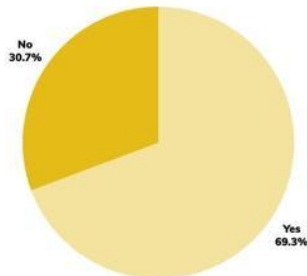


If the answer to Q1 is yes:

3. Are you aware that sports clubs organise these kinds of events/activities? Examples: Live Games; Annual Race; Festivities (Santos Populares or Christmas Party); Solidarity Events; Holiday Camps; Fan Zone (entertainment area near the stadium/pavilion); other)

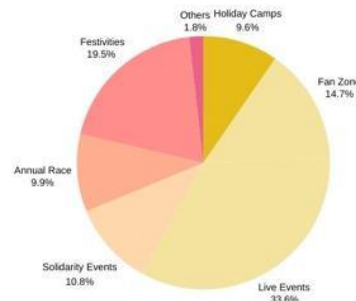


4. Have you ever been to an event/activation organized by a sports club? (Yes or No)



If the answer to Q4 is yes:

5. If so, which event have you been to? (You can choose more than one option)



If the answer to Q4 is no:

6. if not, why didn't you go? (you can choose more than one option)

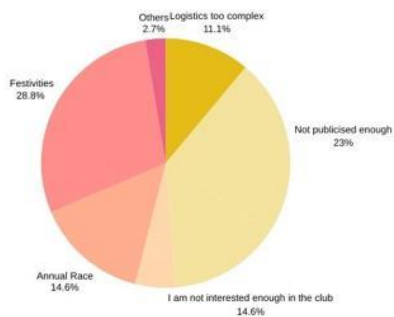


Figure 23 - Survey Analysis

VALUE CREATION WHEEL FUNNEL

Powered by **VCW**
value creation wheel

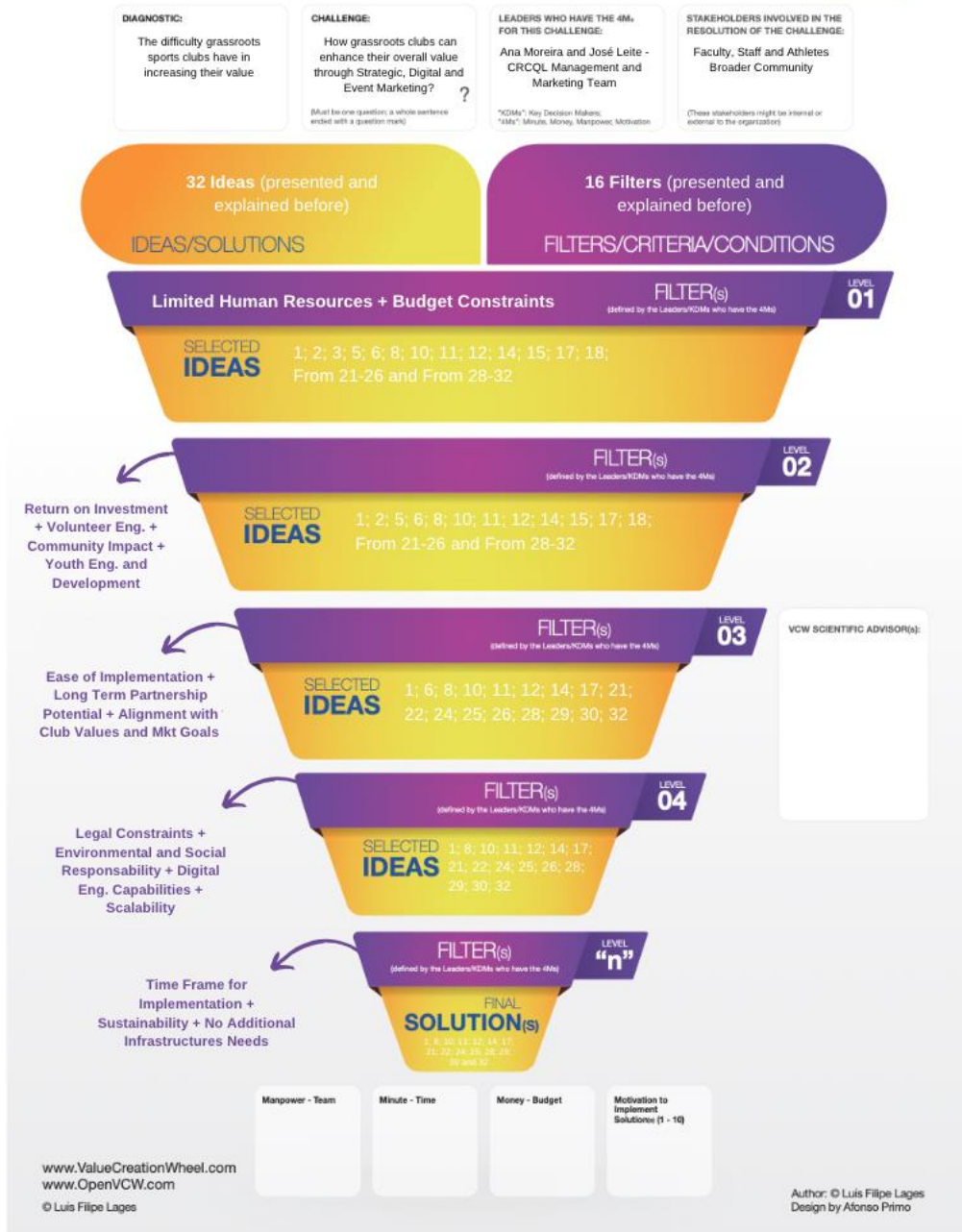


Figure 24 - Value Creation Funnel for CRCQL

Source: Lages et al., 2024

Clustered Solutions	Manpower - Team	Minute -Time	Money - Budget	Motivation (1-10)
Strategic Marketing (1 and 8)	Marketing & Design Team, Merchandise Partners and Volunteers	2-4 months (design, production, and execution)	Moderate (design and production costs)	9 (Strong brand engagement, potential for community support and revenue)
Digital Marketing (10-12,14,17)	Marketing Team and Athletes	Ongoing (regular posting)	Low to Moderate (free platforms and occasional ad spend)	9.5 (Essential for visibility, outreach, and building community engagement)
Event Marketing (21,22,24,25, 28-30,32)	Coaches, Staff, Volunteers and Partnerships	1-6 months depending on event scale and complexity	Moderate to High (facility rental if necessary, equipment, etc.)	9.5 (Engages diverse groups, promotes skill development and family involvement)

Figure 25 - Application of the 4M's



Figure 26 - Merchandise of CRCQL



Figure 27 - New suggestion for merchandise



Figure 28 - Backstage Moments on Instagram



Figure 29 - "Day in the Life" Series



Figure 30 - Community-wide contest to design the next season's t-shirt



Figure 31 - Holiday Camps


CASCAIS 

8 de março

Dia da Mulher

(s.f.) Símbolo de coragem, de ousadia e de força. Aquela capaz de falhar, de se erguer e de prosperar. A que faz o que quiser e é protagonista da sua própria história.










CASCAIS 

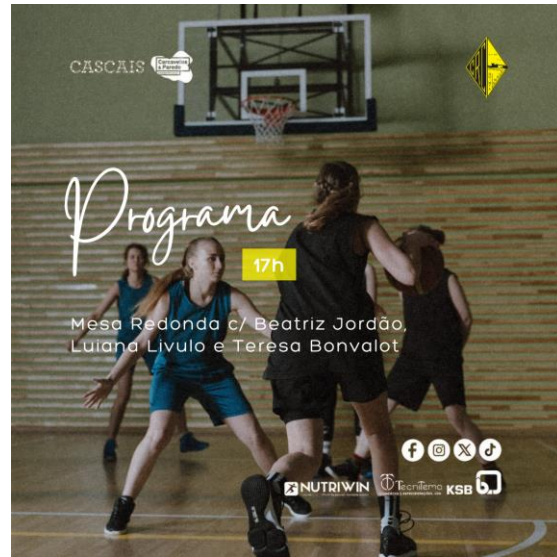
Programa

17h

Mesa Redonda c/ Beatriz Jordão, Luíana Livulo e Teresa Bonvalot





dia do PAI

19 de março é dia de trazer o Pai para o treino!

CASCAIS 





4 de maio

Dia da Mãe

(s.f.) Fonte de amor incondicional, proteção, orientação e apoio. Figura de força, compaixão e sabedoria, que molda não apenas o caráter de seus filhos, mas também as comunidades e sociedades em que vivem.

Amanhã traz a tua Mãe ao treino!





dia da CRIANÇA

Amanhã o treino é especial, vamos juntar todos os escalões para celebrar a criança que há em nós!



Figure 32 - Themed events/activations

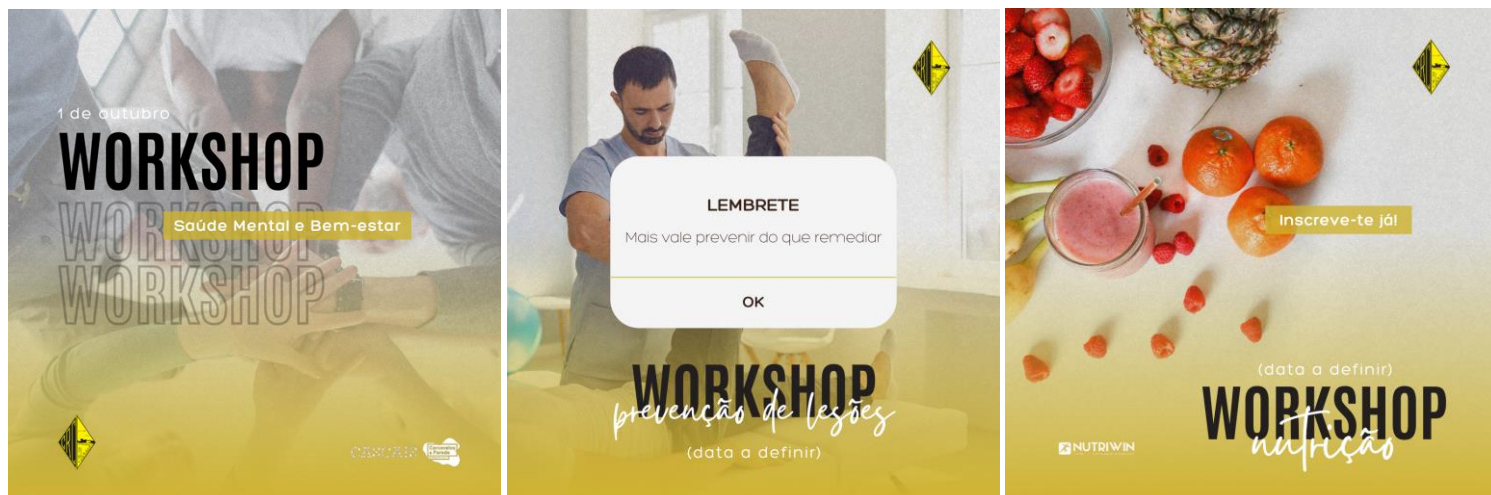


Figure 33 - Host Workshops



Figure 34 - CRCQL Parents Tournament



Figure 35 - Annual Youth Basketball Tournament

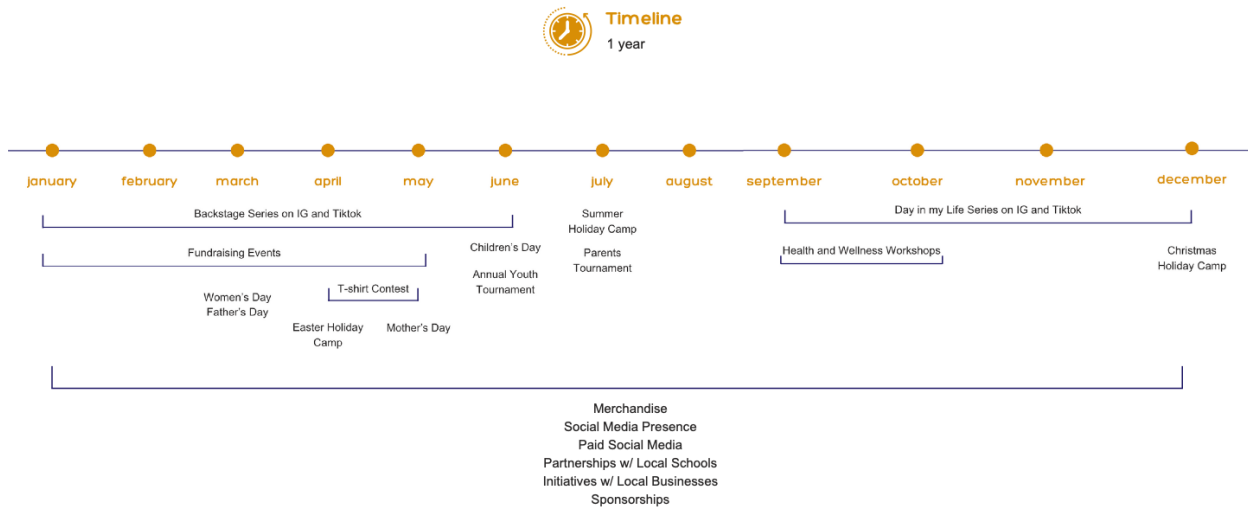


Figure 36 – Timeline

Ideas	Cost (Values expressed in €)
Merchandise	3 000€
Fundraising Events	35 €
Social Media Presence	-
Paid Social Media	300 €
Backstage Series on IG and Tiktok	-
Day in my Life Series on IG and Tiktok	-
T-Shirt Contest	1 300€
Holiday Camps	8 000 €
Partnerships w/ Local Schools	-
Sponsorships	-
Initiatives w/ Local Schools	-
Themed Events	-
Health and Wellness Workshops	-
CRCQL Parents Tournament	-
Annual Youth Basketball Tournament	44 €
Total	≈ 13 000 €

Figure 37 - Final Budget

Control and Evaluation Metrics/Key Performance Indicators (KPI's)
<p>Strategic Marketing:</p> <ul style="list-style-type: none"> • Sales Volume and Gross Revenue: It is recommended that the total sales of merchandise and the selling of raffles be monitored on an ongoing basis throughout the year. This will allow for an assessment of whether the profits generated have exceeded the initial investment, thereby providing a clear picture of the financial return, thus facilitating future investments; • Participation Rate in Fundraising Events: The percentage of attendees purchasing raffle tickets in relation to the total audience at games provides insight into the level of community engagement with the fundraising efforts. <p>Digital Marketing:</p> <ul style="list-style-type: none"> • Digital Engagement and Social Media Performance: A comprehensive analysis of the online engagement, such as likes, comments, shares and views of posts, is a crucial metric for measuring the visibility and impact of the whole plan. A high engagement rate is indicative of robust interest and a robust connection with the community; • Reach and Follower Growth: Measure the reach (number of users exposed to the content) and the growth in followers on both platforms; • Impact on Participation and Conversions: Assess the increase in fan attendance at games and events promoted through digital channels, as well as conversions like merchandise sales and contest submissions; • Qualitative Audience Feedback: Analyse comments and direct messages to evaluate the quality of audience reactions to the content, looking for indicators of enthusiasm and requests for more similar initiatives. <p>Event Marketing:</p> <ul style="list-style-type: none"> • Participation Metrics: Monitor the number of participants across a variety of events, including holiday camps, tournaments and workshops, including a demographic breakdown of attendees. This offers insights into the level of interest and the efficacy of promotional activities. • Digital Engagement and Social Media Performance: A comprehensive analysis of the online engagement, such as likes, comments, shares and views of posts, is a crucial metric for measuring the visibility and impact of the whole plan. A high engagement rate is indicative of robust interest and a robust connection with the community; • Revenue and Sponsorship Metrics: It is essential to evaluate the financial outcomes of the event, including the funds generated through the application of fees for participation and contributions from sponsors. Furthermore, the number of new sponsorships or partnerships secured as a consequence of the events should be monitored.

Figure 38 - Control and Evaluation Metrics

Additional Recommendations
<ol style="list-style-type: none"> 1. Organise a sponsor-funded fan bus to CRCQL away games to provide free or discounted transport for fans while simultaneously serving as a mobile advertisement for the club, showcasing its branding and sponsor logos. Such a strategy could foster a sense of community and excitement among travelling fans; 2. Establish an Alumni and Legacy programme with the objective of engaging with former players. This would facilitate the promotion of the club's legacy and encourage the creation of mentorship opportunities for young players; 3. Create a tournament with NOVA SBE, to cultivate relations with the community and to attract new talent and prospective young volunteers; 4. Introduce a digital loyalty programme to reward regular fans and members, consisting in the implementation of an annual ticket membership which would allow fans to attend all games at a discounted rate; 5. Improve the website with the objective of facilitating ease of use and access to comprehensive information, with particular attention paid to the match calendar, player registration, and funding opportunities; 6. Launch a "Bring a Friend" programme with the objective of increasing membership in the youth categories; 7. Apply AI tools (e.g. Zapier, Make.com) to automate content production, create opportunities for fan engagement and personalise interactions; 8. Create interactive in-game online experiences, such as real-time voting on MVPs, trivia contests, or digital raffles. It is recommended that rewards be offered to app users in the form of points or tokens, which can be redeemed for merchandise or event tickets associated with the club; 9. Develop a Training Programme for aspiring coaches and senior athletes; 10. Partnership with the Câmara Municipal de Cascais for more community spaces, thereby enhancing the capacity for the development of a wider range of activities; 11. Set up temporary outdoor displays in high-traffic areas. The content of these displays should encompass a range of topics, including forthcoming events, competitive announcements, and the dissemination of the CRCQL's message. 12. Create digital content with short interviews with the players of the match; 13. Create unique match day experiences such as family activities and fan competitions; 14. The analysis of the data from the survey indicates that 45 individuals continue to express a preference for YouTube videos. This suggests that, although it is not the organisation's principal objective, CRCQL has the potential to enhance its offerings on YouTube, namely with live-streaming options; 15. Create a "Fan of the Month" digital programme, featuring a dedicated fan. This programme would recognise a fan with free tickets, merchandise, or exclusive discounts; 16. In order to address the shortage of personnel and specialists at the club, it may be beneficial to implement a programme of curricular internships through the Portuguese Instituto do Emprego e Formação Profissional. This could prove an efficacious strategy for the recruitment of specialists in areas such as accounting, marketing and physiotherapy, who are approaching the conclusion of their academic studies and are seeking professional opportunities that align with the club's growth objectives;

Figure 39 - Additional Recommendations

