

A Work Project, presented as part of the requirements for the Award of a Master's degree

in Management from the Nova School of Business and Economics.

**HOW TO INCREASE FC FAMALICÃO WOMEN'S FOOTBALL STADIUM
ATTENDANCE?**

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Abstract

This Work Project focuses on increasing stadium attendance for the FC Famalicão women's football team amidst the global expansion of women's football. Through a multifaceted strategy encompassing Social media, Sponsors, Merchandise, Football Youth Development, Technologies, and considerations in Psychology, Physiology, and Regulations, this research provides specific recommendations tailored to each area. Anticipating an **increase** in attendance, the aim is to foster a comprehensive approach to fan engagement. These represent a foundational step for the women's team and are expected to lay the groundwork for future development.

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Keywords: Women's football; Stadium Attendance; Development; Growth; Sports Marketing

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1. Introduction

The modern landscape of women's football is characterized by unprecedented growth and increased visibility on a global scale. The FC Famalicão women's football team is at the crossroads of this dynamic evolution, poised to leverage the increasing appeal of the sport. As the boundaries of women's football expand, so do the opportunities and challenges of building a loyal fanbase. This work delves into the heart of the issue, focusing on recommendations for significantly increasing stadium attendance for the FC Famalicão women's football team. This initiative, which is rooted in the global expansion of women's football, is driven by a commitment to propel the team into a new era of prominence and sustainable growth, ensuring that the team's successes echo not only on the field but also in the hearts and minds of an ardent fanbase. A close examination of current trends and analyses reveals a compelling case for addressing stadium attendance (Katz, Ward and Heere 2018) (Oh, Sung and Kwon 2017). While women's football is growing in popularity, converting that into tangible support at the stadium remains a challenge for many teams, including FC Famalicão. As a result, stadium attendance serves as a tangible metric, a direct reflection of the team's resonance with its audience. A team's symbiotic relationship with its fans is fundamental, and a low turnout raises questions about the depth of this bond. Delving into the complexities of women's football, the challenge of increasing attendance is more than just filling empty seats; it is about forging long-lasting bonds between the team, its supporters, and the larger community. The significance of resolving this attendance issue extends far beyond the stadium, shaping the narrative and trajectory of FC Famalicão within the broader context of women's football.

2. Literature Review

2.1 Background and Context of Women's Football Development

In the realm of women's football, we are witnessing a revolutionary period that is often referred to as the "New Age". According to Petty and Pope (2019), the 2015 FIFA Women's World Cup marked a major turning point for women's football in the UK by greatly increasing media coverage of the sport. Notably, it was seen in the 2019 FIFA Women's World Cup, which drew an astounding 1.12 billion viewers worldwide, demonstrating the sport's widespread appeal (Forbes 2019).

Featuring 32 participating nations, the 2023 FIFA Women's World Cup in Australia and New Zealand continued this upward trajectory and marked a historic milestone, with an unprecedented number of spectators tuning in and a record number of match tickets being sold (1.978.274 fans) (Johnston 2023). The worldwide growth of women's football, evidenced by the quicker transition to a 32-nation tournament compared to its male counterpart, highlights the accelerated growth and recognition, even though the historical context, explained further on, differs significantly (FIFA, Women's Development Programme 2023). FIFA's commitment to double their investment in women's football to \$1 billion, along with a strategy to increase female players to 60 million by 2026, underscores their dedication to the sport's growth (FIFA, Women's Development Programme 2023). However, women's football did not commence with immediate success and development, there was a significant journey to reach its current state. Bordieu's theory of "feminization" and "masculinization" clarifies how feminization can occur as a result of judgments of feminine attributes and the fall in the prestige of particular careers (Bordieu 1984), but also that there is still a structural gap between how men and women advance in their jobs, despite recent success in integrating women into a variety of industries, including football. Though it is becoming more and more recognized, women's football is still perceived as inferior to men's football and is often

overlooked. Football's patriarchal culture reinforces institutionalized biases by pitting women's qualities against men's, posing challenges for women to create their identities and assert their femininity (Walby 1990) (Hargreaves 1994). Women's football started gaining global popularity in 1910 in France and in 1911 in Russia. Following World War I, Italy, Germany, and Brazil witnessed the initiation of women's soccer in 1921. The "Mundialito", the 1st prototype for a women's World Cup, took place in Mexico in 1971 and peaked in the 1970-80s. The European Women's Football Championships debuted in 1984 and have since been held 12 times. A significant milestone was achieved in a 2017 tournament in the Netherlands, marking the first use of women's national team gear in major international competitions. The popularity of women's football is rising with professional leagues in Sweden, Germany, Spain, France, and England following suit (FPF, Learn all about women's football in Portugal 2022). Commercial revenue is the main source of this development in income. Notably, in 2021/22, Sweden and England produced significant average revenues of \$3 to \$5 million and over \$5 million, respectively¹ (Fifa, Deloitte's Annual Review of Football Finance 2023).

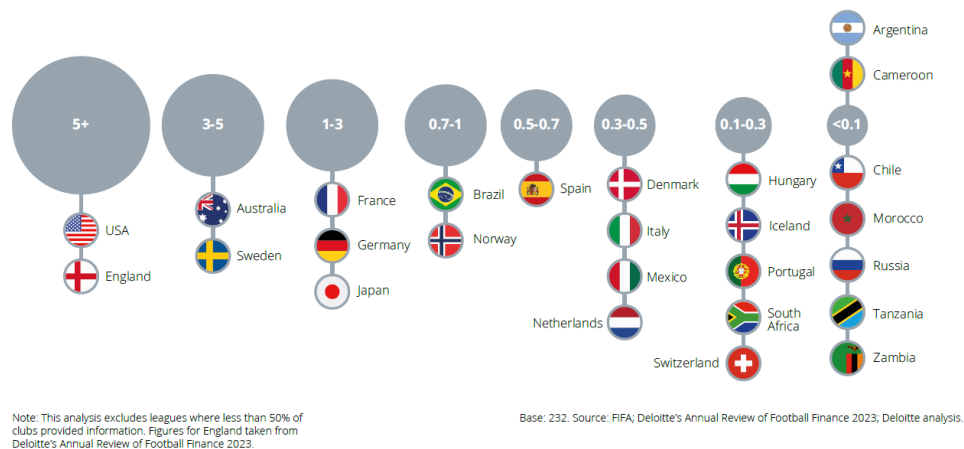


Figure 1: Average club revenue per league 2021-2022

¹ It is noteworthy that a significant part of the existing literature on women's game fans focuses on Australia, England, the U.S. More studies on women's football in this "New Age" and statistics on game attendance are needed for women's football to grow.

Women's football in Portugal has a minor documented history compared to men's football. Despite initial challenges faced by the national team, significant progress has been made since its establishment in 1981. Despite early difficulties in the European Championships, missing several tournaments, they found success with notable qualifications in later years (FPF, Learn all about women's football in Portugal 2022). Their recent achievement, securing a spot in the 2023 World Cup and reaching the 19th position in FIFA's ranking, contrasts with Portugal's 6th position in men's football (FIFA, Fifa world ranking women's 2023). While football traditionally unites Portuguese expatriates, the conversation regarding the role of women's football in similar unifying contexts remains relevant (Tiesler 2012).

A recent survey by the Portugal Football Observatory (2021) revealed a notable growth in the female player count, from 3.000 in 2016 to over 7.773 athletes in 2022 (Santos 2022). This increase is particularly significant considering the FPF (*Federação Portuguesa de Futebol*) goal to register 75.000 women players in football and futsal by 2030 (FPF, Futebol2030 2023). Notably, new registrants increased by an astounding 197% during ten seasons (2010/11 to 2019/20), almost tripling the number of new female players per season, as seen in Appendix 1 (Observatory 2021).

Turning to women's football attendance in Portugal, the record was set during the Liga BPI match between SL Benfica and Sporting CP, attracting an audience of 27.221 fans (Record.pt, História no Benfica-Sporting: Recorde de assistência quase dobra em jogos de futebol feminino 2023). The FPF's main objective is to increase match attendance to an average of 115.000 people by 2030 (FPF, Futebol2030 2023). This goal stands in stark contrast to the men's football domain, where the average attendance for one of Portugal's biggest clubs, SL Benfica, was 57.108 during the 2022/23 season (Portugal, Stats Liga Portugal Bwin 2023), reaching a record of more than 64.000 people in the last match of the season (DN/Lusa 2023).

2.2 Sports Marketing

Sports have been a central part of the lives of many, providing a source of both physical fitness and emotional exhilaration, as evidenced by the millions of fans who gather at stadiums and tune in to broadcast events all over the world. In recent years, it has also been core to activities of innumerable organizations (Chadwick, Chanavat and Desbordes 2016).

For many sports, marketing has been crucial in revenue generation, by attracting fans, creating a fanbase, selling merchandise, and securing media coverage. There are numerous definitions for sports marketing. If to Shilbury (2015), sports marketing consists of a managerial process that, through the creation and exchange of products and services with others, aims to obtain what sports organizations need, for Mullin (2015), the definition is not so much focused on the organization's needs, but on the needs and wants of sport consumers. What is important, however, is to establish the difference between marketing of sports and marketing through sports.

Marketing of sports involves the application of marketing strategies and principles within a sports organization (Smith-Swan 2015). It can take form as, for example, sporting goods and apparel, access to spectator sports events, incentivized by initiatives such as giveaways and family pricing, or the provision of venues for participation sports (Fullerton 2021). As competition in the sports industry evolves, sports managers have had to adapt, by relying, more than ever, on various analytic tools to source data, and come up with more sophisticated and effective marketing strategies to promote their sports and achieve success (Karg and Funk 1998). With the evolution of television and new media, the latter takes a hybrid role in the marketing of sports. While they serve as customers when purchasing the rights to broadcast sports, they also use those broadcasts to their own benefit and gain a wider audience (Chadwick, Chanavat and Desbordes 2016).

Marketing through sports, on the other side, occurs when a non-sports product is marketed through a sports association (Stewart 2015). This concept encapsulates a variety of sponsorship strategies, namely traditional sponsorship, as, Adidas and Lay's being official sponsors of the UEFA European Women's Championship (UEFA, UEFA Official Sponsors and Partners 2023); venue naming rights; licensing, that is, an agreement that grants a marketer the right to utilize valuable trademarks associated with a particular sports property; and endorsements, public declarations of support or recommendation of a product or service by a renowned individual or organization (Fullerton 2021).

As media coverage increases, for sports events and competitions, the more attractive these are for sponsors. Therefore, clubs must see themselves as not only a club but also a brand, to achieve a congruent fusion between the club (or a particular athlete) and a brand. Each club has a rich history, distinct identity, unique positioning, and values associated, which can help propel fan engagement, product positioning, and revenue generation. Congruence, – essential for a sponsorship to work out in the eyes of the audience – in sports marketing refers to how well a brand fits with another entity (Chadwick, Chanavat and Desbordes 2016). According to Erfgen (2015), there are three congruence categories: attractiveness-based, related to the physical attractiveness of the endorser; experience-based, as in the perceived expertise of the endorser and image-based, match between the endorser and the brand's image.

Football, regarded as the most globalized sport in the world, is a highly sought-after broadcast commodity, with substantial levels of participation and interest (Karg and Funk 1998). It has evolved into a powerful platform for marketing and promotion, impacting fans, organizations, and businesses. Therefore, marketers leverage the rich symbolism and social representations inherent to football to incentivize consumption (Chadwick, Chanavat and Desbordes 2016). For example, M&M managed to implement a sports platform by being present in the first commercial break

following the kickoff of the 2021 Super Bowl, reaching almost 100 million people of their target market in the United States alone (Fullerton 2021). Professional football clubs need to balance their competitive interests with their economic objectives. On that journey, they have encountered evolving challenges over the years, ranging from promoting their brand and innovating products to meeting the needs of sponsors and business partners (Chadwick, Chanavat and Desbordes 2016). Long-term identification with a club, regardless of its current performance, is essential for effective strategic planning in football sports marketing. Factors such as past team achievements, individual athlete performances, shared values, strong regional connections, and common understanding as an underdog are key to nurturing fan loyalty and engagement (Kaiser 2015).

The domain of sports marketing has transformed into a multifaceted and essential industry that reflects the interplay between sports and commercial interests. Aside from the fact that female sports market sales are roughly equal to male sports market sales, even in male-dominant sports such as football, an increasing share of broadcast sports events viewers are female. When these factors are combined with the rising influence that females play in purchase decisions for a wide range of items, sports marketing emerges as a viable vehicle for reaching this valuable market (Shani 1992). However, whilst an increase in gate revenues can aid in long-term sustainability, there is limited data in the literature about the factors influencing spectator demand in women's football (Valenti, Scelles and Morrow 2020).

Sports have evolved from mere athletic competitions to powerful platforms for branding, sponsorship, and global engagement. The strategic integration of marketing practices within football clubs and organizations, highlighted in seminal works like the "Routledge Handbook of Football Marketing," has not only reshaped the professional football landscape but also ushered in an era where sports and business coexist, fueling each other's growth and aspirations.

2.3 Consumer Behavior in Sports

Understanding the underlying motivations driving consumers to attend football matches in person is imperative. Given the scarcity of literature resources for women's football, papers studying men's football and the generality of sports were incorporated, aiming for a balanced analysis.

According to a 2001 study, there are eight factors motivating sports fans to participate in the activity: the athletes' physical prowess, vicarious achievement, gaining knowledge, social connection, drama, escape, aesthetics, and family (Wann, Melnick, et al. 2001). These motives aggregate into the Motivation Scale for Sport Consumption (MSSC), and each sport tends to record a prevalence of a distinct motive, dependent on the nature of the sport itself. As a result, team sports tend to drive fans through entertainment and drama, whereas more artistic activities, such as gymnastics, captivate their fans essentially through aesthetics (Wann, Melnick, et al. 2001). Taking as an illustrative example professional volleyball fans in South Korea, researchers found evidence that emotional reasons were the most significantly related to the relationship between a fan and a team, in opposition, behavior and cognitive motives are not as relevant (Paek, et al. 2021).

On other scales, the central catalyst for stadium attendance in most football research is team identification (Solberg and Mehus 2014). This concept comes with the perk of being relatively stable, meaning it will not suffer oscillations based on a team's recent form (Boen, et al. 2008). Evidence establishes the significant correlation between team identification and seven of the MSSC's motives, which provides insight regarding the relevance of a possible symbiosis between team identification and motivating factors in marketing strategies (Fink, Trail and Anderson 2002) as it enhances fans' positive behaviors towards the club, namely media consumption, merchandise acquisitions and attitude towards club's sponsors (James and Ridinger 2002). The link between fans' identification and behavior has been studied multiple times for football and men's sports, and

according to Clarke, Geurin, and Burch (2022), the result also extends to the women's football scenario.

The Social Identity Theory (SIT), how people feel that belonging to a community enhances their sense of self (Tajfel and Turner 1979), has shown through research that team identification can be fortified through the association with smaller communities, in opposition to mainstream (Goldman, et al. 2016), which can be a proper insight from FCF's perspective, since it is not part of the Big Four clubs (Sport Lisboa e Benfica (SLB), Futebol Clube do Porto (FCP), Sporting Clube de Portugal (SCP), Sporting Clube de Braga (SCB)).

The study of women's football demands new theoretical research to support factors that drive fans to attend women's matches specifically. Scholars tested which motives led consumers to watch women's and men's sports. Their findings highlight that affordability, friends and family's influence, and rooting for a cause were significantly more connected to women's sports (Fink, Trail and Anderson 2002), a conclusion later reinforced by Delia (2020). According to a study exploring the motives that led supporters to stand by the women's English national team, feminism arises as a significant motive (Clarke, Geurin and Burch 2022). In fact, all eight MSSC's motives positively correlate with feminism in the research, at a 0,01 level of significance. The same study provided a new theoretical background for team identification in women's sports, revealing that women's teams can reach greater team identification degrees among supporters than men's sports teams (Clarke, Geurin and Burch 2022). Clarke, Geurin and Burch (2022) recorded a significant positive correlation between identification and all three behaviors: media consumption, merchandise purchase, and stadium attendance, for the 0,01 level of significance.

Moreover, fans' relationships with teams also tend to differ according to supporters' gender. In men's sports, there is a tendency for men to record a superior degree of identification than women

(Theodorakis, et al. 2017). Nonetheless, there is no evidence that allows to extract the same conclusion regarding newly formed teams. Reasons to justify it may relate to the non-existence of a fully established fanbase environment and the absence of a male-dominated culture, as well-established in more historical clubs (Wann and James 2018). Previous research suggested that the same occurs for sports and not only teams. Sports with a vast history and an established stereotypical fanbase are less appealing to women audiences, compared to more recent, such as American soccer (Crawford 2004). This effect tends to have higher repercussions when “recent” sports are advertised as safe and family-friendly (Mewett and Toffoletti 2011). Crawford (2004) states that women find it difficult to enhance their fan relationships in a men-controlled environment, due to men’s continuous criticism of women’s support and input. Women’s football arises as an opportunity to create an inclusive fan culture, which has been the primary motive for women’s fans to attend the stadiums in 21% of U.S. and 39% of England supporters (Allison and Pope 2022).

Research on team identification amongst the English national teams concluded that male audiences identified more with men’s teams, supporting Theodorakis, et al. (2017) study. This observation underscores the absence of significant gender-related differences in identification with the women’s national squad. However, as of consequence of the lack of theoretical research, there is no proper evidence that may support possible reasons for that phenomenon (Clarke, Geurin and Burch 2022).

Nonetheless, men’s football can play a role in enhancing women’s football fanbases. It is suggested that brand strength can “spill over” from one section to another, as supporters may connect with the men’s brand and link it to the women’s team, supporting both within the same structure (Valenti, Scelles and Morrow 2020).

2.4 Theoretical Framework

The achievement of organizational objectives and retaining competitive advantage depend on efficient strategic dilemma resolution, a vital component of organizational management (McGee, Prusak and Pyburn 1993). The SCQA framework, proposed by Minto (2008) has gained popularity for its usefulness in strategic management. Initially proposed as a communication and problem-solving approach, it offers a methodical procedure for addressing strategic challenges.

The initial step involves a Situation analysis, where organizations evaluate their current situation considering internal and external factors. Amid global market instability, strategic management depends on a crucial understanding of the external environment, as failure to empower managers and staff to recognize and assess external influences risks missed opportunities, unproductive strategies, and organizational collapse (F. R. David 2011). Complication identification focuses on framing problems within the situation. De Wit and Meyer (2010) have stressed the need for precise problem definition in strategic management, prompting further investigation of specific issues that need attention and action. This naturally leads to Question formulation. Grant (2019) emphasizes the importance of developing appropriate questions to guide strategic thinking and planning. Questions within this framework act as guiding principles for further analytical and decision-making activities. The SCQA culminates in Answer development, where the questions raised are addressed by creating strategic solutions, emphasizing the significance of carefully thought-out plans in strategic management (Ansoff 1991). This framework offers an organized method for making decisions, ensuring solutions address the stated Complication and Situation. Recognized for systematic problem-solving in contemporary business environments characterized by turbulent and complex situations (Christensen and Raynor 2003), SCQA streamlines strategic decision-making by breaking down intricate problems into manageable elements.

For the Work Project, the team divided the SCQA framework as follows:

- **Situation:** FC Famalicão's women's team is facing financial and administrative complications resulting in a diminished level of fanbase support on social media as well as in the stadium.
- **Complication:** The women's team faces financial challenges and uncertainty regarding the Sports Public Limited Company's (SAD) willingness to provide support.
- **Question:** How can FC Famalicão address the financial challenges and ensure the sustainability of its women's team through increased stadium attendance?
- **Answer:** To address such challenges, strategies encompassing Social media, Sponsorship, Merchandise, Football Youth Development, Technologies, and considerations in Psychology, Physiology, and Regulations should be followed.

Following the SCQA framework, the 13-week project outlined in four sections (Appendix 2), aimed to offer strategic proposals that would increase attendance for FCF women's football team.

Guideline Situation	Evaluation Complication	Strategy Question	Plan Answer
<ul style="list-style-type: none"> • Determine the goal and scope of the project • Establish the project structure and deliverables • Gather data and do one-on-one informal interviews to identify the difficulties • Assessment of the literature review 	<ul style="list-style-type: none"> • External: Assessment of Portugal's women's football environment and potential • Internal: Evaluation of FCF strategy • Swot analysis: Assessment of the opportunities, threats, weaknesses, and strengths of FCF 	<ul style="list-style-type: none"> • Benchmark other European and national clubs • Conduct semi-structured interviews with football fans on their motivations and women's football experts • Quantitative study to validate motivation factors 	<ul style="list-style-type: none"> • Brainstorm ideas and create recommendations • Strategy implementation and development of a cost analysis • Final meeting with FCF to discuss and further develop the solutions

An outline of the initial situation	Conceptualization of the problem	Define strategic choices	Formulate recommendations
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Table 1: Approach and Deliverables

3. 5'Cs framework analysis

The 5Cs of marketing are an authoritative framework for developing a strategic plan, providing significant insights into companies' internal and external environment. Customer analysis allows for a customer-centric approach (Day 2011), where market segmentation and tailored strategies cater to customer demands and expectations (Kotler and Keller 2016). Examining competitors (benchmark) enables an understanding of strategic decisions and context, leveraging resources for a competitive advantage (Porter 1980) to achieve sustainable growth. Collaborators play a pivotal role in forging partnerships, expanding into distinct markets, and benefiting from each party's influence and resources (Doz and G. 1998). Climate analysis aids in understanding the market, including how each agent reacts, seasonality, trends, evaluating reactions, and benefiting from emerging opportunities (Kotler and Keller 2016). Context provides an understanding of the socio-economic, political, and legal spheres established through PESTEL (Hitt, Ireland and Hoskisson 2016).

3.1 Company

The history of Futebol Clube de Famalicão (FCF/FC Famalicão) is a journey through time, marked by triumphs and challenges. Founded on August 21st, 1931, this Portuguese football club is based in the city of *Vila Nova de Famalicão*. At its inception, the club proudly sported green and white as its primary jersey colors (F. Famalicão, História 2023). During a match against FC Porto in 1932, FC Famalicão inaugurated *Campo da Berberia*, marking an important milestone in the club's early history. However, it was not until the following season (1932/33) that the club officially began its

participation in competitive leagues, starting in the Promotion Championship of the Braga Football Association (F. Famalicão, História 2023). The club changed its colors to blue and white in 1939 to become affiliated with FCP, but this was not successful at the time (F. Famalicão, História 2023). As time went on, FCF encountered difficulties maintaining a steady presence in the top divisions of Portuguese men's football. The club experienced a series of difficulties from 1993 to 2002 (Arquivos 1989), which resulted in several relegations down to the district league, driven by leadership instability and financial challenges (Noticias 2019). However, a new era for FC Famalicão began in 2009, characterized by a steady leadership team and robust fan support (Noticias 2019). During this time, they experienced several promotions that helped them return to the *Segunda Liga B* in 2011 (F. Famalicão, História 2023), where they played solidly for the next three seasons in the *Segunda Liga*, solidifying their place in the league. A turning point occurred during the 2018/19 season, when Quantum Pacific Group, a prominent company holding a 33% stake in Club Atlético de Madrid, acquired 51% of the shares of the club's SAD (F. Famalicão, Notícias s.d.). After 25 years of playing in lower leagues, FCF triumphantly returned to the *Primeira Liga* in 2019, as a result of this relocation. As of September 2019, the major shareholder (Quantum Pacific Group) held 85% of the social capital of the SAD, with FC Famalicão holding the remaining 15% (Negócios 2019). Therefore, two different divisions exist within FCF: the FC Famalicão SAD, which is responsible for the men's principal football team and the U23, U19, U17 and U16 team; and the FC Famalicão Club which is responsible for feminine football and the youth teams (U19, U19B, U17, U16 and U13) and the futsal team (F. Famalicão, Notícias s.d.). The construction of the *Academia FC Famalicão*, launched in June 2018, is a state-of-the-art facility, devoted to the team's advancement. This cutting-edge complex satisfies strict certification requirements and has several features, such as three synthetic turf pitches, changing rooms, study and recreational areas, a club store, technical offices, a gym, an auditorium, and player lodgings (F.

Famalicão s.d.). With the support of a €1.3 million investment by the municipality, Jorge Silva, the previous chairman of the general assembly from 2013 to 2015, was instrumental in the academy's founding (oJogo 2018) (Portugal, FC Famalicão inaugura Academia de futebol 2018).

Women's football was introduced by FC Famalicão in 2019 with the formation of squads for both under-19 and senior divisions (ZeroZero 2019). However, financial issues arose, with the club's yearly income of €600.000, including €100.000 from member dues, falling short of covering expenses, leading to significant deficits in women's football. Because of this, women's football has been operating at a significant deficit, and club restructuring may be required to keep it alive. Seeking assistance from FC Famalicão SAD, who manages the men's football team, is one tenable possibility, but the president, Miguel Ribeiro, has not yet stated openness to managing women's football (N. d. Famalicão, Pina Ferreira pode assumir hoje a presidência do FC Famalicão 2023). In women's football, FC Famalicão made a name for itself by winning the 2022/23 Portuguese Cup with the senior squad (Minho 2023). Unfortunately, due to lack of conditions, for not using the *Academia* and President Jorge Silva's resignation, women's football was put on hold by the end of the 2022/23 season. But the club declared at the beginning of the 2023/24 season that the sport would return with new players and management. José Pina Ferreira took over as president in July 2023, promising to revitalize the women's football project by emphasizing talent development and possibly enlisting the club's SAD in the process (N. d. Famalicão, Pina Ferreira pode assumir hoje a presidência do FC Famalicão 2023).

3.1.1 SWOT

The SWOT Analysis framework provides a comprehensive view of the company's internal (strengths, weaknesses) and external (opportunities, threats) reality (Wheelen, et al. 2017), establishing the foundation for data-driven analysis and goal setting (David, David and David

2019). The table below contains the framework adapted to the reality of FC Famalicão, with further information on each provided in Appendix 3.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Loyal men's team fanbase, evidenced by record-breaking attendance in 2022/23 (FC Famalicão, no top 3 do ranking de assistências 2023). • Deeply requalified academy (FC Famalicão, Instalações 2023). • Openness from the municipality for women's games to be played at Estádio Municipal. 	<ul style="list-style-type: none"> • New club board in the transition process (the last board left in July before the mandate ended) (O Jogo 2023). • Financial instability. • Structural changes to the female roster (only 3 players stayed at the club). • No women's merchandise. • No section dedicated to women's football on FCF website.
Opportunities	Threats
<ul style="list-style-type: none"> • Enhance club connection with supporters to justify the transaction to Estádio Municipal. • Negotiate with FCF SAD to allow the women's team to practice and use academy infrastructures (F. Famalicão n.d.). • Leverage the “spillover” effect of the men's team on supporters. • Create women's merchandise. • Create a women's football section on the website. 	<ul style="list-style-type: none"> • Time to deal with structural issues could allow for the “big” clubs to increase the gap to FCF. • Risk of underperformance due to significant changes in team and staff.

Table 2: SWOT analysis

3.2 Customers

Among the supporters, the Ultras Fama Boys, established in 1990, stand out. Despite the challenging period of the 2000s, the support from the club's members remained steadfast, serving as a crucial factor in its resurgence. Nowadays, the *Estádio Municipal* consistently reaches full capacity, and FC Famalicão continues to bring its supporters to stadiums across the country. A notable instance of enthusiastic support manifested when FC Famalicão secured promotion to the

Portuguese *Primeira Liga* following a successful campaign in the 2018/19 season. Fans celebrated this achievement with exuberance in the city streets (Mais Futebol 2019).

FC Famalicão plays an active role in the community, organizing social events for environmental causes, education, and living standards in the region (FC Famalicão, Solidário n.d.).

The women's football team's social media platforms are followed by almost 10 thousand fans (Instagram account of women's football, October 2023), providing a platform for interaction, engagement, discussion, and dissemination of information about FC Famalicão. Conversely, the men's football team's Instagram account is followed by 85.500 supporters (October 2023), almost 9 times more than the women's page.

3.3 Collaborators

FC Famalicão's head coach for the 2023/24 season is Miguel Santos, former SC Braga women's team coach between 2017 and 2020, winning a Championship and a Super Cup with them. Afterward, Santos left for Estonia to manage the men's team of JK Tammeka but decided to return to coordinate the FCF's women's team (Record.pt, Miguel Santos 2023). Regarding the senior team, only 3 players from the 2022/23 season remained at the club, with 30 players leaving, and 21 joining the squad, in a single transfer market window (zerozero 2023).

FC Famalicão has a set of 40 partners, with Placard as the main one, followed by Mercainox, JMF, Macron, Hyundai, Enif, and Porminho classified by the club's website as "premium" sponsors, and the remaining as regular ones (FC Famalicão, Parceiros n.d.). Looking at the women's soccer jersey it is effortlessly identifiable Group Alexandre Barbosa Borges, Impulse, DACOP, and AMCO as primary sponsors. No other source from the club mentions the women's team sponsors, nonetheless, it is important to note that the website is controlled by FCF's SAD.

3.4 Competition

The National Women's Championship (Liga BPI, due to sponsorship reasons) stands as the highest tier of the women's football league system in Portugal. Established during the 1987/88 season by the Portuguese Football Federation, it operates on a promotion and relegation system with the National Championship Second Division Women's League (Store 2023).

During the 2016/17 season, top-tier men's football teams were invited to establish women's football teams, which resulted in the establishment of a new format consisting of teams competing in a points-based league. As of the 2024/25 season, all clubs aiming to compete in international tournaments are required to have a women's team or actively advocate for a female project (Record, Futebol feminino será obrigatório para jogar nas competições europeias a partir de 2024/25 2022).

The clubs that are currently playing in Liga BPI are: Sporting CP; SL Benfica; SC Braga; SF Damaiese; CS Marítimo; CA Ouriense; Clube de Albergaria; FC Famalicão; Racing Power; SCU Torreense; Valadares Gaia FC; Lank FC VilaVerdense. As of 23rd of November, FCF women's team held the 11th place out of 12th.

In the Market Overview section, a more detailed analysis of competitors can be found.

3.5 Context - PESTEL

Political, Legal and Technological:

Liga BPI is poised to make history, as the first European women's football league to implement VAR (Video Assistant Referee) in all matches by 2024/25, as announced by the FPF (Público 2023). Tests of the technology occurred on some women's football games in Portugal, such as *Taça de Portugal's* finals, nonetheless, this decision will require stadiums to have the capability to allow

the filming of the game in such a way that it supports VAR's correct intervention, leading to reforms in infrastructures across the league.

In a parallel development, the European Commission has set forth a directive to phase out synthetic football fields by 2031 (Record, Uma decisão que pode revolucionar o futebol: Comissão Europeia quer proibir a relva sintética 2023). This regulatory change necessitates substantial investments in the development and maintenance of new infrastructures. This regulation intends to reduce non-contact injuries that tend to occur with higher frequency when playing football on synthetic turf (Dragoo, Braun and Harris 2012).

Economical:

The economic environment of women's football significantly lags in financial investment in comparison to the men's counterpart. As of 2022, the women's most expensive football acquisition was Sporting's CP Maiara Niehues, whose purchase cost €30.000 (Rádio Renascença 2022). In the realm of player sales, FCF claimed the title for the most expensive transfer, selling Mylena Freitas to the Chinese football club Shanghai Shengli, for €50.000 (Bancada 2021).

By 2021, only three teams were fully professional, Sporting CP, SC Braga, and SL Benfica. Players wages ranged from as low as €665 to €8.000 per month, with only a quarter earning over €3.500 (Almeida, Diário de Notícias 2021). Notably, as of 2021, six teams within the league still did not had a single professional player (Almeida, Diário de Notícias 2021). Additionally, some football players still issue "*recibos verdes*" as if they were selling other services, earning €300 to €665 every month, less than the minimum legal wage. One anonymous player told *Diário de Notícias* it was the most common practice regarding first contracts (Almeida, Diário de Notícias 2021).

In 2021, the league attempted to create a salary cap of €15.000, nonetheless, the football players united against this measure, arguing that it was discriminatory. Without a salary cap, the room for

discrepancies increases, with the wealthier clubs offering much higher salaries and trading higher-level athletes, compared to smaller teams, which rely the most on non-professional players. By the 9th of February of 2023, the *Sindicato dos Jogadores Profissionais de Futebol* (SJPF) demanded a minimum wage of €2.280 per month, which would turn the league fully professional, however, some clubs cannot keep up with the demands (Almeida, Diário de Notícias 2023).

Social:

In the contemporary landscape, women's football struggles to fill stadiums and faces a social reality apart from men's sport. However, it was not always as it is now. When football started to experience significant prosperity, in the 20th century, in England, women's football games led thousands of dozens to fill stadiums. Nonetheless, women's sports started to be labeled as inappropriate, and by 1921 the British Football Association demanded the clubs not to allocate their resources to women's teams (Archer and Lloyd 2002).

Nowadays, in Portugal, the initial impediment to the development of the sport arises at an early stage of life. The family's disapproval, the school's environment, activities that are stereotypically for the boys, against those for the girls, and their masculinization are the first-level obstacles to the development of the sport (Silva 2019). Regarding the competitive context, men's football is still the priority, relegating women's football to a secondary status. Nonetheless, efforts are being made toward a social equilibrium, even though a long path is still to be paved (Morgado n.d.).

Acknowledging the scarcity of relevant environmental insights for the Portuguese women's sport context, this section considers only the remaining 5 letters of the 6 on the PESTEL acronym.

4. Market Overview – Benchmark

In advancing FC Famalicão women's football team, a benchmarking analysis was essential. The aim was to explore various facets of women's teams, extracting valuable insights into factors propelling growth and success. Portugal's 19th place in FIFA and 9th place in UEFA ranking focused attention on successful European teams, leveraging the shared cultural affinity for implementing measures that have proven effective in these (FIFA, Fifa World Rankin Women 2023) (UEFA, Coeficientes de equipas femininas por país 2022/2023). While FCF has not yet participated in the UEFA Champions League, their ambitions for increased national recognition and fostering women's football, prompt a careful examination of the highest clubs in the women's UEFA ranking, FC Barcelona, Olympique Lyonnais, VfL Wolfsburg and Paris Saint-Germain (Women's club coefficients 2023). National clubs were also examined, such as SL Benfica, Sporting CP, SC Braga.

The table below provides a concise overview of key findings from the benchmark analysis, with more comprehensive details available in Appendix 5. It is evident that, despite FC Famalicão's ongoing efforts to develop women's football, a substantial path remains to be paved. Drawing inspiration from these clubs and their initiatives offered a viable strategy for continued growth.

Factors	FCB	OL	VfLW	PSG	SLB	SCP	SCB	FCF	
Early Recruitment	Crucial for the development of women's football. It highlights the club's investment in nurturing talent from a young age. (Starting from Sub-13 teams)								
Sports Facilities	Assessing the inclusivity of a club's program for both men's and women's teams reflects a commitment to fostering equal opportunities. (Senior teams use the same facilities)								
Average Attendance	Gives insights into the popularity and support that women's football receives, providing a measure of the fan base. (There is not much information, so here are the highlights, as in record-breaking attendances. For FCF there is the average attendance)								
Social Media Presence	Level of engagement and interest in the women's team, contributing to the visibility of women's football. (Percentage of followers on the women's Instagram account, in relation to the men's football Instagram account. Below there is the Instagram followers)								
	✓	✓	✓	-	✓	✓	✓	✓	
	✓	✓	-	✗ Only in 2024	✓	✓	✗	✗	
	91.648	-	-	43.254	27.221	-	-	100 average	
	4,5% 5,6M	8,2% 189K	21,4% 154K	1,98% 1,3M	4,7% 123K	3,45% 76K	1,8% 5K	11,9% 10K	

Sponsorship exposed	Dedicated sponsors for the women's team exposed on the website or other social media, demonstrate financial support and investment.	✓	✓	✓	✓	✓	✓	✓	✗
Website	A dedicated section on the club's website dedicated to women's team information and news signifies the importance placed on their presence and achievements.	✓	✓	✓	✓	✓	✓	✓	✗
Community Initiatives	Regular community engagement reflects the club's commitment to social responsibility and further promotes women's football at the grassroots level. (At least 2 initiatives since September)	✓	✗	✓	✓	✓	✓	✓	✗
Merchandise	Offering exclusive women’s football merchandise contributes to brand identity and revenue generation, showcasing the marketability of women's football.	✓	✓	✓	✗	✓	✓	✗	✗

Table 3: Benchmark analysis

5. Primary Research

5.1 Marketing Research Question

The beginning of any marketing research journey initiates with the articulation of the research problem, as it provides direction and purpose. A meticulously formulated research question not only elevates the relevance of the study but also enhances practical applicability, ultimately contributing to real-world impact (Kotler and Armstrong 2018). Upon engaging in a productive discussion with the Vice President of the club, it became evident that FC Famalicão women’s team currently lacks a well-defined communication and marketing strategy. Consequently, the marketing research problem was framed as “What can be done in the realms of communication and marketing to enhance and expand the stadium attendance of FC Famalicão’s women’s football?”. With the research problem defined, the team conducted interviews to gather valuable data, forming the bedrock for the qualitative research.

5.2 Qualitative Research

The importance of the qualitative research is related to the fact that it provides a deep understanding of complex social phenomena and human experiences (Denzin and Lincoln 2011). This method

allows to delve into the nuances of these phenomena, finding important insights that are often difficult to obtain using only quantitative methods.

5.2.1 Methodology

The project began with an on-site visit to the club, in *Vila Nova de Famalicão*, fostering direct contact with key personnel within the women's team. During this visit, an informal conversation was held with the Vice President of the club to gather comprehensive insights into the club's initiatives, strategic focus, and potential avenues for the development of the women's team. Informal conversations are instrumental in establishing trust, fostering open communication, and unraveling complex ideas, as outlined by Brinkmann, 2014.

The team proceeded with the qualitative research, interviewing FC Famalicão fans who watch female football and those exclusively following men's football. The decision to exclusively interview FC Famalicão supporters aimed at gathering more specific insights that would subsequently inform the development of a more robust quantitative research study. A total of eighteen one-on-one in-depth interviews were conducted, following a semi-structured approach, combining pre-determined open-ended questions with the flexibility to explore additional topics, thus enabling a deeper knowledge of the individual's behaviors, feelings and perspectives (Marshall and Rossman 2014). These were conducted through phone calls and adhered to a structured interview guide, with recordings of these interviews made to facilitate subsequent data analysis (Malhotra, Nunan and Birks 2017).

Experts' interviews were also carried out, with a Spanish Women's Football institution's marketer, a career manager, and a Canal 11 (Portuguese Football Federation television channel) journalist. These were instrumental in shedding light on the intricate world of women's football and the perspective of fans. Expert interviews also employed a semi-structured approach, tailored to the

specific professional roles of the interviewees, allowing for more pertinent follow-up questions. While some of these took place via Zoom, others were conducted over the phone. It is noteworthy that, due to professional constraints, permission to record the interview with the Spanish Women's Football institution's marketer was not granted, resulting in detailed notes being taken by a team member to capture the essence of the conversation.

The fan interviews were structured into eight distinct groups, as seen in Appendix 6, each serving a specific purpose. Similarly, the expert interviews were, divided according to each professional, and can be seen in Appendix 7, 8 and 9. Later in the Work Project, interviews were conducted with the Finance and Communication Department, which can be found in Appendix 12 and 13.

5.2.2 Sample

The recruitment of the eighteen interview subjects followed distinct strategies. To engage women's football fans of FC Famalicão, a team member attended a home game at *Campo 2 Estádio 22 de Junho*. There, several fans entering the venue were approached, and their contact information was collected, briefing them on the interview process. Conversely, participants exclusively following FC Famalicão's men's football were contacted through personal connections within the team and by leveraging social media platforms, mainly Instagram. The team meticulously balanced the number of interviews, conducting nine with fans from each group. This deliberate balance aims to ensure equitable representation and facilitate meaningful comparisons, thereby enhancing the overall validity and credibility of the qualitative research.

In line with the qualitative research sampling design process outlined by Malhotra, Nunan and Birks (2017) the following describes the sample:

Target Population	Women's football FC Famalicão fans and FC Famalicão fans who exclusively follow men's football.
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	<ul style="list-style-type: none"> ○ Sampling element/unit: Women and men who fit the sample frame's requirement ○ Extent: Portugal ○ Time: October 2023
Sampling Frame	Watch the women's football team of FC Famalicão; only watch the men's football of FC Famalicão.
Sampling Technique	Non-probability sampling method combining convenience sampling with snowball sampling.
Sample Size	9 Women's football FC Famalicão fans; 9 FC Famalicão fans who solely watch men's football.
Implementation Process	Initiated contact with women's football fans at the stadium and leveraged social media and personal contacts to reach those exclusively following men's football. Subsequently, compiled a list of individuals who met the requirements and utilized a snowball approach to identify additional participants who fit the criteria. Then, selected responders based on their availability for subsequent phone call interviews.

Table 4: Explanation of the qualitative research sampling process

In terms of demographics, the sample consisted of eighteen participants with an age range of 20-56, a mean age of 27, and a standard deviation of 8,798. Of the participants, 67% were male, with 33% holding a master's degree and an equal percentage having a high school diploma at maximum. Without surprise, 61% of the interviewees were from Vila Nova de Famalicão, as we interviewed people who were FC Famalicão fans or at least went to see a home game of the team. However, it should be noted that one of the interviewees, despite living in Portugal, is Brazilian. Regarding the expert interviews, three interviews were conducted, with an average age of 30 years old. Among the three, two were women, one was a man, and there were two Portuguese and one Spanish.

5.2.3 Limitations

Throughout the course of the qualitative research, some factors constrained the production of results meeting stringent standards of quality and impartiality.

Firstly, the diverse methods employed for acquiring interviewees introduced variances in the participant recruitment process. While female football fans were first approached at a home game and subsequently scheduled for interviews, the fans who exclusively watch men's football were reached through the team's personal contacts and social media channels. Consequently, this approach resulted in an unequal gender and age ratio between the two groups. Using different methods, the team is knowledgeable this can lead to response bias, as the willingness to engage in interviews differs across groups. However, efforts were made to mitigate this limitation by refraining from contacting individuals already followed on social media. The use of phone interviews presented an additional constraint, as the interviewing team member lacked access to non-verbal cues and body language information from the interviewees, valuable in face-to-face interviews. Finally, the fact that all team members conducted interviews could have impacted the amount of information each extracted, despite the uniform use of the same interview guide and structures by all team members.

5.2.4 Findings

Below are the findings from the conducted interviews. In appendix 10 and 11, the interviews with the fans are presented along with their respective responses. Due to professional considerations, the same could not be done with the expert interviews.

Fan Interviews

When interviewing the fans of FC Famalicão, several factors emerged regarding their fanhood. Women's football fans were **drawn to the sport** primarily due to increased visibility, owing to events like the Women's World Championship, personal experiences, and the sport's perceived safe and inclusive environment. They also mentioned the team's recent success – winning *Taça da Liga* – the loyal connection, the higher level of technicality offered and the promotion of gender equality.

On the other hand, fans of the men's team were initially drawn to men's football because of their local club status and loyalty to the team's journey from the 3rd to the 1st Division. While both groups are enthusiastic, men's team fans also highlighted the atmosphere in the stadium, the passion of the fans, and the tactical strategies as sources of their enthusiasm for the sport. The main differences lie in the initial motivations for becoming fans, with women's football fans emphasizing visibility and inclusivity, and men's team fans highlighting local loyalty and the team's journey. However, both groups share a passion for the teams and football in general.

In terms of **merchandising**, both groups of fans expressed a willingness to buy products related to the women's team. The women's football fans wanted more promotion and affordable price points for these products. The other group of fans also showed interest but suggested several alterations such as innovations in the products, unisex options, price reductions, quality design and athlete endorsements to make the products more appealing. Regarding information, both groups rely on online sources for updates, but some women's football fans expressed frustration about the **visibility and accessibility of information**. High-profile matches, inclusive promotions and national team campaigns were seen as effective in capturing interest, which highlights the potential of well-designed campaigns to promote women's football at local and national levels.

Both groups of fans share a common interest in improving various aspects of women's football to increase attendance. They recognized the **importance of scheduling** women's matches to avoid time conflicts with the men's team and highlighted the significance of ticket pricing, availability through social media and comprehensive information about game dates and times. Enhancing **promotion** through social media and conducting outreach campaigns were seen as crucial by all, with suggestions such as having more information on the team and players displayed. However, some differences can be noted. Women's football fans emphasized the need for **entertainment**

during halftime and creating fan zones with multiple activities as happened with the “*Mega Jogo*”, while some men’s football fans also proposed **structural changes** in the game, including altering the pitch size and game time for a more intense experience. Additionally, suggestions to capture the interest of potential fans include promotions, such as receiving free tickets for matches with the purchase of a certain number of products at supermarkets.

When asked about missing a **sense of community** due to missing the women’s games, most interviewees did not report a loss. Those who forged connections within the male football community felt integrated and did not perceive the need to attend women’s games to maintain their sense of community. One individual even expressed concerns that attending women’s matches might cause them to miss out on men’s games and, as a result, feel disconnected from their community, showcasing the importance of having men’s and women’s matches at different times.

Overall, both groups of interviewees depicted a consistent picture. **Male team fans** were generally **characterized** as passionate, and emotionally expressive during matches, often displaying intense fervor in their support to the club and prone to outbursts and emotional reactions. In contrast, **women’s team fans** were seen as calmer, more composed, and less aggressive in their support. While equally passionate, they exhibited their support with a more tranquil demeanor. These fans were often viewed as being present primarily for the love of the sport itself and were more likely to have personal connections to the players, such as family members or acquaintances.

Expert Interviews

From the **interview with the Canal 11 journalist**, several conclusions could be drawn. The growth of women’s football is linked to its evolution and fan-oriented efforts, such as major stadium matches and family-friendly fan zones. Successful club engagement depends on financial resources and fan-team connections, emphasizing community and dynamic experiences beyond the 90-

minute game. Effective and consistent marketing and communication can attract fans, even in the face of dominant clubs like SL Benfica, Sporting CP and SC Braga, by building proximity to fans. Enhancing the stadium atmosphere and leveraging social media for promotion can be a solution to the primary challenge of game attendance. TV and online broadcasts complement live attendance, and digital platforms enhance fan engagement, including initiatives to excite fans before games and expanding the fanbase through education and engagement, especially with older generations, unfamiliar with women's football.

The **women's football career manager** stressed the need for greater professionalism in Portuguese women's football, including social media management, club image, and brand involvement. Key development areas cover financial standards, working conditions, visibility, and value. Unlike Spanish third-division women's clubs, Portugal faces limited financial backing due to federation-imposed conditions. An intelligence-based approach to talent development was recommended to highlight the intellectual capabilities of female athletes in the sport. Despite common perceptions, women's football in Portugal has grown with a dedicated fanbase. Community engagement, local government involvement, and professional club structures were mentioned as essential. From the interviewee's perspective, financial investment is vital for growth, with support from sponsorship, investment, and government. From his viewpoint, clubs like FC Famalicão should establish strong structures for women's teams, with roles in marketing, finance, and management. Greater SAD involvement can enhance results and lead to better outcomes. The interviewee stressed that young talents should focus on performance, remain humble, and avoid comparing themselves to big stars.

Although the interview with the **Spanish Women's Football institution's marketer** was not recorded, some findings were drawn. Sponsorships, such as Spain's Liga F (Spanish Women's Premier League) with companies like EA FC and Panini are crucial for increasing stadium

attendance and fan engagement by providing visibility and interactive experiences related to women's football. Overcoming misconceptions about women's football, including doubts about its enjoyment compared to the men's game, poses a significant challenge that clubs must address through marketing and fan engagement strategies. Building a sense of community around the women's team by leveraging the power and influence of the men's team is an effective strategy to establish this connection and loyalty among supporters. To increase stadium attendance, clubs need to invest in creating a top-notch stadium experience, by improving the infrastructure, ensuring good field conditions, and presenting a professional image on television broadcasts.

5.3 Quantitative Research

In the subsequent phase of primary research, it was developed a quantitative research to obtain conclusions, following the qualitative research. This was achieved by converting the data gotten from the interviews into quantitative form and extrapolating the study sample's results to the broader population. The research design utilized for this purpose was the single cross-sectional design, as detailed by Birks, Malhotra, and Nunan in 2017.

5.3.1 Methodology

During this research phase, online surveys were chosen for their convenience in terms of distribution, ease of response and compatibility with a diverse array of devices, such as mobile devices, laptops, and desktop computers (Malhotra, Nunan and Birks 2017). Google Forms was employed to create the survey, and it was distributed to participants through text messages, online communities, and social media platforms (Instagram, WhatsApp, LinkedIn). The online survey was designed to be bilingual, with questions presented in Portuguese and the option to translate the page into English for respondents. The survey featured a predefined set of response options to minimize data collection variations, enhance the significance of obtained insights and facilitate the

subsequent analysis. Additionally, open-ended questions were included for “Other” options and questions in which a broad number of answers could be written. The team later analyzed the results via Google Forms and Excel. The questionnaire was structured into five distinct sections, each addressing specific aspects of the research: Introduction and filter questions; Frequency and motives to watch only Men’s football or Frequency and motives to watch Female football; Merchandising; Additional comments; Demographic questions.

To exercise control over the respondent selection process and enhance the robustness of the sample by minimizing errors, control measures were implemented (Malhotra, Nunan and Birks 2017). These included the use of filter questions, the restriction of one response per respondent, and the utilization of a large sample size. In this phase, respondents were not restricted based on their club affiliation or whether they followed football. The rationale was rooted in the belief that every answer held significance for the findings, enabling the team to effectively transpose the results to the reality of FC Famalicão and achieve the goal of increasing attendance at women’s football.

5.3.2 Sample

Launched on October 19th, 2023, the survey aimed to obtain 200 valid respondents, as it offers survey accuracy under most assumptions (Brook s.d.). The decision was made to gather 200 respondents who are fans/people who watch women’s football as the team’s main focus is women’s football, which occurred after one week. Following Malhotra, Nunan and Birks (2017) methodology for quantitative research sampling design, the following characterizes the sample:

Target Population	Anyone, whether they watch football or not, who has an idea/opinion about women's football <ul style="list-style-type: none"> ○ Sampling element/unit: Females and males who fit the sample frame’s requirement ○ Extent: Global ○ Time: October 2023
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Sampling Frame	Anyone, regardless of whether they watch football or not, who has knowledge and opinion about women's football in general.
Sampling Technique	Non-probability sampling method combining convenience sampling with snowball sampling.
Sample Size	620 respondents.
Implementation Process	Initiated contact with personal contacts from FC Famalicão to share with everyone inside the club. Subsequently, reach out to internal groups on WhatsApp, via personal messages and share on Instagram and LinkedIn of each member of the group. Direct or indirect contacts from the team's own professional and personal networks were asked to forward the survey to any other contacts.

Table 5: Explanation of the quantitative research sampling process

The survey included filter questions that later helped the team in identifying insights more effectively, such as the division made between people who watch football, either live or on TV (81%), and people who do not (19%), with the following questions differentiating according to these answers. Among those who watch football, the first question sought to identify their football club, with 41% supporting FC Porto, 17% SL Benfica and 22% answering “None”. Concerning the women’s football theme, 60% of 504 (football-watching respondents) indicated that they do not watch games of women’s football teams, representing a large number of answers.

Regarding demographic characterization, was collected data from 620 respondents, with 370 females (60%), 249 males (40%) and 1 other; 45% of respondents aged between 18 and 24 years old. Using the Pareto theory, the 80% more significative cities of residence of the participants are distributed as: Porto (33%), Maia (12%), Lisboa (9%), Póvoa de Varzim (9%), Guimarães (8%), Vila Nova de Famalicão (5%) and Vila Nova de Gaia (4%). In terms of level of education, we have 298 participants with a Bachelor’s degree level representing 48% of the answers, followed by the High-school level, with 150 respondents representing 24% of the answers. In terms of income, no questions were asked regarding this aspect, given that the relation between attendance and income level is negative, in the context of football (Neale and Funk 2006).

5.3.3 Limitations

The choice of the survey method introduced particular challenges associated with the anonymous nature of online surveys. This anonymity could have potentially encouraged respondents to provide inaccurate or fabricated information, especially in sensitive areas such as age or the frequency of games watched. Consequently, there may have been a degree of response bias, where participants may be less candid about certain aspects.

Furthermore, the sample size for the survey was constrained. While the team aimed to mitigate this limitation by setting a goal of obtaining 600 responses, including 200 who watch female football, there are no guarantees that the sample fully represents the broader Portuguese population. The potential lack of representativeness should be considered when generalizing the findings.

It is also crucial to acknowledge the potential for sampling bias, as the survey distribution was primarily conducted through online channels. Such distribution methods may disproportionately reach individuals who are digitally active and have internet access, thereby restricting the findings' applicability to the broader population.

5.3.4 Findings

In a period marked by significant shifts in societal norms and evolving preferences for sports, this exploration seeks to comprehend the motivations driving individuals' choices to engage with either or both forms of football (men's and women's). At Appendix 14 the survey answers can be found.

As previously mentioned, there were 620 respondents, of which 19% (116) do not watch football at all. From those (504) who do watch football, 42% watch women's football. It is important to point out that most of the people, 253 out of 620, to be exact, are fans of Futebol Clube do Porto. These respondents may have limited exposure to or knowledge about women's football as their

club still does not have a senior team, so their opinions and attitudes may be influenced by a lack of direct experience or exposure to the women's game, which could result in biased or uninformed responses. Besides, the dominance of respondents from the age group 18-24, as seen below, may affect the results as it will potentially skew insights toward youth-centric preferences.

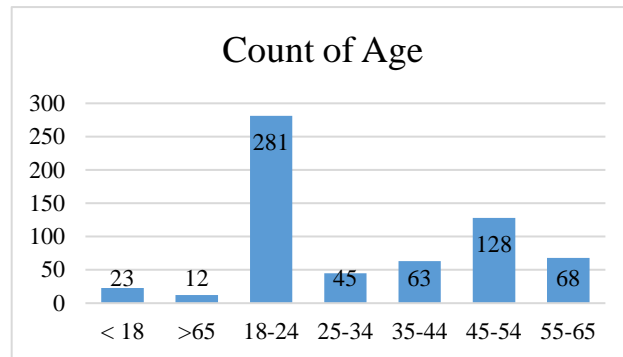


Figure 3: Age of all respondents

Focusing now on respondents who do watch football, a comparison is made between those who only watch men's football and those who watch women's football. As for **stadium attendance** frequency, "once a year" was the most common answer (40%) for the first group mentioned and the second highest choice (22%) for those who watch women's football, with "never went to the stadium" being the most common answer (59%), showcasing infrequent stadium attendance.

When asked to mention the 3 **top of mind words** related to men's and women's football, words were split as "positive" or "negative" and grouped according to their meaning. For example, "skill" was considered a "positive game related" word, and "toxic" was categorized as a "negative environment related" word. For **words related to men's football**, the words written by participants who watch only men's football and by participants who watch women's football were generally aligned. The majority are positive and related to the game, such as "competitive", "speed" and "high-level". The second most common category was positive psychological, with words such as "passion" and "emotion". As for the negative words, there was a specific word spotted more than the others: "money", mentioned 33 times by people who watch women's football and 31 times

(inside “industry”) by people who watch men’s football. "Money" may resemble the different levels of investment within each gender sports and can be connected to other mentioned words such as "corruption", “greed” and "monopoly", classified as "negative controversial" words. Looking now at **words used to describe women’s football**, the positive psychological category was the most common in opposition to men’s football for people who watch women’s football and the second category for those who only watch men’s football. Words such as “determination” and “dedication” were mentioned multiple times. This allows to understand that women’s football fans value more factors than just the game itself, namely the psychological counterpart, but also the growth of the sport and social causes, since “equality” and “growth” were words used a lot by the group that watches women’s football. Another word that stands out in the positive words associated to the women’s game is “technical skill”. However, respondents who only watch men’s football had a lot more to say in terms of negative words when qualifying the (women’s) game itself, than respondents who watch women’s football. The most common words referred to by the first group were “slow” and “uninteresting”. This allows to understand that women’s football can be perceived as a more honest alternative in terms of the practice itself, however, there is a need to eliminate the slow connotation, by improving the speed of the game, and advertising against it.

To **motivate** the participants who only watch men’s football, to watch women’s football, the three most chosen answers, which align with the conclusions retrieved in the last paragraphs, were “more media”, “high level competitions” and “quality of the game”, with 185, 183 and 145 picks each, respectively. This is coherent since, when asked the main reason for preferring men’s football, the most picked option was “game level and competition”. When asked what they would like to see to improve women’s football in Portugal, the highest chosen answer was “grassroot levels development”, followed by “more sponsors”. When these participants were questioned on **how**

women's football could leverage the relationship with men's football in its favor, most participants chose “highlighting player's technique”, “promoting it as a more tactical alternative” and “environment within supporters”. Interestingly, the choices from the respondents who already watch women's football align with these. The option “environment within supporters” can be related to the community of fans, which differs from women's and men's teams, which aligns with Allison and Pope (2022) research. When asked if the men's football **community** was similar to the women, both groups (those who watch women's football and those who do not) agreed that there are “significant differences” (70% and 61%, respectively), mentioning that the men's football fans are more enthusiastic, violent, toxic and bigger in number. The topic of toxic environment was also mentioned by those **who do not watch football** at all, as the third most picked reason for not watching football, following “lack of knowledge” and “lack of interest”.

Regarding **women's football content**, “interviews and inspiring stories”, “highlights”, and “short videos” were the most selected options, with 123, 135 and 136 answers, respectively. This creates a background perception for the club in which type of content to produce, considering the preferences of women's football consumers. As for the participants who do not watch women's football, the three most picked options were the same, with “short videos” being the highest picked with 132 answers. However, 10% of the participants that do not watch women's football, would not like to see any content related to it, contrasting with the 2% of people who watch women's football that picked “Nothing”.

When analyzing **merchandise** purchases it is easily noticeable that most women's football fans (85%) have never bought an item related to the sport, as opposed to the 78% of people that watch men's football that have bought merchandising, mostly matchday apparel (179) and scarfs (95). The highest chosen **motive for purchases** in both groups was “to support the team/athlete”,

however for the men's football merchandising, the second most picked reason was "sense of belongingness", and for the women's football group, that reason was third, with "product design" being the second choice. Since only 8% of the men's football fans chose "accessible prices", compared to 12% of the women's football fans, it is possible to assume that the first group is less price sensitive. As for how the fans would like to be **informed about new products and promotions**, the sample of people who only watch men's football and the sample that watches women's football have similar opinions, preferring to receive this information through the team's social media (54% and 59%, respectively). It is crucial to keep in mind that, as addressed before, most of the sample's age ranges between 18-24, young adults whose higher media consumption makes it easier for them to access this information when compared to older generations.

Considering the respondents from V. N. Famalicão, although they were not representative (4,2%), all the answers were aligned with the previous findings.

6. Segmentation, Targeting and Positioning

6.1 Segmentation

A market can be analyzed and subdivided in various ways to accommodate distinct needs and attributes; a process commonly referred to as market segmentation. This involves categorizing the market's customers into homogeneous segments based on shared wants and predilections (Gupta 2019). The conducted research provided insights into diverse patterns, acknowledging that sports fans are not all the same, they have different demands, goals, attitudes, and behaviors (Quick 2000). The capacity to segment larger populations into relevant groups has been recognized as critical for sports organizations, better equipping them to satisfy requirements by acquiring a better understanding of their consumer markets (Woo, et al. 2009).

In terms of demographics, age was used as criteria, as the majority of the respondents were Portuguese from the north region, thus using region would not make sense. To determine the age, if the percentage of the group within the question exceeded the overall group respondent percentage, it was significant, and thus the team used that age range. Gender was not used, due to the absence of behavioral differences among different genders (Hallmann 2012). Additional characteristics such as lifestyle, sports involvement, and personal sports motives are also of relevance for better segmentation (Hallmann 2012). Based on this, the Psychological Continuum Model (PCM) segmentation was employed, utilizing Pleasure (reflects the hedonic value obtained from the sporting item), Centrality (the role the sports object plays in the life of the fan) and Sign (assess the symbolic value of the sports object in relation to the individual's self-image) as criteria. This approach allows the creation of segments reflecting the nuanced ways in which sports consumers engage with and derive value from the sports object. Appendix 15 defines the variables used by Gupta (2019) and those used by the team. Based on these, four segments were created:

Women's football enthusiasts	
Age	45-54
Behavioral	Despite already watching women's football at least 1 time per month, they rarely go to the stadium. Have positive associations with women's football, valuing psychological aspects, growth of the sport, and social causes
Pleasure	Positive level of affect is ascribed from women's football, with positive game and psychological related words frequently used
Centrality	Women's football has a role in their sports engagement, however it is not maximum
Sign	Symbolic value associated with positive attributes like gender equality
Potential women's football viewers	
Age	18-24
Behavioral	Do not currently watch women's football, but express willingness to explore it, with a curiosity for new sports experiences
Pleasure	Positive associations with women's football, driven by media exposure and game tactility
Centrality	Open to incorporate women's football into their sport engagement, at a lower level
Sign	Symbolic value associated with curiosity and openness

Non women's football viewers	
Age	45-54
Behavioral	Do not currently watch women's football, and have no interest in it, with reasons persisting in the differences in the level of game, history, and tradition
Pleasure	Negative associations with women's football, particularly in comparison to men's football
Centrality	Women's football does not play a significant role in their sports engagement, and neither is expected to come to play in the future
Sign	Symbolic value associated with preference for men's football
Non football viewers	
Age	45-54
Behavioral	Do not currently watch any type of football, with reasons persisting in low interest and lack of knowledge
Pleasure	No type of association with football, nor any type of pleasure
Centrality	Football is not central in their life
Sign	No symbolic or minimal value of football concerning their self-image

Table 6: Segments created based on the findings

6.2 Targeting

Following the market segmentation, the targeting process encompasses a comprehensive assessment of the attractiveness of the different segments and the following strategic choice of one or more segments to focus on. The overarching objective is to select segments that will enhance the organization's potential for long-term profitability (Gupta 2019).

Women's football enthusiasts and **Potential women's football viewers** were chosen as target segments. The first segment aligns with the goal of increasing stadium attendance. Despite already watching women's football, the majority of the segment does not go to the stadium (59%) or goes rarely (22%), as indicated by the findings. As these fans are already involved with women's football, capitalizing on that becomes crucial, given that supporters with a high level of involvement possess a stronger aim to purchase tickets and visit the stadium more frequently (Silveira, Cardoso and Quevedo-Silva 2019). The second segment was chosen as, although not currently watching women's football, they express curiosity and openness to explore the sport and

a willingness to incorporate women's football into their lives. The focus will be firstly on younger generations, with expectations that their engagement will subsequently influence their families. This approach aims to effectively reach both age ranges within the targeted segments.

The team considered non-football viewers might be targeted in the future, as of now there is already one segment engaged with women's football and one who is willing to try it. Targeting a segment that currently does not watch any type of football would be more costly, as gaining new clients comes at a higher expense than keeping hold of current ones (Fetchko, Roy e Clow 2018).

6.3 Positioning

The ultimate phase within the Segmentation, Targeting and Positioning strategy is positioning. This involves “finding the proper location in the minds of a group of consumers or market segment so that they think about a product or service in the right or the desired way to maximize potential benefit to the firm” (Lane 2013). The positioning statement should be:

For enthusiastic and curious football fans hoping to enhance their game day experiences (Target market), FC Famalicão women's football games represent enjoyable live match moments (Frame of Reference). Offering a welcoming atmosphere, affordable price ticket options, and exciting fan-centric activities the women's football team stands out (point of difference), fueled by a club rich history in the community and commitment to create a dynamic community (reason to believe).

7. 4Ps Analysis

Firstly introduced by McCarthy (1994), this framework aims to comprise various marketing decision variables, employed by organizations for the promotion of their services and products (Thabit and Raewf 2018).

7.1 Product

Shank (1999) designates a sports product as a good or service whose consumption benefits its stakeholders.

Thrassou, et al. (2012) advocate that the sports product conglomerates a set of “core” elements such as the game itself, meaning the rules and techniques, the venue, athletes, and equipment. To extend the product, other fundamentals may also be included, such as tickets, mascots, statistical data, or even the music played at the stadium. For this study, the product is characterized as the experience when acquiring a football ticket, in this case, a ticket for a home FCF women's football game, including the game to be played and watched, pre-game and halftime activities, players' actions, and more, as supported through the definition used by Thrassou, et al. (2012).

7.2 Price

Price stands for the value customers pay to experience the sports game. It has direct implications for the club's revenue and profits. When setting a price tag, clubs must also consider their costs (Fetchko, Roy and Clow 2018), even though the price paid by customers is somewhat smaller than the total costs incurred by the club (Thrassou, et al 2012). Most of the time direct operating revenues (raised from ticket sales) are smaller than non-direct ones (from television) (Mullin, Hardy and Sutton 2000). Pricing must consider not only a forecast of demand, but also other relevant factors, such as the competition at stake, the opposing team, and the economic environment (Beech and Chadwick 2007).

According to research and FCF financial manager insights, prices for women's home games usually are settled at €5 for non-associates. For associates, tickets at home matches are always free. On special occasions, considering the club's strategy and intention to fill the venue, tickets may also

be free for non-associates at some games, or even priced higher, if the predicted demand allows them to benefit from it.

7.3 Place

Sports products distinguish themselves regarding the place. Generally, a product is produced at one place and then relocated to another where it is available for purchase by customers. Nonetheless, this does not happen with sports products, as production and consumption take place at the same location, the stadium (Masteralexis, Barr and Hums 2008).

Considering ticket acquisitions, ordinarily, they are bought at one place and time, even though the consumption of the corresponding sports event will only occur later, at a distinct place, implying the investment into an efficient distribution channel to assure the proper flow of product and information (Thrassou, et al 2012). FCF avoids this issue by selling women's football game tickets at the stadium. Withal, in modern times, considering the sources of information preferred by football fans, according to the quantitative analysis, the transaction of tickets taking place only at the venue may constitute an obstacle to achieving extra sales and attendance levels.

7.4 Promotion

Stands for how a company can provide customers with all relevant information about product, price, and place. It will dictate how the company wants to position its product in customers' minds (Thrassou, et al 2012). When adopting a modern customer-centric approach, communication tactics must consider how many people can be reached, and persuaded, as well as the engagement within customers, to develop a deeper connection (Mullin, Hardy and Sutton 2000).

Online platforms furnish fans with a space to flourish their relationships with the club, allowing for engagement within fans, and the brand. Sponsorship is another component of promotion. It

presents a particularity as sponsors and sports associations do not share the same primary objective through this symbiosis, as sponsors' main goal relies on increasing their product consumption, whether football associations see the transaction as a significant revenue source (Fetchko, Roy and Clow 2018).

8. Recommendations

Considering the Portuguese and FCF's women's football reality, all the theory reviewed, and the analyzed data, some recommendations were developed. These aim to guide the club towards a more successful future regarding stadium attendance through a deeper relationship with supporters.

8.1 Football Youth Development

Football youth development nurtures growth and success since it encompasses a holistic approach that involves recognizing, fostering, and training young talents to evolve into skilled footballers and responsible individuals. This process incorporates organized coaching programs that prioritize the enhancement of skills, tactical understanding, physical fitness, and psychological maturity. In addition to honing football abilities, the emphasis is on instilling fundamental values such as teamwork, discipline, and resilience, which lay a robust foundation to cultivate a well-rounded player (Universidad Europa 2023), with good character, both on and off the field (Vanavero 2023). It also acts as a gateway, introducing children to the world of football from a tender age and instilling a lasting love for the game, fostering long-term engagement (Vanavero 2023).

As football continues to flourish across Europe, clubs are placing greater emphasis on identifying and nurturing players. By fostering a pool of skilled players capable of excelling at the highest levels of the game, youth development serves as a strategic investment in the long-term success of clubs. Turning to their development systems might even be a smart decision for clubs since they

may save expenses when seeking for top-tier players, and also, because players who progress via the youth system are more likely to be sold at higher prices, the clubs can gain substantial profits (Ntsoane 2023). An example of this is Germany's successful youth academies. In the paper by Grossmann (2015) it is demonstrated a strong link between U17 team rankings and subsequent drafting by 1st Bundesliga teams, underscoring the pivotal role of academies in elevating talent levels.

While youth leagues are an incredible opportunity for young players to grow, they also face challenges such as balancing education and football, overcoming injuries and setbacks, and the immense pressure they are under to succeed at a young age. As the interviewed Career Manager and Sports Entrepreneur touched on, it is important to prepare these young players for different outcomes, not only the possible achievement of their dreams but also the possibility of failure. Overall, it is crucial to teach players how to manage expectations.

That is why FCF must be aware of best practices so they can implement them. For that, valuable insights and recommendations can be drawn from the paper “Youth Development in Football – Lessons from the world’s best academies” by Mark Nesti and Chris Sulley (2015), which can be instrumental in fostering increased interest in women's football matches, then translating into increased stadium attendance.

To begin with, establishing a clear and continually renewed vision is crucial. Emphasizing a **vision that resonates with fans and aspiring players** alike can be a powerful tool in attracting a larger audience. FCF should therefore try to understand the fans' and players' perspectives by inquiring them, through various methods exploited in the technologies section, to better align their vision.

The paper identifies key factors in education, coaching, playing time, facilities, and mindset. In terms of education, authentic learning and a long-term process are emphasized. FCF can leverage this by **partnering up with schools**, fostering a sense of connection between the youth, the women's football team and the club. FCF can be inspired by FIFA's Football in Schools Programme, which leverages existing school structures to integrate football into the curriculum, enhancing access for young girls to participate in organized football activities (Deloitte, FIFA Benchmarking Report: Women's Football 2023). By introducing football at a young age, there is a higher chance kids will create a lasting engagement with the sport and attend more matches (Vanavero 2023). This recommendation aligns with the team's findings: "Going to schools, spreading the word to young people, is a good initiative to attract young people (...)". Coaching should be player-centered and adaptable, aligning with the players' needs as they progress. Ensuring that coaches and staff are well-educated in these aspects will empower them to provide optimal support to the players, attracting more young talents. Therefore, FCF should **instruct coaches** in these aspects and empower them to be inspired by the greatest coaches from other countries, as also suggested by the Career Manager, and **invest in a career coach** that, as mentioned before, can help young players to navigate through the difficulties of managing expectations and possible failure. Balancing structured practice and free play is essential for playing time, and facilities should **integrate youth and senior players**. FCF should capitalize on the "benefits that emerge from having youth and senior players in the same place: young players get a first-hand experience of what is required to be a professional player, and the first team players are reminded about their important responsibilities as role models and guides to young players" (Nesti and Sulley 2015). This integrated approach enhances skill development and fosters a sense of mentorship and camaraderie within the club, which can be further enhanced by having the younger players enter hand in hand with the senior team in home games, as it happens in men's games and other female

squads as Olympique Lyon. By doing this, these children's parents may be enticed to attend the game and can even be more motivated to do so if FCF **offers some tickets**, as SCB does. FCF's facilities, currently obsolete, need urgent restoration to create a more appealing environment for players and fans, as highlighted in a meeting by José Costa – Vice President of the club. Lastly, the mindset of club leaders is pivotal. Continuous reflection on goals and the willingness to **experiment with new approaches or revert to successful past practices tailored to the current situation** can significantly impact the success of women's football matches.

By incorporating these recommendations, FC Famalicão can elevate the quality of their women's football program and consequently attract a larger and more engaged audience to the stadium, since a lot of the reasons appointed in the survey for not attending games were the players' lack of skill, which will most likely improve after these implementations.

8.2 Technologies

Technological advancements like biometric admission systems and digital tickets are improving sports teams' understanding of fan attendance, thereby driving sponsorship and fan engagement (Deloitte 2017). Sports analytics can enhance fan engagement, improve live game experiences, and increase participation, attendance, and sponsorship opportunities (Deloitte 2017). By mining previous attendance data, teams can target a fan with credit toward a twelve or fifteen-game package during the playoffs if they can determine the person attended twelve regular season games the previous year, regardless of whether these were purchased by themselves or not. Considering some innovations in Portuguese football, SC Braga launched the Pluggable AI Fan Engagement Project, where with the help of non-intrusive sensors and artificial intelligence models, it is possible to understand, in real-time, sentiment maps of the entire stadium and understand how fans reacted throughout the game about events such as goals or refereeing decisions (Marketeer 2023).

Considering all this information, and that the FC Famalicão women's team is not yet positioned at a high-level stage, they need to start with the basics of technology, considering the data analysis to increase stadium attendance. Also considering that the women's team does not have any way of analysing how many people came to the stadium, what kind of people went, how many times, and what they liked, and did not like. The communication department of FC Famalicão said, "We collect the feedback of the fans mostly in person when they come to the stadium". So, recommendations are more focused on the importance of **creating a webpage** (already recommended in the social media part), as this platform could include an easy-to-use digital feedback mechanism in addition to acting as a central repository for information. Fan comments and opinions could be easily shared through the official webpage or social media platforms, but also the possibility of buying tickets on the webpage, and with that, the club can control how many people go to the game. This multipurpose strategy improves fan engagement and attendance by providing a more structured and approachable way to get insightful input. **Digital surveys** can significantly enhance communication and feedback gathering during match days, with interactive polls. These questionnaires can cover various topics related to the matchday experience, such as atmosphere, player highlights, favourite moments, and areas for improvement. These surveys can be implemented by a QR Code that is placed in the stadium or via email or social media, allowing for real-time feedback from followers and strengthening the bond between the team and supporters. This approach also provides valuable insights for improving matchday experiences in the future. To track attendance and to have a basic idea of who are the attendees, at the stadium entrance, members must be **asked about some personal data** (even if entry is free or they have already bought a ticket), and for people who are going to buy a ticket at the moment, also be asked about their data. This practice serves as an initial step for measuring stadium attendance and acquire more knowledge of who is coming to the games. Finally, **community engagement** events, where

participants are asked to register online or provide basic information, will enable organizers to gain a deeper insight of the demographics and interests of the fanbase in attendance.

All these recommendations will empower FC Famalicão women's team to gather detailed information from fans, facilitating **consistent communication through various channels** (for example automated phone messages) about when and where women's matches occur. As revealed in the findings, a majority of fans lack awareness (“I think the biggest conflict is undoubtedly the lack of information, we never have access in advance to what and when the team's games are.”) about these details and events involving the team. This strategy will contribute to an increase in attendance and strengthen the connection with its supporters, by leveraging sports analytics.

8.3 Social media

Global participation in sports has been radically altered by social media integration. With 5.3 billion internet users worldwide, 61.4% of the worldwide population is actively involved on social media platforms, reshaping the dynamics of fan interactions and club communications (Statista, Number of internet and social media users worldwide as of October 2023 2023). Since social media is used by the great majority of internet users, these platforms are now essential for club communications and fan interactions (Parry 2014). This change has forced teams, especially in football, to reevaluate tactics, utilizing Wi-Fi at stadiums and producing customized content (Cave 2015). In addition to increasing interaction, this shift brings financial benefits that enable teams to expand their reach to a broader audience and enhance brand visibility (Parganas e Anagnostopoulos 2015). Social media promotion of women's football, which resonates highly with female viewers (Statista, Social Media 2022), has enormous potential to increase the sport's appeal. Media coverage is significantly influenced by public interest (Holman 2017); yet coverage frequently emphasizes appearance above accomplishments, which negatively impacts the sport's reputation (Guardian, Sport's woman

problem: the FA's tweet is just the tip of the iceberg 2015). Women's football's fanbase and awareness are greatly increased via Twitter involvement (Osborne 2023), which was seen with the impact of England women's team's use of Twitter to reveal its 2019 World Cup lineup (Benchmark 2019). The social media presence of FCF women's team poses challenges, characterized by a communication department that has only one person and a notable absence on major platforms like Facebook, Twitter, and TikTok. Despite accumulating 10 thousand followers on Instagram through a diverse content strategy and the use of diverse hashtags, the current online presence is limited, leading to the formulation of recommendations. These include **collaborative content with the men's team, interactive fan engagement, diversified content focusing on inspirational stories, exploring platforms** like TikTok and Twitter, and active participation in **community initiatives**. Additionally, a **dedicated webpage within the FC Famalicão SAD's website** to boost women's football visibility, ticket sales and match information is suggested. The section titled "How to increase FC Famalicão women's football stadium attendance? The impact of social media" provides an in-depth exploration of these recommendations.

8.4 Sponsorship

Sponsorship, a marketing strategy rooted in classical Greece and Rome (Meenaghan 1991), has developed into a necessity for the survival and growth of sports. Football sponsorship, exemplified by the UEFA Champions League's \$600.3 million sponsorship income (Data 2023) and Adidas's €1.1 billion agreement with Real Madrid FCF (SportsPro 2019), is crucial for teams, players and the sport itself. Despite football's sponsorship dominance in the realm of sports, a gender gap persists, with only 0,4% allocated to women's sports (Sport 2011). However, as more data on women becomes available, sponsorships are expected to rise as it improves brand affinity and fan loyalty (Lab 2021). Sponsors can intervene in attracting fans to the stadium through financial

support, enhancing the game experience, fan engagement programs, and community engagement through Corporate Social Responsibility initiatives. To optimize sponsorship impact should be created a **page on the team's and sponsors' website** to highlight the relationship evolution. Additionally, unique activation ideas to boost attendance are recommended. For AMCO, **financial literacy workshops** conducted by a representative and a women's team member are suggested, addressing Portugal's financial literacy ranking and building stronger fan relations. **Conversations about stadium renovation** with ABB and DACOP are advised, aligning with the town's aspirations. Impulse can present **Health challenges** for gym members, integrating sports fandom with physical well-being. Two potential sponsors are advised to create strategic alliances that go beyond conventional branding. These ideas include Leica supplying **photography equipment** to the communication department and Continental starting a **Carbon Neutrality program** with the players and community. In addition, the concept of designating a **particular game for each sponsor** and **collaborating with local businesses** such as *A Camionete* and **schools** highlight a comprehensive strategy for sponsorship, to enhance the overall game experience, promote community ties and boost stadium attendance. In the section "How to increase FC Famalicão women's football stadium attendance? The impact of sponsorship" a detailed dive into these recommendations can be found.

8.5 Merchandise

Sports merchandise is an elementary sphere of the sports marketing mix (Verow, Lawrence and McCormick 2005), with increasing impact on Portuguese clubs' financial situation over the past years . According to Szymonoszowskyj, et al. (2016), the most relevant consequence of retailing merchandise does not rely on increasing revenue, but instead on building brand equity. Another positive result of merchandise acquisition, wearing, and display is fan engagement, a catalyst of

positive consumer behavior towards the brand (Bristow and Sebastian 2001; Humphries and Smith 2006; N. Allison 2013). Yoshida, et al (2014), who created a scale to measure engagement, provided evidence for the positive impact of engagement in team identification and purchase intention. All the factors being considered, there is a relevant link between this crucial element of the sports marketing mix (merchandise) and stadium attendance. After a careful theoretical literature, qualitative, and quantitative analysis, recommendations were extracted to better develop the club's licensed products commercialization: beginning with the **establishment of women's football merchandise supply**, inexistent at FCF by the time of the study (October 2023), which may concentrate its early efforts on specifically basic matchday apparel and scarves; and the **development of a web store**, on the club's website and social media, to provide online availability, demanded through the quantitative surveys' answers (Appendix 14.24 and 14.45). Those recommendations will be further developed on "How to increase FC Famalicão women's football stadium attendance? The impact of merchandise".

8.6 Psychological, Physiological, and Regulatory Considerations

As many studies highlight physical differences between men and women in football, including height, weight, speed, and jumping ability, the question of whether women's football should be considered distinct from men's football rises (Pedersen, Aksdal and Stalsberg 2019). Not only do these perceivable differences exist, but also women specific characteristics like menstrual cycle affect the overall style of play and pace (Martínez-Lagunas, Niessen and Hartmann 2014). The ongoing debate about modifying women's football regulations offers a complicated assessment of inclusivity and recognition. The aim is to achieve a balance that promotes equality, recognizes differences, and preserves the basic features that identify football as a widely valued and consistent sport (Pedersen, Aksdal and Stalsberg 2019). Since men and women have very different physical

attributes, and “the world has been designed for men” (Sydney 2023), women’s football should not be expected to look like men’s football. For it to be comparable, some changes are deemed necessary, such as adaptations in goal size, ball size and weight, pitch size and dimensions, distance to the wall at free kicks, and match duration. To attack these concerns, **coaches should be aware of and understand women’s unique health aspects**, to provide players with the best possible environment and training practices to optimize performance and create an environment where everyone feels comfortable (Martínez-Lagunas, Niessen and Hartmann 2014). Besides, and as mental health becomes more highlighted nowadays, FC Famalicão should **integrate a sports psychologist** into their teams to educate coaches and assist players. Moreover, this education should extend to FC Famalicão’s supporters through **seminars or webinars on the psychological elements of sports and mental skills training**. Sharing these events and **players’ testimonies** on FCF **social media** creates information dissemination and a more committed audience that connects with the team, resulting in loyalty and increased stadium attendance (Arroba-Jaroso, et al 2021) (Deloitte 2018). FC Famalicão not only enhances their team's performance and stadium attendance by applying these ideas, but they also participate in the development, awareness, and recognition of women's football and women's sports in general. Further analysis can be found on “How to increase FC Famalicão women’s football stadium attendance? A Comprehensive Analysis of Psychological, Physiological, and Regulatory Considerations in women's Football”.

8.7 Others

Drawing from both the research (Appendix 14.18 and 14.37) and literature regarding the “spillover” effect of men’s to women’s sports (Valenti, Scelles and Morrow 2020), another recommendation would be to **promote the women’s section at men’s home games** through pre-game, post-game, and half-time dynamics. The positive effect of men’s brand towards women’s

could also be leveraged through the **creation of ticket bundles**, or promotions, as giving free tickets to the men's game after attending three matches of the women's team, aligning the literature review with the responses from the survey for quantitative analysis, where answers suggest that prices and promotions could impassionate demand for watching the sport at the stadium.

Additionally, in line with the Vice President's perspective, the club is aiming to foster a stronger connection with its associates. To achieve this, a proposed strategy involves **acknowledging and rewarding those who also engage with women's football**, in a Gala that will be created by the club, as disclosed by the Vice President. This initiative seeks to fortify the connection between the club and its members, creating a more interconnected community.

9. Temporal Implementation Plan

An essential step when suggesting recommendations involves evaluating the current situation of both the club and the women's team season to determine the appropriate timeframe for implementing them. Recommendations that require a need for partnership with other companies, the possibility of hiring new staff members, or the development of a new club mindset require a longer time to implement. For example, developing a newly established vision towards the youth development of players, and the adoption of a player-centered training approach requires a longer time to be properly implemented compared to initiatives like detailing sponsors on FCF's website. Consequently, these longer-term recommendations are proposed to be developed over an extended timeframe, and therefore implemented later.

To structure the implementation plan, the timetable was split into quarters, considering that the first two quarters are part of the ongoing season (2023/24) and therefore, it is not realistic to expect structural adjustments before the season ends. The third and fourth quarters of the year will include

both the pre-season (part of the third quarter) and the next season (2024/25). The temporal implementation plan can be seen in Appendix 16. This sequential approach guarantees a phased implementation of the proposed recommendations, considering the nature and extent of each.

10. Cost analysis

Following the presentation of the recommendations and subsequent discussion with the club, a notable alignment between the suggested actions and the club's strategic plan was identified. Consequently, a cost analysis was conducted (Appendix 17) to further assess their viability. The overall assessment indicated a quite low cost (around €16.800), which was in line with the team's initial projections, and confirmed by the club again. The strategic allocation of financial resources between multiple activities is highlighted by a stratified cost view, designed to optimize impact and viewer involvement across various platforms: The production of a podcast, which is notoriously expensive, required a large outlay of funds, to provide visually appealing multimedia material and carefully target audience engagement; Collaborations with sponsors constituted another significant expense component, as the purpose of these was to increase exposure and fan interaction through outside assistance, such as financial literacy workshops and challenges with rewards; In terms of technological integration, only a small amount of money was spent, like QR-coded surveys used to gather audience insights and promote engagement. Several programs were low-cost or cost-neutral endeavors to promote community involvement, including street food and free tire replacement services through sponsor tie-ups. Finally, the promotional activities, characterized by low- to no-cost efforts, are aimed at increasing audience recognition and visibility. These include giving away free tickets, recognizing female football fans at the Gala, and supporting the women's team during men's games.

This thorough financial analysis shows how financial resources were widely distributed among several critical projects. Even though some projects require a larger financial investment, the total financial analysis is in line with the anticipated costs. All the suggested investments point to a well-rounded distribution intended to promote greater audience participation, which is suggestive of a realistic execution strategy within the allotted time frame. With this, the team expects an increase in attendance, based both on literature review and successful cases.

11. Key Performance Indicators

Key Performance Indicators (KPIs) serve as a vital instrument for evaluating organizational and project development, assessing performance, and identifying areas for improvement. The following provides a detailed list of KPIs that should be measured both before and after the implementation of the recommendations, enabling the evaluation of their effectiveness. Frequent use and analysis of these KPIs offer a strong assessment tool as well as insightful information for future adjustments. A better understanding of each KPI can be found in Appendix 18.

Youth Development	<ul style="list-style-type: none"> • Number of players under the senior team • Senior engagement growth rate
Technologies	<ul style="list-style-type: none"> • Website traffic • Fan contacts detail
Social Media	<ul style="list-style-type: none"> • Number of followers • Engagement rate • Effectiveness of new content platforms, such as Tiktok
Sponsorship	<ul style="list-style-type: none"> • Sponsors Generated attendance uplift • Social media engagement
Merchandise	<ul style="list-style-type: none"> • Number of online sales • Number of physical sales • Conversion rate
Psychological	<ul style="list-style-type: none"> • Ratio between counselor and players • Count of Player Success Testimonials Post-Counseling
Others	<ul style="list-style-type: none"> • Cross-attendance rate

General	<ul style="list-style-type: none"> • Incremental attendance
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Table 7: KPIs for each set of recommendations

12. Next steps

While a comprehensive set of recommendations has been presented, its implementation represents a foundational step rather than the conclusion of initiatives designed to increase attendance. As detailed fan data increases, a spreadsheet can facilitate the development of a tailored Customer Relationship Management initiative, simplifying the aggregation of various customer types and the consequent targeting of key segments with specific initiatives for each. Thus, data collection efforts should evolve to address the increasing need for more robust data, including behavioral variables. To achieve this, FC Famalicão should consider hiring a collaborator dedicated to managing data collection and designing specific initiatives, which can also assist the communication department. As specific initiatives are already recommended for the segments “Women’s football enthusiasts” and “Potential women’s football viewers”, the next segment to target should be “Non-Football Viewers”. Consideration should also be given to the future possibility of sponsorship with a local supermarket, offering discounts for those attending 3 women’s home games in a row, as already occurs with some teams and petrol stations. Additionally, the creation of a more specific and professional video documenting the evolution of the women’s team, including its highs and lows, serves as a helpful tool for cultivating a deeper connection with fans. Other promotion types, such as Muppies (Mobile Upright Digital Posters), should be considered. Lastly, the club expressed a desire to create a “*Cidade Desportiva*”, in which the women’s team is comprised and would benefit from better facilities, fostering an environment conducive to athletic excellence and growth.

13. Conclusion

This work project has been a testament to the symbiotic relationship between a team and its community in navigating the intricate realm of increasing stadium attendance for the FC Famalicão women's football team. Approaching the tipping point of comprehensive strategies encompassing Social Media, Sponsorship, Merchandise, Football Youth Development, Technologies, and considerations in Psychology, Physiology, and Regulations, the path forward is not solely about filling seats but also about fostering long-term connections.

The quest extends beyond the boundaries of the football field and into the heart of the local community. The initiative to bring the team closer to the community, facilitating meaningful interactions and promoting various activities to familiarize fans with the players, exemplifies the team's commitment to creating an inclusive and supportive environment. However, recognizing the limitations of the research, the outcomes of the strategies should be interpreted considering a thorough understanding of the constraints faced. A larger, more diverse sample may have provided insights to refine and validate the findings, inviting future researchers to delve deeper, broadening the scope of inquiry for improved generalizability and robustness of the proposed strategies.

Finally, the Work Project propels FC Famalicão towards a future where stadium attendance is more than just a numerical metric, but also a testament to the enduring bonds formed between the team and its supporters. Beyond the limitations, the recommendations represent a foundational step toward long-term growth, fan engagement, and the elevation of the FC Famalicão women's football team into a beacon of inspiration within the larger tapestry of women's football.

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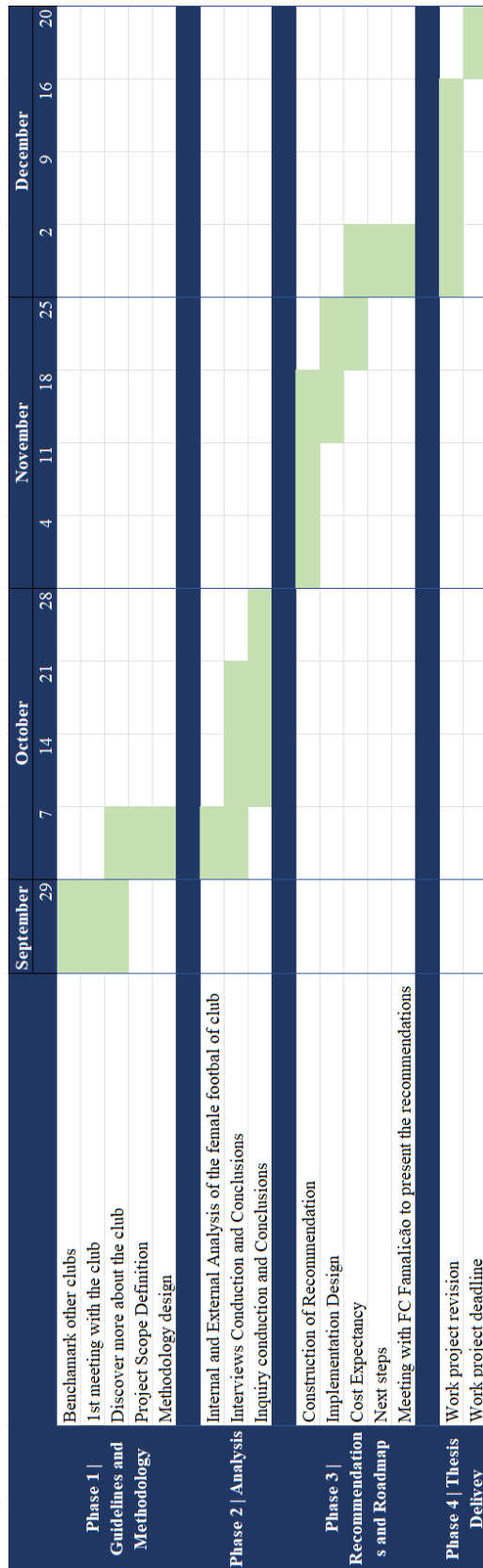
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15. Appendix
Literature Review

Appendix 1 – New registrants per season



Appendix 2 – Work Project timeline



5Cs

Appendix 3 – SWOT analysis**Strengths**

FC Famalicão's men's football team boasts a remarkably loyal fanbase, a testament to their remarkable achievements. In the inaugural round of league games for the 2022/23 season, the team set a groundbreaking attendance record. The club achieved the third-highest occupation rate, 71.84%, in the first eight home games at Estádio Municipal, equating to 30.234 fans, a mean of 3.779 supporters per game (FC Famalicão, no top 3 do ranking de assistências 2023). The only two clubs ranked higher than FC Famalicão were Futebol Clube do Porto and Sport Lisboa e Benfica. Furthermore, FCF owns an academy, inaugurated in 2018, and deeply requalified in 2023. It is noteworthy that FC Famalicão football academy fully complies with all the requirements set forth by the Portuguese Football Federation (FPF) (FC Famalicão, Instalações 2023).

FC Famalicão's can also play at *Estádio Municipal*, where the men's team plays their home games. Occasionally, the women's team utilizes this venue, when the game has enough media coverage to allow that decision. This stadium with a capacity of 5.186 seats, numbered and available for the team's supporters, provides a modern and well-prepared experience for fans, enhancing their overall enjoyment of matches when the expected attendance provides the opportunity (FC Famalicão, Instalações 2023).

Weaknesses:

FCF's club is going towards times of instability in their superior positions. Jorge Silva, the former president, renounced the position after conquering the women's *Taça de Portugal*. With Jorge Silva and his team leaving the club by the end of the season 2022/23 (O Jogo 2023), José Pina Ferreira was welcomed as the new president in July 2023.

Amidst this transitional period, several FC Famalicão's players left the women's team, leaving the club with a restructuring effort to prepare for the 2023/24 season in a pretty short period. The club found itself grappling with limited time to invest, analyse, and recruit new players, resulting in significant disruptions to the structure and roster to face this new season (Hoje 2023).

As of October 2023, FC Famalicão also does not have a section dedicated to their women's football team on their website, nor does it sell any women's football related merchandise, either online or in the physical store. This gap is associated with the absence of a distinct women's kit, in fact, even though women's team jerseys are different from men's regarding sponsors, the tissue and fit are the same as men's equipment.

Opportunities:

FC Famalicão's inhabitants exhibit a deep passion for their club, filling *Estádio Municipal* at home matches, and providing a vast target audience willing to watch and support their local team. However, those values and records only occur in men's football, leaving an opportunity for the club to explore this audience and bring them to the women's side (FC Famalicão, no top 3 do ranking de assistências 2023) .

In recent years, women's football attendance in Portugal has experienced the establishment of new records. In 2023, the attendance record was broken at *Taça de Portugal* in a derby between Sport Lisboa e Benfica and Sporting Clube de Portugal, at *Estádio da Luz* with 15.032 fans to watch the “clássico” (Record, Sporting bate Benfica na Luz em jogo com recorde de público nas bancadas 2023). The continuous growth context of the sport enhanced by a loyal local fanbase can provide an appealing opportunity for development.

FCF's training center is nowadays only used by the men's football team and academy teams (F. Famalicão n.d.), leaving women's football apart, which can be seen as an opportunity to enhance women's football infrastructure and resources.

Leveraging *Estádio Municipal* as a valuable resource, the club can use it to attract fans and provide them with the facilities to enjoy a women’s match. Additionally, the demonstrated ability of the men’s football team to draw crowds to the stadiums can be used to share their value with the women’s team, as the club can confidently rely on an existing audience that can be persuaded to embrace and support this sport.

Threats:

The prevailing instability lived at FC Famalicão club, coupled with the continuous investments made by rival women’s teams, such as Sporting, Benfica, and Braga - entities endowed with significantly greater financial resources – poses a potential threat to the club’s performance and influence. This situation further exacerbates the existing gap between these prominent teams. Under those circumstances, FCF may encounter challenges in regaining its former prowess, as recorded in the 2022/23 season, when they won the *Taça de Portugal* (Hoje 2023).

FC Famalicão Club has undertaken a rapid and transformative process, resulting in the appointment of a new manager and revamped football team, hired in less than two months. This decision, while driven by urgency and effort, also carries the inherent threat of making strategic missteps.

Market Overview – Benchmark

Appendix 4 – Women’s Football FIFA ranking

Pos	Club	18/19	19/20	20/21	21/22	22/23	Pts	NA
1 =	Barcelona Spain	21.000	18.000	22.000	25.000	26.000	112.000	14.233
2 =	Lyon France	24.000	23.000	15.000	25.000	15.000	102.000	16.166
3 =	Wolfsburg Germany	13.000	21.000	13.000	19.000	23.000	89.000	15.333
4 =	Paris France	15.000	17.000	15.000	21.000	13.000	81.000	16.166

Appendix 5 – Deep analysis of the clubs benchmarked

FC Barcelona

FC Barcelona Femení stands out as a prime example of how strategic marketing, community engagement, and a commitment to gender equality can lead to astounding growth. Founded in 1899, FC Barcelona, known as "Barça", expanded its horizons by introducing women's football in 1988 (Barcelona, FC Barcelona Website 2023), although only became fully professional in 2015. They have built an impressive trophy collection, showcasing its dominance in women's football, including several domestic titles, eight "*Primera Divisió Femenina*", nine "*Copa de la Reina*", ten "*Copas da Catalunha*" and three *SuperCopa de Espanã Femenina* titles. On the international stage, their achievements came with two UEFA Women's Champions League titles in the 2020/21 and 2022/23 seasons (Barcelona, FC Barcelona Website 2023). The team relocated to Estadio Johan Cruyff in 2019, although, on certain occasions, they play at the Camp Nou stadium, the home venue of the men's team (Fifa, Camp Nou and the world record attendance for a women's match 2023), emphasizing the organization's commitment to providing top-tier facilities for both men and women. They have 26 players registered in the principal team (UEFA, Barcelona Squad 2023), and a training football section with five women's teams: two "Alevines", one "Infantil", one "Juvenil", the reserve team, Barça B, and more recently the Barça C (Desportivo 2022). The women's team has harnessed the power of social media platforms, particularly Instagram (5,5M followers – October 2023) and TikTok (1M - October 2023), to offer fans intimate insights into the lives of their players, with vlogs, challenges, training sessions, off-the-field activities, and behind-the-scenes moments that cultivate a personal connection between the club and its supporters. The club's unique approach to facilitating inclusivity extends to its training facilities, with shared utilization of facilities with the men's football team, ensuring that both young boys and girls share the same

training and accommodation facilities. This practice reflects a commitment to creating a normalized environment where gender equality is a reality and women's presence in football is unquestionably acknowledged (Bayer 2019). It is also important to point out FC Barcelona Femení's global influence, which is amplified through summer camps for boys and girls and 30 academy branches worldwide (B. Academy s.d.). The club's #WeAreFootballers campaign stands out as a powerful tool to highlight the accomplishments, stories, and aspirations of the female players at FC Barcelona. International Women's Day is celebrated with enthusiasm in FC Barcelona through various campaigns and training sessions, focused on promoting equality and diversity (Barcelona, 2023). And more recently, FC Barcelona vs The Rolling Stones Signed Limited Edition, which features the shirts of all the first-team players, male and female, scheduled to be used against Sevilla in the women's game (Barcelona, Spotify and FC Barcelona make history again: Barça kit for El Clásico to feature the Rolling Stones iconic tongue and lips logo 2023). In terms of sponsorship, the women's team benefits from sponsorships with Bimbo, Heura Foods, GLS, and a groundbreaking Spotify collaboration. The inclusion of the UNHCR logo on both men's and women's jerseys highlights the club's commitment to the refugee cause and social responsibility (Carp 2023).

In 2022, the revenue of €7.7 million achieved by the women's team, though remarkable and the highest in Europe for women's football, remains significantly lower when compared to the men's team's revenue of €638.2 million (Times 2023). This revenue disparity has repercussions on player salaries and highlights the existing gender-based financial disparities within the realm of football. These disparities emphasize the importance of advocating for equitable compensation structures and commercial opportunities for women in sports (Times 2023). Additionally, FC Barcelona Femení faces a unique challenge concerning competition within its domestic league. The Spanish

women's league has only recently completed its first season as a fully professional competition, which places the club slightly behind some European rivals (Times 2023). Regarding fan engagement and community building, the club has been making efforts to increase attendance at games and has implemented several strategies to attract more fans and engage the community: Double-Headers with the Men's Team, coordinating women's and men's teams matches, fostering a synergistic environment where fans attending the men's matches are encouraged to watch the women's team, significantly increasing the exposure and attendance for women's games; Discounted Tickets as an approach to attract a wider audience and make matches accessible to a diverse demographic (Barcelona, FC Barcelona Website 2023). The revenue generated from women's games, while still falling behind the men's team, is on an upward trajectory, signaling and serving as an indication of the increasing appeal of women's football (Barcelona Femení expect to turn over a profit in the 2023/24 season 2023).

Olympique Lyonnais

Olympique Lyonnais Féminin has a rich history and a remarkable record of achievements. The women's football section of Olympique Lyonnais was integrated in 2004 and quickly rose to prominence, winning numerous domestic and international titles (Bouton 2021), including sixteen *Division 1 Féminine* titles, ten *Coupe de France Féminine* titles, three *Trophée des Champions* titles, and eight UEFA Women's Champions League titles (Women 2023). The OL Academy, shared by male and female teams, is a hub of talent development, with over 649 students and staff, therefore, the club serves as a national and international standard for mixed-gender player development. To create a new international training model, the club has entered groundbreaking partnerships with foreign clubs, including the Lebanese Athletico Sport Club Lebanon (Lyonnais, INTERNATIONAL : OL AND ATHLETICO SC LEBANON PURSUE THEIR HISTORIC

COLLABORATION 2022) and the Chinese Football Association (Lyonnais, Strategic Partnerships 2020). These collaborations encompass various aspects, such as educator and player training, modernization of the training system, and the incorporation of young athletes from partner clubs (O. Academy 2023). Home games are usually held at Stade Gérard Houllier, with a capacity of 1.524 people, while larger events take place at the Parc Olympique Lyonnais, accommodating up to 59.000 fans, where the men's team plays (OL.fr, 2023), which demonstrates the club's commitment to providing top-notch facilities for both male and female members. OL holds the record for the most attended women's club football game in France, with 43.255 supporters at the 2022 Champions League semi-final match against Paris Saint-Germain, away, at Parc des Princes (PSG, The Parisian women's team back at the Parc des Princes 2023). The team is composed of 28 players, mostly from France (Feminine 2023), but they also have the “*Féminin Réserve*”, which works like a second team, and the U19, U17, U14, U13 and U12 team, which highlights the commitment to women's football from grassroots levels. Younger OL Féminin teams have excelled, winning numerous championships and regional cups (O. Academy 2023). With 16.3K followers on TikTok and 189K followers on Instagram (October 2023), the women's squad has leveraged the power of social media to provide fans with a behind-the-scenes glimpse into the lives of their players. A tight-knit and intimate connection between the team and its devoted fans has been fostered with vlogs, thrilling challenges, training sessions, off-field events, and exclusive behind-the-scenes footage. In terms of sponsorship, Mastercard stands as one of the most engaged sponsors of prominent sporting events, with a particular focus on promoting women's football to enhance its recognition and draw in a wider audience of fans and enthusiasts. For over 25 years, Mastercard has played a crucial role as a sponsor in women's football. Since 2019, it has also forged a partnership with the Olympique Lyonnais women's Team, alongside celebrated players like Kadeisha Buchanan, Ada Hegerberg, Saki Kumagai, and Wendie Renard (MasterCard 2023). Also,

ORANGE, NAF NAF and Olympique Lyonnais, dedicated to the growth of women's football, have collaborated on a campaign that promotes the integration of women in both amateur and professional football. As a result, young amateur players had the exceptional chance to meet their sporting idols during the filming of this initiative. The likes of Wendie Renard, Amandine Henry, Delphine Cascarino, Amel Majri, and Alice Sombath were part of this memorable experience for the younger players (Feminin 2023). Continuing their longstanding partnership set to extend until 2025, Adidas and Olympique Lyon have disclosed the club's new home kit for the 2023/24 season. The kit retains the traditional *Les Gones* colors, with added embellishments in gold details (Bible 2023).

OL Féminin is part of OL Group, majority-owned by Eagle Football Group since December 2022. Jean-Michel Aulas, the club's founder, remains a minority owner and president. Plans for OL Groupe's collaboration with Washington Spirit, a women's football team in the NWSL, are underway, subject to regulatory approval OL Groupe announced the intention to sell the ownership of one of their teams, OL Reign, playing in the NWSL, due to the conflict of interest that arises due to OL Groupe possible relationship with Washington Spirit owner (Guillemet 2023).

Tickets for OL Féminin's games can be purchased online, through the club's website or smartphone app, and in person (Lyonnais, All the Available Matches 2023). Fans can enhance their experience with stadium tours and access to the club's museum. OL also offers OLPLAY, a subscription-based streaming channel, (insys 2021) and a dedicated smartphone app to stay updated on team news and buy tickets.

VfL Wolfsburg

VfL Wolfsburg's women's team, founded in 2003, underwent a significant transformation, in the 2013/14 season transitioning into a fully professional entity. This shift towards professionalism aligned with the growth and progress of professional women's football in Germany and Europe. As a result of this transition, the team gained the opportunity to compete at the highest level of women's football. For years, the club has maintained its reputation as one of the most triumphant women's football teams globally. VfL Wolfsburg's women's team has exhibited dominance in the Frauen-Bundesliga – one of the world's top women's football leagues, known for its competitiveness, financial stability and commitment to player development – with seven league titles over the past fifteen years, and in the DFB Pokal Frauen, by being the most recent champions and most successful club with nine consecutive titles and ten titles overall. Internationally, it has also consistently positioned itself as a prominent contender, by making five appearances in the UEFA Women's Champions League, securing victory twice (Kogi, Apindi and Wangare 2023).

VfL Wolfsburg has a symbiotic development and recruitment strategy when it comes to creating a successful team. With teams in the VfL-Fußball-Akademie, from the Under-10s through to the Under-23, the club's youth development program has proven to be a fertile ground for cultivating exceptional talent, easing their transition to the senior team. This dedication to fostering homegrown talent not only ensures a continuous influx of skilled individuals but also instills a sense of loyalty to the club. In addition to this, the club strategically leverages free transfers to attract a diverse range of players, including established stars aspiring to achieve Champions League success and emerging prospects who view the club as a potential gateway to more financially affluent teams (Braneck 2023). Their recruitment strategy strategically balances experience and potential, resulting in a well-rounded and highly competitive squad.

To retain this talent, the club places a strong emphasis on providing the women's team with the same standards of professionalism as the men's team, offering superb training facilities, coaching staff, and medical support. This equal access to resources empowers the women's team to perform at their best. "We always had training pitches available [in Wolfsburg]," said Conny Pohlers, a German former professional footballer, "We had our laundry done for us. [...] The infrastructure, the collaboration with the men's team, it was all great. And still is," (Braneck 2023).

According to the widely circulated daily newspaper Bild, the annual budget of the women's team in 2020 was, approximately, €10 million, even though official numbers are not available. Despite being significantly lower than the estimated budget of €75 million for the men's team, it surpasses the budgets of many other teams in the women's Bundesliga (Nestler 2020).

This integration into VfL Wolfsburg's club culture fosters unity within the club and encourages greater fan engagement. Besides this, the club actively interacts with the local community, promoting women's football at the base level through initiatives like youth football clinics, school partnerships, and community events, which are broadcasted on their social media, for example, the "We for you" day, where players and staff engage in various social causes around the region. These initiatives help in expanding the sport and building a deeper connection with fans, which are so important to the team's success, as Ewa Pajor – current VfL Wolfsburg's player – recently stated, "We obviously prefer to play at home in front of our fans at the AOK Stadion. I hope we have a full house supporting us against Paris. The atmosphere always helps us a lot and gives us even more energy on the pitch." (Wolfsburg, "THE FANS GIVE US ENERGY" Interview with Ewa Pajor before the showdown against Paris. 2023).

VfL Wolfsburg stands as an example of excellence beyond the field, contributing significantly to the promotion of women's football and gender equality, not only in sports but also in society. VfL

Wolfsburg's advocacy for gender equality is further exemplified through established partnerships with various organizations, impactful campaigns, and news coverage. These initiatives include the #NotWomensFootball campaign, launched in collaboration with Volkswagen, which aims to provoke discussion and raise awareness about gender equality within football; the #StrongHER campaign, a flagship project that actively provides access to soccer training, mentoring, and education for girls and women from all backgrounds; numerous media reports that highlight the club's accomplishments, including reaching the Women's Champions League final in front of record attendance; the promotion of sustainability through partnerships with apps like "ummadum" for travel, offering a 10% discount in the fan shop (Wolfsburg, Get Rewarded For Sustainable Kilometers 2023).

VfL Wolfsburg's strong online and social media presence includes a women's team Instagram page with 153 thousand followers and a TikTok account divided with the men's football team, with 983 thousand followers (October 2023). In these, they share the highlights of the games, conversations with the players and effectively amplify the reach and impact of their campaigns and initiatives.

Paris Saint-Germain

PSG Féminine, the women's team of Paris Saint-Germain (PSG), has a rich history that dates to 1971. Since their establishment, the women's team has evolved significantly, experiencing a transformative period starting in 2010 (Paris 2021). This year marked the beginning of a new era for PSG Féminine as they secured their first major accolade, the Coupe de France. Subsequently, PSG rapidly transitioned from a mid-table team to one of Europe's elite women's football clubs (Paris 2021). This transformation culminated in the women's team claiming their first Division 1 championship in 2021, along with additional cup victories in 2018 and 2022. PSG Féminine has been a fixture in the top division of French women's football since 2001 when they secured the

Division 2 title. The team has a commendable list of achievements, including one title in the first division feminine (2020/21), one title in the second division (2000/01), and three Coupes de France feminine (2009/10; 2017/18; 2021/22) (Team 2023). PSG has also been a strong contender in international club competitors, reaching the UEFA Women's Champions League final on two occasions (Team 2023). The club operates under the ownership of Qatar Sports Investments (QSI) (Pola 2020), transforming PSG into one of France's and the world's wealthiest football organizations, and assumed control of the women's team in 2012 (Club 2022).

However, France's female soccer players grapple with income disparities, exemplifying the need for greater equity within the sport. The average monthly income for women soccer players in France, as reported by the French Football Federation (FFF), is approximately \$2.800. In contrast, Neymar, a star male ex-player at PSG, reportedly commanded a monthly salary of around \$3.5 million (Esposito 2023). PSG Féminine has skillfully engaged with fans, leveraging a robust digital presence, offering official merchandise through their online store, and cultivating high-profile partnerships with industry giants like Nike and Qatar Airways (PSG, Paris Saint-Germain and Nike sign the biggest sponsorship agreement in the club's history 2019) (PSG, Qatar Airways announced as Premium Partner of Paris Saint-Germain 2020). Matches against Olympique Lyonnais Féminin, including the renowned "Le Classique," generate excitement amongst the fans and elevate the team's visibility. The team's iconic colors are red, blue, and white and their crest features iconic symbols such as the Eiffel Tower and a fleur de lys, establishing a big connection to the city and also the fans. The team's prominent players, like Marie-Antoinette Katoto, have garnered media attention and enhanced the team's marketability. A pivotal aspect of PSG Féminine's journey is the transition of ultra groups from endorsing the men's team to passionately supporting the women's team. The proximity to women's matches, direct player-fan interactions, and the women's team's

unwavering unity with ultras have played indispensable roles in this evolution. The ultras' presence has resulted in record-breaking attendance, with unwavering support at key matches such as the 2021/22 Champions League quarterfinals against Bayern Munich and the semifinals against Lyon. In the latter match, their presence contributed to a club-record attendance of 43.254 spectators (Football 2022). The club maintains a robust digital presence, evidenced by its Instagram page boasting 1.2 million followers (October 2023), providing a direct avenue for fans to purchase match tickets. The official website offers comprehensive information about matches and ticket options, along with exclusive benefits for MYPARIS members. The website seamlessly integrates both men's and women's teams. A remarkable milestone in PSG Féminine's journey is their exclusive partnership with Deloitte, a prominent audit and consulting services leader. This partnership accentuates PSG Féminine's commitment to advancing women's sports and advocating for gender equality. Deloitte's dedicated focus on the women's team underscores their mission of spotlighting women's achievements and supporting those who break down gender barriers (Deloitte, Partenaire Officiel 2019).

Sport Lisboa e Benfica

Sport Lisboa e Benfica Feminino, the women's football team of Sport Lisboa e Benfica, one of Portugal's most successful and popular football clubs, was officially established in 2017 (Sportinforma 2017). The club's decision to invest in women's football reflected the growing popularity and importance of women's football globally and its commitment to women's football (Benfica, Benfica no feminino: crescimento, consolidação e história! 2020).

The team has a significant rivalry with Sporting CP and SC Braga, so the team set its sights on challenging their dominance. As of October 2023, the team is a three-time champion of the national league and will be attending the UEFA Women's Champions League for the third time (Benfica,

Parabéns, Tricampeãs de futebol! 2023) (Benfica, Benfica recebe 1.^a eliminatória da UEFA Champions League 2023).

SL Benfica places a strong emphasis on youth development, nurturing talents in their academy. This commitment extends to the women's team, where young female players already present in the club, after the establishment of the women's team, could finally aim for a trajectory that would lead them to high-level competitions (SLBenfica 2017). The cornerstone of this development is Benfica Campus, a hub where young talents are nurtured to become future stars. What sets this initiative apart is its holistic approach, emphasizing not only football skills but also academic and social development.

This youth development model bears considerable returns, benefiting both the men's and women's teams. It also aligns with the rules of UEFA's Financial Fair-Play regulations, alleviating the need for costly player transfers (SportsAdda 2023). Beyond Benfica Campus, the club extends its influence through *Escolas Benfica*, which operates on four continents and caters to both boys and girls. These efforts culminated in being named the Best Football Academy by Globe Soccer Awards in 2015 and 2019 (S. B. Notícias 2019).

For players residing in areas far from Lisbon, the club introduced *Centros de Formações e Treino*, starting in 2008. The primary objective was to enhance the ability to recruit and retain players up to the under-12 level. Players from these centers eventually progress to Benfica Campus, where they seamlessly integrate into the work methods and club culture (Benfica, Centros de Formação e Treino s.d.).

However, it is noteworthy that the male and female players' paths differ when it comes to advancing to professional teams.

SL Benfica is, therefore, committed to providing the best possible resources and infrastructure to support its players. An example of this is this transformation of the training facilities, transitioning from *Estádio da Tapadinha* and the Benfica B team's Estádio to the shared Benfica Campus in *Seixal*. Notably, in high stakes matches, the plays are at the renowned Estádio da Luz (Benfica, Benfica Campus n.d.) (Record.pt, Equipa feminina do Benfica passa a trabalhar no Seixal em 2023/24 2023).

SL Benfica Feminino has been receiving increasing support both from fans and the club's management. The pinnacle of this support was witnessed in the Lisbon derby, between SL Benfica and Sporting, where a record-breaking attendance of 27.221 fans marked a significant milestone for women's football in Portugal (Record, Sporting bate Benfica na Luz em jogo com recorde de público nas bancadas 2023), nearly doubling the previous record. This impressive turnout underscores the team's ability to attract and engage a wide and enthusiastic audience.

SL Benfica Feminino's dedication to community engagement is apparent through a range of initiatives, including temporary exhibitions, autograph sessions, player appearances at schools, and visits to hospitals, as seen on the team's Instagram page (@slbenficafeminino). This is further enhanced via collaborative social media content with the men's team, fostering engagement and unity amongst the club's supporters. Lastly, a significant strategic partnership with Gotham FC, a North American women's soccer team, signifies a forward-looking approach. This collaboration aims to enhance player development programs, bolster the team's advantage against other NWSL teams and gain valuable wisdom from the North American women's soccer scenario (FC 2023).

In essence, SL Benfica Feminino's journey is a multi-faceted one, encompassing historical, strategic, and community-oriented dimensions. These aspects create a well-rounded portrait of the

club's commitment to women's football and its comprehensive approach to development, engagement, and success.

Sporting Clube de Portugal

In 1991, Sousa Cintra, former Sporting CP president, announced the creation of the women's football section. In 1994, Sporting was the first Portuguese team to develop an academy system for women's football (Lisboa 2021), even though there was not yet any competition to be played by non-senior athletes. However, 1 year later, after 5 years of activity, the club announced the extinction of many sports, including women's football, due to financial concerns.

It was not until the 2016/17 season, after an invite from the *Federação Portuguesa de Futebol* to the clubs in the men's Portuguese premier league, to join the women's competition, Sporting decided to relaunch the women's football project, together with "Os Belenenses", Estoril and Sporting Braga, to participate on a new format league with 14 teams playing 2 rounds of games between each other, home and away (Fernandes 2016).

Since then, Sporting also bet on the youth categories of women's football and decided to integrate the athletes in the *Academia Cristiano Ronaldo*. Recently, in partnership with AE Economics (the main partner and sponsor of Sporting's women's team alongside Auditive), four youth players were rewarded with Merit Scholarships for their excellent academic results and practice attendance and punctuality (SCP, SPORTING CP PREMEIA LEOAS COM BOLSAS DE MÉRITO 2023). *Leoas* usually practice at *Pavilhão João Rocha*, but sometimes they practice and even play in the main stadium: *Estádio de Alvalade*.

Sporting women's football currently has many teams, from seniors to *iniciadas*, passing through a B team and juniors. Eight players from the senior team were called up, at October 2023, for the

upcoming international commitments, from which four will represent Portugal in the qualification for *Liga das Nações* (S. C. Notícias 2023).

Sporting Clube de Portugal has already summed some major trophies, such as *Campeonato Nacional* (2016/17 – 2017/18), *Taça de Portugal*: (2016/17 – 2017/18 – 2021/22) and *Supertaça* (2017/18 – 2021/22).

Although on Sporting's website there is limited information about the female team, aside from the names of the players and news, the women's team's Instagram page has almost 75 thousand followers. The page is very active, posting daily about games, autograph signing sessions and initiatives promoted by *Fundação Sporting*. These initiatives include visiting children at the pediatric wing of the Portuguese Institute of Oncology of Lisbon and campaigns such as the fight against breast cancer, where 25% of the profits made from selling the Blossom Pink and Dashing Pink merchandising collection would revert to the *Liga Portuguesa Contra o Cancro*, all of which help to get closer to their fanbase (SCP, SPORTING CP VESTE-SE DE COR-DE-ROSA 2023).

Sporting Clube de Braga

In recent years, the landscape of women's football has witnessed an extraordinary surge in growth and global expansion. SC Braga has been far from indifferent to this dynamic shift, and their investments in women's football have enhanced the club's reputation and global recognition. The primary objective of SC Braga's women's Football initiative goes beyond the mere cultivation of a competitive senior squad with aspirations for national titles. Instead, there is an increasingly pronounced emphasis on the development of homegrown Portuguese talent, aiming to contribute to the emergence of a future generation of highly skilled national players who can simultaneously serve the club and represent their national teams (BragaTV 2023). In fact, multiple players who

have gone on to represent the Portuguese national team and play for clubs in more prominent European leagues, have come through Braga's youth system, like Dolores Silva (ABREU 2023).

Founded in 2016, the SC Braga women's football team has evolved into a formidable force in Portuguese and international women's soccer. Milestones and achievements punctuate their history, in domestic competitions, such as Liga BPI, the Portuguese Cup, the Super Cup and the Women's League Cup. SC Braga women's soccer team has won a trophy in each of the national competitions. They were the national champions in the 2018/19 season, claimed the Super Cup in 2018, won the Women's Portuguese Cup in 2019/20 and secured the Women's League Cup in the 2021/22 season.

The team also competes in international competitions, like UEFA Women's Champions League, reaching the Round of 16 during the 2019/20 season, which demonstrated the competence of the team on the global stage. SC Braga women's Soccer Team has a women's B team currently competing in the Women's Second Division. Additionally, according to their Instagram page (@scbragafeminino), they have an Under-19 women's Team and an Under-19 women's B Team. They also participate in various other sports with women's teams, including futsal (women's futsal and under-19 women's futsal), football 7, basketball and volleyball.

Bragalux, the Braga-based company, a national benchmark in the electrical engineering sector, is the main sponsor of the women's team – the Gverreiras. SC Braga's President, António Salvador, emphasizes the significance of strengthening ties with a local-based company that continues to thrive within its industry (Feminino 2021).

Moreover, SC Braga created a project called The SC Braga Solidário with a primary goal of actively engaging in causes such as fighting against social inequalities, supporting humanitarian causes, and contributing to social inclusion. The project focuses on supporting individuals or families at risk

and cooperating with institutions working for the community. One example was the partnership with “Liga Portuguesa Contra o Cancro”, where, as seen on the team’s Instagram, under-13 female players personalized jerseys with encouraging messages to be delivered to cancer patients (Solidário n.d.) .

The team has been successful in building a dedicated fanbase, with supporters attending matches and engaging with the team on social media. As a way of encouraging people to get involved in the sport and ultimately promote women’s football, SC Braga continuously creates initiatives, organizes events and broadcasts them on their Instagram page. The club announced on their website that one of the matches of the Liga BPI against Sporting CP – one of Braga’s biggest rivals – would be completely free, and fans would have a round trip to and from Braga’s Municipal Stadium for just €1 (due to a partnership with a local transportation company) and they would have access to a Fan Zone in order to get fans excited and lead the team to another victory (Braga 2023).

In terms of social media, they have 4.884 followers on their Instagram page (October 2023), and are very active on the page, always posting videos of pre-match, post-game, and training routines of the players. They do not have a specific TikTok page, and do not appear in the TikTok page of the men’s principal football team.

Qualitative Research

Methodology

Appendix 6 – Fans' interview structure

1. General questions, designed to delve into the preferences and perceptions of individuals who engage with women’s/men’s football.

2. Attendance motivations/ barriers, crafted to unveil fans' perspectives on the factors influencing their decision to attend/not attend women's games and suggestions to enhance the matchday experience.
3. Purchase of merchandise, geared toward comprehending fan purchasing habits and their thoughts on making women's merchandise more accessible and appealing.
4. Marketing and promotion, aimed to gather fans' perceptions of these topics.
5. Community and involvement, focused on accessing the sense of loyalty, emotional connection and community involvement.
6. Suggestions for growth/ attraction, designed to collect strategies for increasing participation/attraction.
7. FC Famalicão brand, to provide participants the opportunity to share insights about the identity and characteristics of FC Famalicão fans.
8. Final Considerations, to provide final comments and collect demographic details.

Appendix 7 – Canal 11 journalist interview structure

1. Introduction and context, designed to gain insights into fan motivations and discern differences between successful and unsuccessful clubs in attracting fans.
2. General strategies, aimed at understanding major clubs' strategies and identifying challenges faced by smaller teams.
3. Increasing stadium attendance, to uncover challenges and solutions for boosting attendance.
4. Sports channels, focused on exploring perceptions of sports channels in promoting women's football and examining potential impacts on stadium attendance and ticket sales.

5. Impact of digital platforms, crafted to understand their influence on women's football marketing.
6. Advice for FC Famalicão, based on the journalist's experience.
7. Final opinions, aimed at capturing additional perspectives.

Appendix 8 – Women's football career manager interview structure

1. Portuguese women's football, designed to identify current challenges and measures to boost it.
2. Value women's football, aimed at understanding how the intellectuality of women can be more valued to promote the sport.
3. Future, crafted to understand the future of women's football in Portugal.
4. Partner involvement and financial support, focused on delving into strategies for these.
5. Young talents, designed to collect advice and personal information for sustainable growth for younger generations.
6. Major differences, to provide understanding between Portugal and abroad, and between Portugal men's football and women's football.
7. Advice for FC Famalicão, based on the experience from the career manager.

Appendix 9 – Spanish Women's Football institution's marketer interview structure

1. Introduction, to gather factors that drive fan engagement and identify key distinctions between successful and unsuccessful clubs in attracting fans.
2. General strategies, aimed at analyzing the success of major Portuguese clubs and potential limitations for clubs like FC Famalicão.

3. Sponsorships, designed to understand the significance of sponsors in advancing women's football.
4. Stadium attendance, to delve into obstacles in increasing attendance and obtaining suggestions to enhance the overall experience of watching football matches.
5. Promotion, focused on the role of merchandising to foster the growth of women's football.
6. Final opinions, aimed at capturing additional perspectives.

Findings

It should be noted that all interviews were conducted in Portuguese, and subsequently translated into English for the purpose of the Work Project.

Appendix 10 – Interviews with fans from Famalicão who watch women's football

Good morning/afternoon. My name is _____ and I am currently a student at NOVA SBE. For our thesis, we are conducting a study regarding women's football in FC Famalicão. For this reason, I would like to conduct a 30-minute semi-structured interview with you. During this time, I will ask you a series of open-ended questions, where you can freely share your opinions on the subject and there are no wrong or right answers. In order to be able to analyze the interviews afterwards, I would like to record our meeting, would it be any impediment? It will be kept anonymous, and in accordance with the General Data Protection Regulation (GDPR) of May 2018 you will not be contacted again after this interview.

Each number corresponds to a specific interview, signifying the responses of the respective individual. Therefore, when the number 1 appears, it represents the responses provided by the first person interviewed.

General questions:

How long have you been a fan of women's football and what attracted you initially?

1-I cannot pinpoint a date, but about 5 years ago I started to follow women's football more, that is, since 2018. I have always liked football, so women's football is a manifestation of the game that I like.

2-I have been watching men's football for a long time, since I was little, and I have always liked it a lot. I am from Porto club, and I have been going there every year for 5 years and I really love football. As for the women's, maybe I had not seen it earlier because people said it was not worth it, that it was not cool, that it was not like men's football, that it was too slow. And maybe until 2 months ago I was hearing them. Then the promotion also helps so that a person does not know when the games are, or where they are there. I was not looking for it either, it is true, but even if I am now looking for some information or want to know, for example, some game result or some news, it is very complicated to look for or at least find the same level of information that exists for the male. But that is it, answering the question directly, I started to see when the women's team went to the World Cup, when they qualified for the World Cup and it was from there that I started to watch and that I started to watch the games of the women's team and I started to watch on TV some women's games Portuguese and when you saw me in Famalicão in the game it was the first game that I went to watch in person.

3- I have always been a fan and I have always followed the men's Famalicão, of course. The women's game began to be more common in the country, the national team's games were publicized... and as Famalicão started to have good results, going up to the first league, was a strong investment by the club, they won the Portuguese Cup, this started to motivate me to go see the

games. Friends of mine also often go to see it. Of course, I will not see all the games, even due to the times of the games are not the best, sometimes even days during the week. And if there are games on channel 11, plus the men's, there are other options.

4- I have been a fan for many years, maybe since I was 15. Initially, I went to see my brother and then I started playing as well.

5- I have been playing football since I was 14 and I am 33 now. I have always played football, I have always liked it since I was little. At 14 I started playing federated, so since then I have liked football. And what attracted me was watching my brothers and friends playing in the street since I was a little girl.

6- I have been a fan of women's football for a few years, since I came to Famalicão. I was director of the men's team and, therefore, since the club created the women's football team, I follow the sport much more.

7- 1 year ago, since I started the internship because it was when I started to be more into the subject and I was attracted by the novelty of the game with women, that is, it does not mean that it is better or worse played, but played in a different way, maybe not as physically as expected, but with some very interesting technical cutouts.

8- I started following women's football around 2000/01. One of the things that attracts me is the issue of being able to go calmly, take my son safely, regardless of the rival teams, there is not that aggressiveness of the masculine between fans. For example, last year in the semi-final FC Famalicão faced SL Benfica and both fans were mixed, getting along, there were no acts of violence, I remember talking to a gentleman from Benfica, and we even went for coffee afterward. There is rivalry on the pitch, but outside there is no violence, it is one of the things I like about the

women's games, which makes me take my son to watch the games. He really likes FC Famalicão, Betinha for example, and some players who have already left the club.

9- I only started watching the women's games this year. By the way, I only started following Famalicão relatively recently, 5 years ago. Last year we did that great feat of going to the cup final and that captivated me.

What aspects of women's football do you find most appealing or exciting?

1 - Basically the same as the men's, the unpredictability of the result.

2- Firstly, as a woman, I try to support women in sports, because we know that they do not have the same opportunities. Something I noticed when I started watching football and comparing it to men's football, I found it more interesting when there is a foul there is more tendency in the women's game for players to go and see if the player is okay if she needs help and apologize. Something I do not see in the men's game. Just like arbitration, I think it is much clearer, there is not as much confusion.

3- In women's football there is a greater "loyalty" to the game. More playing time, fewer simulations, fewer athletes on the ground. It also wins for being new in the Portuguese context and for the good results of Famalicão.

4- Football has been evolving and I think this has also helped people who did not watch women's football before and now they are going to see it.

5-I am honest, I watch more men's football than women's, but what I find most exciting is that I think in women's football there is more intelligence and more race. More grit to play. That is what I think differentiates and tactically the players think more about the game than the men's.

6- The effort of the athletes to try to do the maximum and the best possible to match men's football.

7- If it is played well, it can provide good shows, because there are teams on the national and even international scene, and there are players with a lot of quality, for example, those who go to the national team, we see that Benfica takes 6, 7, 8 athletes to the national team, even Sporting, Braga. Famalicão has also done some funny things, you have these international football teams, you have Barcelona, Real Madrid, Chelsea and Lyon and they go to the Champions League.

8- It motivates me a lot to see the feminine, I think it is something little publicized, there are those who do not associate women with playing football much, there is still some “machismo”. I am against that, for me football is for women, men, whatever gender it is and this is what leads me to support the women's Famalicão, in the men's it does not mean anything to me. I am from another club in the men's game, I am from FCPorto, but even if FCPorto created another women's team I would still be from Famalicão.

9- First of all, the games are more peaceful, and the rivalry is calmer than in the men's game.

When you think of women's football, what is the first club that comes to mind?

1-Corinthians, from Brazil.

2-Benfica.

3- As a member of Famalicão since I was a kid, it is the only club that comes to mind, it is the only club I am going to see. Also the national women's team, it is the maximum exponent.

4- Famalicão, because I played there.

5-I would say Barcelona.

6- Mine, Famalicão.

7- Famalicao.

8- Famalicão.

9- Benfica.

Which women's football teams or players do you admire the most and why?

1-I do not follow women's football that hard to find out. But Marta, in Brazil, is an icon of the sport.

2-I do not have an answer, but in relation to the national team I really like Andreia Norton.

3- Of course, the examples are at the national team level, because they are the ones that stand out the most. I would say Kika Nazareth, she stands out and clearly will have a very good career, Andreia Norton, they are Benfica athletes and the club is usually stronger in the sport. Famalicão this year is also a totally new team, so they lose their references.

4- I admire Mariana, from Famalicão.

5-I do not think there is one that I admire immensely. Of the teams, I would say that they are the teams that I like to see play, and they are the ones that always go to the Champions League, which are Barcelona, Wolfsburg. City are also playing well. I like those teams that always go that far in the Champions League, because then you see interesting games. So did PSG.

6- Campino, played here at Famalicão, but there are several. Rute Costa too.

7-Famalicão because it is where I train and it is the club of my land, it is the women's football club that I like the most, players that I like the most here... I do not know, a bit of a cliché, I like Kika, Dolores from Braga, also a reference.

8- I admire many, regardless of the club, one of them is Betinha, Mariana Campino and the former goalkeeper, Daniela. I got along well with almost all of the old Famalicão team, I had some affinity, they were people with whom I was in familiar terms and supported, they were my team, and both in defeat and victory they would be my players.

9- Kika, who left Famalicão for Benfica.

How often do you watch women's football matches and what factors influence your decision to watch or not to watch?

1-Unfortunately, I do not see much, one every month. In terms of factors, it turns out to be the accessibility of the game, if it is a time that is quiet for me to be able to go if it is a stadium that is close.

2-In terms of frequency, I watch a women's football match one time a week on television, and I always try to see the results of the games even if I do not watch them. The factors are a bit in line with what I said at the beginning, I started to see in a way to support women's football, not because I was interested in watching or because I wanted to spend more time on football and sports because I already spend a lot, but in the sense of supporting. I liked to see it, I liked to support it. I liked the way the players play football, it is different but it is still appealing.

3- As a rule, at home, I try to go at least every other game. The factors, more than being women's football, is that FC Famalicão is my club, if it was another club maybe I would not go.

4- The factor that makes it difficult may be the lack of availability. I also stopped going so much because I am no longer a player, but when there are games that excite me I try to go and see them, maybe every 2 weeks.

5-Women's football, I even tend to go see the national team more. When I go to watch games, it is either teams I have played for or because I also have friends playing for other clubs. But, for example, I like to see a good Benfica-Sporting, a Benfica-Braga, a big game. Whenever I have the opportunity I go.

6- At home I will watch all the games, now more because I am closer to home. I also went to see the cup final.

7- Once a week is when Famalicão plays, which should be the only game I watch and what influences is the fact that I am curious, about how Famalicão performs on the field and also the fact that I am an employee also arouses the curiosity to maintain interest and contact in the sport.

8- Lately I have not been going to see so many games because now I am without transportation, but when the game is at home I try to go to everyone. Outside if it is close and I have the possibility I try to go with my son to support the team.

9- Right now I try to go to all the home games in Famalicão. Games out I do not go yet, but at home I always try to go.

Name 3 words you associate with FC Famalicão Women. Name 3 words that you associate with women's football in general.

1-Famalicão: Structure, Crowd (I was surprised by the number of fans), Competition (I found it competitive). General: Resistance, Struggle, Evolution.

2-Famalicão: Work, Reference (it is very good for Famalicão to have a women's team and maybe it was one of the first or to be a reference at a national level) and Pride (I belong to the municipality of Famalicão and I am proud to say that my municipality invests in women's football, something that my club does not do and makes me a little sad). General: Opportunity, resilience and ambition.

3- Famalicão: motivation, discovery, winning. Feminine football: attitude, determination, unity.

4- The word evolution and perhaps union for Famalicão. For the feminine in general, again evolution, perhaps grit, for the fact that they continue to fight for visibility and conditions, and determination.

5-Famalicão: Ambition, Grit, Fighters. General: Persistence (we persist a lot to be where we are right now in women's football), Struggle, Ambition. I at least speak for myself, I have been playing since I was 14 and this was not like that many years ago. It has evolved more and more. We, the players and the coaching staff and the federation, are fighting to be where we are now.

6- To Famalicão Feminino I would start with race and passion. And in general... I do not know how to answer that.

7- Famalicão: Race, determination and conviction; Feminine in general: Novelty, Growth, Shows.

8- Love of perdition, Famalicão's motto, for me is feminine. Affinity, which the players have with the fans. And warriors, whether they win or lose, never bow their heads, they are true warriors. There is one thing that makes women's football angry, the salaries, they are not fair. "Machismo" outrages me in the feminine. And finally, the fans, when they are free games, fill the stadiums, if you need to pay, they are not able to give €5 to see the women's, but maybe they are to give €50 to the men's. They criticize the women, but maybe they have never been to see a game to see what they are capable of being worth or doing. Even in the World Cup, we were unlucky, but we showed that we have great players in women's football.

9- I do not know... Great question... to Famalicão women's I would say: surprise, because I had no idea we were so good at women's football; growth; and mutual help, even when an athlete is injured on the field, I see athletes wanting to help each other, much more than even in the men's game.

Attendance Motivations:

Are there any specific matchday experiences or promotions that encourage you to watch more games?

1-Without a doubt, I will not be able to name some now, but I am passionate about football and getting to know stadiums, so the more accessible the trip is, the better it is.

2-On Thursday the coach of the women's team was there in the stands with everyone, so I think that is an asset, as well as an injured player from Famalicao who was watching the game with the fans and that is beautiful and you do not see it in the men's.

3- Maybe, when I was younger, I thought about trying to get a jersey or a photo, but honestly what gives me the most pleasure is to see the sport growing in Famalicão, the opportunities for the players and of course the victories.

4- The support of the public is very important, knowing that the house will be full also motivates me.

5-Honestly not. I am going because I like football and I like to watch a good football game. Of course, it is not the same to watch a game from the women's 3rd division and the 1st. But what really motivates me is liking football.

6- Nope. I am going for the game itself and because I like the club.

7- In my case no, I happen to go to football to watch the game. It is rare to go to a fan zone or something like that.

8- Yes, it already existed, in the semi-final against Benfica. I am that fan who likes to watch football in my corner, but in the semi-final I went, I even beat the scoreboards, my team was winning the

other one a little better, with more name, the favorite team and we managed to turn everything around and we went to Jamor for the second year in a row, and that encourages more to catch the women's Famalicão who is my team. Again because I feel safe, there are no aggressions, or clashes between fans, it is a bit of feeling good in the place where I am, being next to a rival fan and talking to him in a good way, I feel good because I know we are not arguing, that is what draws my attention the most.

9- Being close to home and free.

What improvements or changes can be made to the game day experience to attract more fans?

1-I found it difficult to buy the ticket before or even see how much the ticket was, before the game. And I got there around 2 p.m., the game was at 3 p.m., and it was not until 2:30 p.m. that tickets started selling, which I thought was a bit bad.

2-Something that I think is very relevant is the schedule, it does not make sense to have some schedules that are placed in the feminine. On the 3pm holiday, I think it went well, but games that are at 6pm on a weekday do not make as much sense, and it does not attract as many people because people leave work and cannot go see the game. I remember that the Super Cup (Sporting and Benfica), was in the same stadium as the men's football but at totally different hours, the men's at 8:45 pm and the women's at 11 am. It does not pull because people are working during the week and that is a decisive factor. In the Thursday game at Famalicão, I do not think it makes much sense if the clubs are trying to captivate people to go see the games, it does not make sense: I went with my uncle and I went with my cousin's membership card and they did not let me in, I had to pay, something that does not happen in the men's. There is more advertising and marketing because

unfortunately there is still a little while, if I go to the flashscore app I do not see half of the news I see for women's football.

3- A fan zone, Famalicão sometimes does it in the men's game, it attracts the youngest, it could take the girls to go to the stadiums. The athletes go to the schools of the council, give gifts, and spread the word to the youngsters.

4- I honestly do not know anything that can attract me beyond the normal.

5- I really do not know. Because I think that in women's football, the people who will see it the most are because they like the club and because they like women's football. Maybe the fan zones that exist in the male would attract more people. And I think that now that we play on sport TV and channel 11, I think it also pulls more people into women's football.

6- The schedules, I know that sometimes we have to take it first with the masculine. But it cannot happen things like in the final of the Portuguese Cup, where there were men's games at the same time, it cannot happen if we want to give visibility to the women's, the federation itself has to do more for the women's.

7- I do not know anymore, maybe the people who like contests and maybe the attempt to win a prize, that is, a material good or some experience also related to football, try to create a more appealing area that is more inclusive to everyone.

8- One of the things I have been thinking about, I think there should be a cheerleader for women's football, a form of extra support, something that we do not have, Famalicão does not have. In terms of dissemination, I think it is publicized a lot, but people still do not believe in it, they do not believe in the feminine. Even in the last game against Racing Power some ladies only went to the game because they were offered tickets and they were criticizing, that woman this, woman that, I even

left because I was getting nervous. I think that in the women's game, people still need to believe in the women's, go to see the games and then draw their conclusions. Nobody is obliged to like it, it is true, but before judging they should watch one, or two games and talk about it, say that they do not identify with it, or that they identify themselves because there is a spectacle. We have excellent players at Famalicão, of course, this season is not going very well yet, but we will turn it around.

9- I would say encourage in the men's games for the fans to discover and go little by little to see.

Purchase of Merchandise:

Do you buy merchandise (e.g. jerseys, scarves, posters) related to women's football? If so, what motivates your purchases?

1-No.

2-Not yet, it is something I would like to do, but I started watching women's football a little while ago.

3- With Famalicão I buy a lot of things. Specifically related to women's football, I do not have anything.

4- I do not buy often. I bought a scarf, not from the women's scarf, but from the club itself.

5-I do not buy anything. I only buy it if I want to offer something from the club.

6- Yes, I buy scarves. Sweaters I have not bought so much, but I do buy scarves.

7-No.

8- Yes, I have already bought two scarves, one for me and one for my son. I think it is unfair, Famalicão does not make shirts for women, only for men and I do not want to buy a men's shirt with the sponsorship of the men's and put the name of a women's athlete. I have already gone to the store and talked about it and they always say they are thinking about it.

9- Not yet.

Are there any specific merchandise or design items you would like to see more in the women's soccer market?

1-Specifically, women's football I cannot say, I do not think so.

2-I would buy a sweater.

3- No, in that respect I am much more of a fan of Famalicão's traditional kits and I would buy them because they represent Famalicão and not so much because they are women's football.

4- No answer.

5-I do not know.

6- Nope.

7- I do not think so.

8- No answer.

9- Equipment, even from the national team I would like to buy the new women's kit.

What can be done to make women's football products more accessible and attractive to fans?

1-I do not know.

2-Price is an important factor. Maybe I would buy a Porto jersey for €80, maybe because it is my club, but maybe I would not buy a women's football jersey at that price. I also think promotion is important. If it was a t-shirt, if it had the shape of a woman's body, the waist.

3- The prices, namely of the equipment, are not that cheap. The points of sale, because they are only sold at the headquarters. Maybe sell in the fan zones.

4- Nothing.

5-Do more promotion of these items. We in the Famalicão store have things for sale that are the shirts we wear, but you do not see much, it is more for men's football.

6- I think it is all linked to the bet that is made on the female and moving the schedules to more attractive hours, sometimes the games are also not advertised, you only see them on channel 11, otherwise if a person does not look for it or know.

7- I think this is a matter of mentality, I think that people go more properly to the masculine because they are more mediatic, they are more interesting and I think they are the ones that captivate the most. I think that the feminine in an initial way will suffer a lot with the merchandise because people are not so interested. More just family and athlete friends.

8- Famalicão has to take the step of publicizing that there are also these feminine articles so that people have this notion.

9- Maybe cheaper prices, and more disruptive designs, that win for the difference.

Marketing and Promotion:

How do you usually find out about upcoming women's football matches or events?

1-The football apps and the league's website.

2-Flashscore or Insta. I follow Famalicão's Instagram and that is where I see a lot, that is why I think the promotion is also good on Instagram. It turns out to be a widely used medium, which I say for me and I believe for many people.

3- Facebook and Channel 11 advertise a lot.

4- On social networks, such as Instagram.

5-On the internet basically. Internet, Instagram, flashscore, that now the games also appear on flashscore. But 2nd and 3rd division has to be the federation's website.

6- In Famalicão there is a page that informs, but even so, it leaves a little to be desired, in announcing women's events, this is also lacking.

7- The Internet, social networks, and the club itself also disclose.

8- I follow the women's Facebook page.

9- I follow the Famalicão women's page on Instagram.

Are there any marketing campaigns or promotions related to women's football that have stood out to you? Why?

1-In Brazil there is a very strong campaign by Corinthians, which is a hashtag, respects the girls.

2-I remember one from MEO (It was never and never will be just football), a little boy playing football and on the shirt, it said Jéssica Silva. Basically, the ad says that a child/young boy is supporting the national team and women's football. And I think it is beautiful to see when it comes

to advertising boys supporting the feminine. I think it is good because it shows that kids, even boys, are starting to watch women's football, which was not the case 20 or 30 years ago.

3- On television, even though there is already some investment in women's football, on channel 11, we are still very much hostage to the big 3. There was indeed a lot of publicity last year when we won the Portuguese Cup, but there is no publicity for Famalicão in general. I remember only in relation to the national team, I know that before the games there is always publicity.

4- Now I remember more the videos of the national team.

5-I think the video of the World Cup at the time had a great impact.

6- I really liked the announcement they made of the national team when we went to the World Cup.

7- BPI's video at the time of the World Cup, stood out because it made me more interested in women's football, also with the participation of the national team in the World Cup and then giving that white-glove slap saying that she is a girl, but it does not matter, you can still play football. It was interesting and even touched on that social aspect, I mean she also has the opportunity to play and to be a footballer of great renown.

8- Not at the Famalicão level, only the national team. In terms of Famalicão, there is little digital part that publicizes the feminine and makes people believe in the sport.

9- I saw this week one from Mexico that I found very interesting, a girl who asked to play with the boys, they would not let her and after a few years she became a player and then they were the ones who wanted everyone to play with her.

What kind of marketing or promotional efforts do you think would attract more fans to women's football games?

1-First the accessibility of the game, of going to watch the games. For example, I was surprised by the price of the ticket. Because in Brazil there are many free games, in the sense of attracting the public first and then monetizing on top of them. So, increase the accessibility of the game and put a match cult, which then involves other things. But I think making it as easy as possible to follow the game, giving visibility to women's football helps it grow.

2-The price, the promotion on Instagram, be at a pleasant time. The dissemination in appropriate media, in my case it would be Instagram. If it is mid-afternoon that there is shade.

3- Match schedules, namely the women's game, do not coincide with the men's, because it will steal fans from the women's. Television is very good for advertising, but sometimes it "steals" the public from the stadiums because there is the possibility of staying at home and watching themselves on channel 11.

4- Maybe offer sweaters, giveaways, and so on.

5-I think a lot of people just go see it the first time because after they go they like it. We played in the men's stadium two weeks ago and it drew a lot more people. But I think it is people going to see it once because then it is going to make them go see more.

6- I think they should inform more, whether on social networks, television, or radio. I think that there is a lack of information at all levels. And then, of course, the right schedules, fewer games during the week, coordinating the games, for example not for a women's game at the time of a Porto vs Benfica, because of course there are those who prefer the men's and then they have to choose and harm the women's.

7- Maybe a fan zone with several promotions or several exclusive campaigns about football, give an experience or items or try to do campaigns like 2 tickets for the price of 1, like trying ticket packs for people after attracting those, retain.

8- Do something in digital mode, content with the players, videos with players, or even open training, videos showing the athletes' day, what the day-to-day is like, and what the training sessions are like.

9- I do not know.

Do you think there are any untapped demographics that could be targeted more effectively through marketing?

1-In general, older people tend to be more conservative, women's football has been more visible recently, so I think there is a bigger barrier with the older audience. So I think captivating the younger audience helps to have future generations that follow along.

2-I think that now it is important to direct women's football to younger people. I believe that older people do not have great influence, but I think that it is increasingly important for younger people, as is the case of the advertisement I saw from MEO, to be in a way impacted with this type of information, that it is a normal thing, that it is a thing like women's football. If people, from a young age, from younger generations, start with this mentality in 10, 15 or 20 years, maybe women's football will be practically at the same level as men's. The type of marketing can be through this type of advertisements like MEO's and I also think it starts a lot from school.

3- Usually the people who go the most, go because it is Famalicão, not because it is women's football, but because of the connection to the club. Usually you do not even see an audience with

many women who go to see the feminine, there are even more men, some older, people who usually go to see Famalicão and, therefore, will also see the feminine.

4- When I go to see the games I feel that it is the parents, maybe siblings, cousins, family members of athletes.

5-Older people is tricky. As we spread a lot on the internet to older people who do not see it or do not have social networks and cannot see it. But I think for young people the internet would be good, because they are always on their cell phones.

6- I think so, here in Famalicão those who are members of the club do not pay a ticket. I think there is a lack of visibility of the game, if everyone knows they will really go to the field.

7- I think so, because I see younger people, or they are young people or families, so parents and small children, that is, we see that younger age groups.

8- I think so, older people would say that it is more difficult due to mentalities, but it was positive to bring children and younger people, to take them to more women's games, whether it is Famalicão or another club, but in fact we need more fans, sometimes if the game is not free we have half a dozen fans. It was positive to share it on social media to reach people of those ages, it was an added value to invest in that aspect.

9- I would say that there are none to be addressed, but perhaps it would be easier to approach the younger ones successfully.

Where/how do you buy your match tickets?

1-It was on the day of the game, at the stadium.

2- It was with my uncle.

3- I usually go to the headquarters.

4- I usually ask one of the players for an invitation, otherwise if it goes at the last minute I buy it at the stadium.

5- Or with players who offer an invitation or buy even to help the club.

6- As I said when I am a member of the club, I have free admission.

7- In my case, as I am a member, I have free admission.

8- I usually buy my tickets, for me and my son.

9- Being a member, I only need to show the card and the ticket becomes free.

Community & Involvement:

Do you consider yourself a loyal fan of FC Famalicão Women? Do you consider yourself faithful to anyone else?

1-I do not consider myself loyal to the female Famalicão. I am a loyal supporter of the female Corunthias.

2-Not yet, but if I had to say a women's club I would say Famalicão.

3- I consider myself a loyal supporter of all Famalicão sports.

4- Yes, I consider myself faithful to the feminine.

5-Yes, yes.

6- Always, always faithful.

7- Yes, when I have the opportunity to come and see. For example now 2 weeks ago it was with Courense at the stadium and I went to see it. Last week we met at the ticket office and even while working I was able to go see the game. I could be busy, but if I have the opportunity I will go.

8- No answer.

9- Not yet, but I intend to.

How does it feel to be a fan of the club and sport?

1-Feeling similar to that of the men, a little milder, because I follow the men's more, but following the women's is a consequence of the passion that I have/started to feel for men's football. It is a sense of belonging, a feeling similar to what it is like to cheer for the men's.

2-I felt good and that I was contributing so that maybe women's football would have another image and that it would evolve and that more and more opportunities would be given to young women who want to follow the sport, in this case football, and who maybe 15 years ago did not have that opportunity. So I think yes, that I am part of a community, and I think it is good for those kinds of people.

3- It is good, it is supporting the club from my hometown that I have always supported, right at the bottom of the standings, but which today even occupies pages in the newspapers of Portugal, it is supporting the club from my city.

4- It is a good feeling because I played there and it turned out to be an outing that cost me.

5-I feel good because it is my team. Being a player I wish I could be inside to help, but if I cannot, I am always out there to give my support.

6- I feel good, I really like women's football, and I believe in women's football.

7- I feel good, I like it a lot. I have been a member for 15 years, I have been paying dues for 15 years too, I really like Famalicão, the academy, professional football, women's football, they are taking very good steps towards the future.

8- I am very proud to be a Famalicão fan. It was the team that pushed me to watch women's football. In terms of supporting the sport, I will always be there and will always be my "amor de perdição".

9- It is a source of pride to be a supporter of the local club.

Do you feel that you are part of a community or that such a community exists?

1-In general terms, yes.

2-Yes. For the reasons I said above, to see the coach of the women's team, to see the player with the people.

3- I feel like I am part of a minority, because it is complicated to be from clubs other than the big four.

4- Yes.

5-Yes, I would say that there is. I think women's football brings people together a lot. There are fans who do not have relatives playing in the team, but a lot of people are either friends or relatives, I think it is a lot out there in women's football.

6- No, there is not a community, it is something I like and I thought it should be like that and support, but there is no sense of community. Of course, its always the same people, it also depends on the time, but it usually does.

7- As I am going with my father, we are just going the 2 of us, so I do not think I can answer.

8- Yes.

9- Not in the women's yet, but in the men's I think so.

Do you see any football club as being more than a club?

1-I believe so. Germany's São Paulo, Corinthians itself, Atlético Bilbao, are clubs that represent more than the football played on the pitch.

2-No, not yet. I started watching a little while ago. But if I did, I would be Famalicão in the sense of being from my land and supporting my land.

3- I felt that at Famalicão in the times when we played in lower leagues, when you could go to watch the training, there was more conviviality, even in the club's bars, the crowding of fans. The more professional structure created some distance.

4- I am a Porto fan, no longer connected to the women's game, but I feel that Porto.

5-I think so. I think any fan does not have the team just for the sake of it, it is for the game and the people.

6- No, football has to be expanded, there has to be a bet on other modalities, I would like Famalicão to be too, but no.

7-I think that all of them are transversal, because the clubs all have several modalities and if they only have football it is very limited, so it is to what extent just talking about football would be good, I think everyone has to be able to show the value they have.

8- For me, in this aspect, there is only Famalicão.

9- Maybe Vitória Guimarães, because in Guimarães there is only Vitória, there are no fans from other clubs, it is incredible.

How important is a sense of community and involvement with other fans in your enjoyment of women's football?

1-Feeling of belonging to a group is a welcoming feeling. And this means that, if I have a group, part of that group starts to watch women's football or another sport that involves the club, this makes the chance of me following it increase.

2-I think that for something to change and women's football to have more relevance these days, I think it is important for everyone to have that mindset, to be with that mentality, because that is the only way things will change. I think it is good to be there, to contribute to those kinds of situations.

3- I usually go with friends who live near me and we usually spend a lot of time together at games.

4- We end up being connected to several people who end up being our friends too, it is important to take something positive from living together other than just the games.

5-I think the engagement with other fans is good. We have a lot of fans who are good and who really like women's football. I, for example, know a fan who says that he is really a fan of the women's Famalicão, the men's he will not even see it. They are people who cling to the feminine and like to see, who then only go to see the feminine and are always there, regardless of whether it is in Famalicão or far away.

6- It is good to be together and socialize often.

7- Support the same house, they all work in the same direction to improve something or someone and are favorable with the club and the community.

8- No answer.

9- I think it is always positive to exchange opinions, even with fans of other clubs.

Are there any community initiatives or fan engagement activities that you believe could improve the women's football experience?

1-It involves a lot of giving visibility to women's football. Make it as accessible as possible, not only in the stadium, but also on television.

2-I do not know if it is possible, but the town hall could make an open game, because there are many people who think they do not want to spend money to see a women's football game live and not like it. Maybe if there was the opportunity for them to go see a game for free, maybe the women's football team would have more fans, for sure. Those people were going to see what women's football was and if they liked it, surely next time they would pay €5 to go see. Because it is important to take that first step so that these types of people who maybe have some step back in relation to women's football, because they do not like it. Because there are a lot of people who say I do not like women's football and I have never been to see a women's football game and I would never pay to go see a women's football game to see if it likes it.

3- For this to happen, the club has to pull for the people, for the community, there is not yet a large agglomeration of fans who mobilize for women's football, there is no enthusiasm, with the exception of games like the final of the Portuguese Cup last year.

4- Going to schools, spreading the word to young people, is a good initiative, even to attract young people to try to go there and play and maybe stay in the team.

5-I think some of these things are already being done. But you could go to the schools once a week and talk to the children, talk to girls to play, tell them to start watching women's football.

6- Yes, I think it is very important, to make yourself known and give visibility, to go to events.

7- Yes, I think so, because recently the players went to give tickets to the schools, so a proposal could be assiduous presence in schools of the council, also one, for example, to be present in the kennel that was also a partner of one game. With nursing homes, hospitals, social centers, that is, everything that has everything in contact with communities, that is, where there are a lot of people, I think it is beneficial.

8- We should start with the children, do something that would motivate them to ask their parents to go and watch women's football, do some campaign of this kind. And I do not think this is being done, there is no such incentive from Famalicão. Famalicão should publicize more, do more campaigns, appeal to children.

9- Go to schools, the kids are still young, they are awakening interests, if they see the example of the athletes and feel that they can be like them, even more so from the local club, maybe they will start to go and see.

Would you be interested in participating in fan events or activities outside of match days (e.g. meetings with female players)? If so, which ones?

1-No, I do not like that part very much. But for example, watching training, I would love to. But interacting with athletes no.

2-Yes, meetings with players, autograph session, some giveaway.

3- Outside of match days and times I am not saying no, but it is complicated.

4- Yes.

5-Yes, but it depends on the activity and the dates and times. I like these initiatives, being with other people, being with the players.

6- Yes, whenever there is a women's event, I am always willing.

7-I think so.

8- Yes.

9- Yes.

Suggestions for growth:

In your opinion, what can be done to increase overall participation in women's football matches?

1-Apart from the part of accessibility, which is the main one, is the belonging of the community. I have seen it in a few places: cheer for your hometown team, come and support the local team, whether in football or basquet. I think the issue of the club representing a community is very important, it helps the sense of belonging.

2-The schedule of the matches, if it is very hot, I think it is really necessary to have an awning to cover to make some kind of shade. If, for example, there was an autograph session of the players, for example, at Auchan de Famalicão, people would go to see it, people who would pass by would see and think about who that person was and then they would search on the net and that could perhaps raise some kind of doubt. As well as other activities in which some people can pass by the players, see that there are a lot of people there and think what that is and maybe they would look for it and be more interested. Create an open game for everyone to go and see what women's football is all about and if they like it in the next one they pay. Outreach and marketing is very

important. And given that we can now use social media for everything, we can use that for a positive thing to get the word out, for people to know. Social Gatherings.

3- Good results. The stadium, if the weather is bad for example, is not prepared, the municipal stadium would give more motivation as opposed to the training ground.

4- Continue the work you are doing.

5- I think Famalicão does more and more and better. But I would say that things with a larger dimension should be publicized a little more, for example on television. Even physically you could also try to do something, like hand out flyers.

6- For example, in the last game I went to see Famalicão, with Racing Power, there was a fan zone, there were a lot of children, it is positive to do these things.

7- A stronger and more focused dissemination in trying to change the paradigm saying that women's football is here to stay, it is to try to attract people, maybe make packs of tickets or I do not know try to participate in a contest and you can have the possibility to go see the cup final or the final of the Super Cup or maybe with partnerships with other companies maybe go shopping and if you spend X you win 1 ticket or 2, if you go for gasoline you also get 1 or 2.

8- No answer.

9- I think in the past they did a lot of autograph sessions with athletes, I used to go to all of them, now they left a little bit of that.

How can women's football teams and organisations better connect with their fanbase?

1-First, a fan mapping. The more personalized the contact, the better its effectiveness. I bought a ticket at Famalicão, but there is no database to know who I am, my name, age... If you start with a survey of those who go to the games, you can send messages saying when there will be games.

2-In my case, the fact that I am a woman helps a lot. When I was little, I liked to play football a lot, and I used to ask my parents to play football and there was nowhere near here where I could play, because I live in Joane. So I think that has already captivated me a little bit more watching football and supporting the girls. Another thing is that even physiologically, we are different from men, and I do not want to say weaker, but for example a girl playing 90 minutes at 3 pm in the sun, in heat, with 33 degrees it is really fascinating and incredible that they are doing that and have a much greater effort than men need to do to cover the same kilometers, gain the same muscle mass, to shoot in the same way, to take a free-kick. That is, in theory, women have to do and try much harder than men to do the same. And I think that is amazing and it is worth seeing and taking that into account.

3- The Facebook page of women's football is very inactive compared to the men's, where there are always campaigns before the games.

4- Through social networks.

5-I think that through Instagram is a good way or also in games. I think that would be the best way. And they could remind people of upcoming games by texting them on their phones.

6- For example, now we close more and more training, there are no open-door training, there is no contact. I remember that before the members went to see and connected more with the club and the athletes, of course now it is more professional, but it harms the relationship a little.

7- Closer contact and a more assiduous presence with people and being close to them in a way to captivate them to go to the games.

8- Famalicão can still do a lot to bring more people to the games. Campaigns to encourage the Famalicense community and those who support the club, because usually the female fans are the players' families, people who receive free tickets, invitations and have a more masculine spirit of criticizing the players, calling the referees names. Famalicão should encourage people, whether on the radio, newspapers, social networks, they do not publicize much, it is not well publicized. Doing, for example, campaigns to get to know the players, autograph sessions, events to take their children to have fun with the athletes, would encourage parents to take their children, interact with the players and begin to understand women's football. It would be good to fill the field more often, because that is not a stadium, it is a field, in fact last year it was even better that the stand was covered, this year you do not even cover the sun.

9- No answer.

Are there any successful examples of other sports or leagues that women's football could learn from?

1-Absolutely. The U.S. soccer league, which is recent, but there is another peculiarity, which is not to have relegation. Perhaps, follow the path of men's football, which is natural, but the turning point would have to be for it to be accelerated, because women's football is lagging behind men's football for a social reason.

2-I am not sure. Maybe that issue I said about the autograph session, I see in comparison with what FCPorto does, that some players go to some malls. Giveaways are also a bit about that, for example giveaways to go see a game.

3- I think so, Portugal is looking at other successful countries, investing in training to create talents and be able to develop and captivate high quality athletes. For example in Spain, whether in women's football or in all sports.

4- We try to get information and learn from the men's as well, but honestly I do not see much of the other women's leagues.

5-Yes, I think that women's football abroad is bigger than in Portugal, as in Spain, USA. For example, in the USA they start playing at the age of 4/5 and only recently did they start to make young girls' teams. However, in Portugal it is also growing.

6- Women's football is at a level where the sport is growing a lot at a sporting level, I think it is at a very good level.

7- For example, the example of the English league goes a lot to schools, hospitals. In Portugal I also think it was last season, coaches and players of FCPorto, being in contact with the children, giving shirts. We can also learn from the German league, it is not that it has a very high stadium occupancy rate, even though it is men's football, maybe even the third division is always full, maybe we can change it to like that. If it is full outside, why not here.

8- I usually follow some things from the English league and in comparison we are far behind. I see full stadiums in the women's game in England, and here it is good to have half a stand, it revolts me that we do not do more for the women's game.

9- I do not know, I do not follow anything else.

Famalicão Brand:

Imagery:

How would you describe an FC Famalicão fan?

1-I have not seen Famalicão's men's games yet. But I would say more passive in general, compared to Brazil.

2-A man who is from Famalicão, who supported Famalicão's promotion to the first division, who goes to see all the games, who is a staunch fan and who swears a lot and complains about a lot of fouls.

3- Feminine: more relaxed, but in general those who are adept of one are adept of the other.

4- No answer.

5-I think both are there for the love of the club and the team. Maybe more aggressive and crazier.

6- I am a fan of both, I always try to follow my club, if I can I always go to all the games, both men's and women's.

7- Male I think it is more intense, it gets very aggressive, it lives the games a lot, very sentimental I think it is very happy when Famalicão wins but it gets very frustrated when it loses.

8- Fans who go to the games and are able to shout the whole game, they are shirtless.

9- I think they are very different things, in the men's game there are a lot of insults, namely to the referees, a lot of tension.

How would you describe a fan of the women's team?

1-More passive in general, compared to Brazil. Less hostile environment than in men.

2-From women's football I see a different person, a person maybe younger, of a maybe lower age group. Woman or not. Who goes to the games to support women's football. Which may or may not be familiar to a player. You go to watch the games because you are familiar or because you like to support women's football.

3- Feminine: more relaxed, but in general those who are adept of one are adept of the other.

4- A feminine adept ends up being more thoughtful, seeing things in a different way.

5-I would say that it is calmer, the atmosphere is more familiar and there is no fear of confusion.

6- I am a fan of both, I always try to follow my club, if I can I always go to all the games, both men's and women's.

7- Women's football, I think people are calmer because they are also other types of people. Because maybe in men's football you have people of all ages, maybe they can be the most effusive, while in women's football you have younger classes, families and people younger. They are calmer, they are more thoughtful and even that football may not provide the same type of emotions that it does, masculine, there are not so many controversies with the referees, they come to see everything, it is calmer.

8- A female fan goes to the game to watch the football, but he does not support the team, he is not able to say "good pass, good goal", sometimes I find myself pulling for the team alone.

9- On the other hand, in the women's game, people are there more for the sport itself, it is more relaxed.

Final Thoughts:

Is there anything else you'd like to share or suggest to improve the women's football experience for fans like you?

1-Accessibility, and make a database for those who are interested, to facilitate the knowledge of when there is a game.

2-I think it goes in line with what I have already said and continue to promote. I think that for Famalicão it is very important the Instagram that they have, basically it is the way in which I watch the news, when there are games, how much is left, who scored.

3- No.

4- No.

5-I think the main thing is to spread the word more.

6- No.

7- I think it is really a socio-cultural issue, we really need to change the paradigm because to what extent are we going to tell people that this is sustainable and that it is entertainment, that is, we have not reached the desired level yet, that is, there are very significant differences when it comes to what football is played and, that is, if we want to go even for a social issue, we realize that men start to play football much earlier, that is, they acquire their bases from the practice of the sport much earlier, which also provides a better performance, they are better prepared, they are more ready compared to women. Women's football needs the right framework also to reach its potential, since it is something that financially is not very invested and when it is bet it is left aside very easily because as they realize that the results are not the best, investors give up very easil. It takes time,

it takes space, it takes structure, that sometimes people forget about it and that you need to work harder. You need to bet more, you need to be more competitive, you need to bet on all aspects and time.

8- No.

9- No.

Gender, age, place of residence, level of education

1-Men; 31 years; Porto; Postgraduation

2-Women; 25 years; Joane; Masters

3- Men; 32 years; Famalicão; 9th grade

4- Women; 27 years; Vila Nova de Gaia; 12th grade

5-Women; 33 years, Vila Nova de Gaia, 12th grade

6- Men; 56 years old; Vila Nova de Famalicão; 9th grade

7-Men; 23 years; Famalicão; Masters

8- Men; 37 years old; Cavalões; 8th Grade

9- Women; 21 years old; Famalicão; Bachelors

Appendix 11 – Interviews with fans from Famalicão who do not watch women's football

Good morning/afternoon. My name is _____ and I am currently a student at NOVA SBE. For our thesis, we are conducting a study regarding women's football in FC Famalicão. For this reason, I

would like to conduct a 30-minute semi-structured interview with you. During this time, I will ask you a series of open-ended questions, where you can freely share your opinions on the subject and there are no wrong or right answers. In order to be able to analyze the interviews afterwards, I would like to record our meeting, would it be any impediment? It will be kept anonymous, and in accordance with the General Data Protection Regulation (GDPR) of May 2018 you will not be contacted again after this interview.

Each number corresponds to a specific interview, signifying the responses of the respective individual. Therefore, when the number 1 appears, it represents the responses provided by the first person interviewed.

General Questions:

How long have you been a fan of men's football and what attracted you to the first place?

1- Two years ago. Because it is the club of the land and because of the rivalry with the clubs of friends.

2- I started to see in the year that Famalicão went from third to second division. What attracted me was the mass of fans, the way people were there together for a goal, for a club.

3- I think that since birth it attracted me, it is like our national sport and practically everyone has seen it since I was a kid, I remember seeing as a child always surrounded by football.

4- I have been a fan of Famalicão for about two and a half years, much due to the influence of my uncle, who started to take me to watch the games with the big ones of the Portuguese championship, enjoying family time and from there I ended up gaining a huge affection for the club. And now I

can say with all conviction that I am famalicense. In fact, I used to live in Santo Tirso and now I have moved to Famalicão, so even better, a better combination.

5- Well, 7/8 years ago and what captivated me was my brother-in-law, he pulled me to Famalicão. With time I started to like it and liked the environment, and I felt very good and that was what led me to like it even more. I used to have another club, on my parents' side, but from the moment I started to watch Famalicão every weekend in this case I fell in love and started to forget about the other club that I no longer identify with because it is my city and I support the club from my city and not a club from another city.

6- I have been a football fan since I was 5 years old and what initially attracted me were the individual technical abilities of the players. The ability to play great games, to dribble 2/3 opponents in a row or to decide finals, to have an ability to finish in the decisive moments for the team.

7- Since I was 3 years old and what attracted me initially were the individual technical skills of the players who solved the most important games. The collective, the environment is also something that fascinates me about football.

8- Since I was born, I can say so, since I was 3-4 years old. I started playing football, in the meantime, I also played other sports, but football was the only one that continued to be part of my life. I continue to practice at university and even outside university I also usually play with my friends, so I have always been a football fan.

9- I am not exactly the biggest fan of men's football, but I like to watch football, especially national team games or for example I like to watch Famalicão games or, knowing the results more than actually seeing. But I would say from a young age.

What aspects of men's football do you find most exciting?

1- In Famalicão: the unity of the community, the visibility for our land and the rivalries and emotion.

2- Without a doubt, the goal, the race maybe.

3- Everything, the individual work, collective work, and the intensity of the game itself.

4- The general atmosphere in the stadium, where the fans come together to support their clubs, the love that is felt for the club, whatever it may be, in which the fans follow, win or lose their clubs, regardless of the results and the whole environment in general.

5- Experience, Environment, Strength.

6- Nowadays the aspects that are most exciting for me are: the ability to understand the different moments of the game and what to do in those moments. Have the ability to find the free spaces that the opponent gives while defending, to succeed in the main objective (to score).

7- Combination of physical, technical and tactical dimensions.

8- It is like a passion, since I was little, it is something quite natural to like it. I do not know how to explain why, but I think that in itself I like all sports, I like to do any sport, but football is the one that excites me the most, it is the one I like to do the most, and in fact I can say that it is not the sport I like to watch the most, but it is what I like to practice the most.

9- The amount of people you can move and the fact that there are so many people who can talk about this topic.

What is your perception of women's football and how do you think it differs from men's football, if at all?

1- Regarding the women's game, I would say that maybe it is a slower football, that is what I think. Although this year there was that announcement of the French team in which they show plays and then reveal that they were made by female athletes and it demolishes this theory a little.

2- Maybe I consider women's football to be a slower and very tactical game. It has exactly the same principles as men's football, but I consider it much slower, so it is also another emotion.

3- The potential, I do not think it will grow much because what differs there is in terms of intensity, speed and physical characteristics that a man has that a woman does not. For example, with other sports such as volleyball, which is with rules adapted to the different, therefore for men as well as for women, namely at the level of the height of the net: in volleyball, the net is shorter and makes the sport much more intense than in football. I do not see any club with the financial capacity to invest in a smaller field, for example, but I think that is it.

4- I think it differs and in different aspects of men's football, which is a matter of talents, focusing on some quality issues as well, that is, comparing to men's football, this offers a higher quality than women's football. I am not saying that footballers do not have talent or that they do not deserve to be there, but I think it differs a little bit in that aspect. On the other hand, it is also a question of people's thinking and the number of fans, which ends up being higher in men's football, both in Famalicão and in general. There is not exactly a blame for them being different, nor do I think it is a question of "machismo" or anything like that, but I think one of the big faults is in the thinking of the women themselves. They often criticize the fact that female players are paid less than male players or something like that, but when you ask most women when was the last time they went to a women's football match, they answer that they do not remember or even never were. In other words, they criticize and rightly criticize that there is a clear wage gap, but most of the time they do not take action to change this. Therefore, in order to increase the number of fans, I think that we

should first start with the women themselves to watch the games, and not criticize so much in my opinion.

5- As you can imagine, the men's football has a completely different experience of football because I have played, because it is different and you know that in terms of physique also boys have more strength and to see the boys putting those balls to the side of the field “How is it possible”. There are things that boys do that I could not do when I was playing so it is different and beautiful. And there are more fans in the male and I am not going to say that they listen because it is evolving more and more, but those jokes in the air, in the female there is no longer that and it is good not to have these little mouths in the female that when I played sometimes people who did not know how to be, yes it was very uncomfortable and then notice the maturity of a player with the ability to hear something from the bench and ignore it. When I played I heard it from the bench and responded a lot.

6- For me, women's football differs from men's football in physical aspects, which makes the game slower and with less intensity.

7- Slower and less physical football.

8- Honestly, I think that women's football a few years ago was much more erased than it is now, because in recent times with the World Cup and other competitions, at least in Portugal, because outside Portugal I think that this perspective that I have, countries like Holland, USA, France, Germany and Spain, I think that in these countries women's football is already quite popular, it has good selections. Now here in Portugal, I think that as time goes by, women's football has increased in popularity, and even the people who play women's football have also increased a lot.

9-I think it still has a lot to grow, but I think that especially these last 2 or 3 years it has grown a lot, there has been a big difference and I think it has a lot of potential. But I think that a large part of people still do not have a good notion or awareness of the clubs or groups that exist, nor is there much mobilization on the part of people in general.

Are you aware of any women's football teams or players, and if so, what do you know about them?

1- I know more about Famalicão, I know that we won the Portuguese Cup. I also know the names of some of the national team.

2- I know, I can list sometimes talking about someone, but only because they scored the goal or because they even won the cup final, but nothing more than that.

3-It is like this, I know some, I think the one from Famalicão. I know Kika Nazareth, I think it was because she is a young woman, a promising era, one who plays for Benfica. I also know the one from the national team, Jéssica Silva, I think it is Silva, the nickname, the striker of the national team. Another one that I forgot the name, Sporting's defense I do not know if it is Ana Borges.

4- I know the Famalicão women's team, but by chance, I do not know any Famalicão player, in particular. Jéssica Silva, from Benfica, is the only one I know. The only women's football game I went to watch was in Bessa, Portugal against Ukraine, a friendly match.

5-I know a lot of people who were from my team that I played for, it is in the national second division, we went up last year I went up and it was beautiful, I was still in the team, we were national runners-up and I think they have a very good team, if they want they can still go to the playoffs of the first division. There are players with a lot of quality and I hope that one day sooner or later they will be called up to the national team because they have quality. I have a friend of mine who plays for Benfica and it is a huge pride for me to see a player who has played with you,

has already shared the field with you, is at a very high level, at 19 years old, it is not for everyone. I believe that women's football in a few years will be very evolved because more and more women's football is betting a lot on youth at 14, and 15 years old and I believe that these will be our future players in a World Cup and they will still give us many titles if they want to.

6- I am aware of FC Famalicão, which was created in 2019 and last year won its first Portuguese Cup. Of the National Team, SLBenfica and Sporting team, FC Barcelona who last year won the Women's Champions League, Spanish and English National Team. When it comes to international players, I know Alexa Putelas, a Barcelona player who won the women's football in 2022.

7- I know the Women's National Team, FC Famalicão, SL Benfica, Sporting CP, and at the international level, I also know the North American Women's National Team and the English National Team.

8- Internationally I know which are the best women's football teams that play in the Champions League, Lyon, Wolfsburg, Barcelona, PSG, but there are several. In terms of players, I know Alisha Lehman, who is a Swiss player, I know Alexia Putellas who is Spanish, Jéssica Silva and Kika Nazareth.

9-Now, mainly because of the World Cup, I would say that the Portuguese national team. I had also heard more about the American team, because they make a lot of feminist movements. And also from Barcelona, at the time it was because the athlete won the Ballon d'Or. I do not know the names but I am more or less aware that this happened.

What could motivate you to watch a women's football game in the future?

1- The stadium. If the games were at the Municipal and not at the training ground maybe it would be more interesting, it gives a more professional look.

2- Maybe I will if I see more people, maybe I will also go a little bit of the wave of “maybe that will be fun”.

3- I do not think so, and there it is, as long as there are no more specific rules that make everything more competitive, for example in futsal, I would say that I would watch a women's futsal game much more easily, because it is a smaller field, it is smaller nets, there is not so much difference in terms of physical stature, height. It is more intense, the top men's futsal goalkeepers are shorter than the women's futsal goalkeepers, and it is a much more intense sport, I think that is also what attracts me to the sport.

4- Going a little bit to meet Famalicão, since I am already there, nothing would stop me from going to watch the women's football match. In fact, I remember the time when the women's soccer team went to Jamor, and I was just going to have a presentation for college, and it really was not possible. But for me, if you can, it is hard to explain why it is not a person who does not want to, but just is not used to it. It is a bit a matter of a person getting used to it and gaining affection for the team, even though the club is the same, it is important to gain affection for the team itself as well.

5- I saw the most last year also because as I played, to see what the opposing team was like. I would watch more games, the teams that were in my series, how they played, the tactics, statistics, to see the player who had more of the ball, I went more to those games to get a little bit of information.

6- More accessible schedules and where the game was, the speed of the ball was higher and a more intense game.

7- Affordable schedules and cheap tickets.

8- I do not rule out going to see a women's football match, I think that if an opportunity arises to see it, and it is like I said, I like to watch sport itself, and women's football is another sport, of

course, it is football, so nothing would stop me. If some of my friends suggested going see a game, I would line up.

9-I would say that I would easily watch a game, I would just have to have more idea of when they happen, since I am not that person who looks for this kind of information a lot. Also the fact that the price is cheap in the first place. I would go more regularly, if it was cheap, but if it was not so cheap I would go but not so often.

Name 3 words you associate with FC Famalicão Women. Name 3 words that you associate with women's Football in general.

1- For the feminine I would say local; Investment because Famalicão has invested a lot; and perhaps unpredictable. In general, I would say secondary because it is still a sport that is behind men's football; development; and barriers.

2- Dedication because I am really aware of Jorge, the former President, how much effort he made in women's football. I see the men's games, like there is a lot more money and a lot more “ok, I get my money, I am doing my job” and not in women's football, it is much more of an achievement, any goal, any victory. It is not just them winning, it is them and we win. The whole sport almost wins. Let's say, maybe, effort of education, complicity, as I think they have a good dressing room, it is not in the feminine in the sense of everyone is with everyone and it is transmitting a little bit of that out there.

3- Maybe progress, inspiration and nothing else is appearing to me now.

4- About the feminine Famalicão, I would say maybe love, passion, emotion. About the general it can be ascension, as it is a sport in constant growth. Effort and maybe development.

5- Love, race and unity. Ok now 3 words that I associate with women's football in general: race too, navigators and growth.

6- From Famalicão: Portuguese Cup, for the conquest last season, something remarkable for the club. Thinking about women's football as a whole, there is a clear worldwide expansion, so I would say expansion, then resilience, since they always fight to have the same opportunities as men's football, and finally it can be progress, because year after year, although there is still a lot of room for improvement, there has been a continuous improvement in the quality of football played by women.

7- From Famalicão: Portuguese Cup, for having won it last year. Overall I think determination, grit and equality.

8- Development, because women's teams are always developing over time.

9-Famalicão: Recent, but I do not really know if it is that recent or not, Champions, Unknown.
General: Evolution; Feminism, the future.

Barriers to Attendance:

Can you identify any specific barriers or obstacles that have prevented you from attending women's football matches (e.g. scheduling conflicts, lack of information)?

1- The time is often at the time of important men's football matches. And the stadium, not only because of the conditions, but also because it is closer to home.

2-Honestly I think that at this moment women's football Famalicão is not spread, for example, there is no online ticket office.

3- Agenda, it affects, but it affects whether male or female, whatever it is, it has nothing to do with being feminine. Information, by chance I do not think I know when the games are.

4- I really think that the scheduling conflict would be the biggest reason, because the only time I decided to go see a women's football match, I could not go for crazy reasons, in this case, related to my availability, as much as I wanted to I could not go. I follow the Famalicão website, the news, the main posts and announcements related to tickets for the men, and I rarely see news about the women's. I think it could also be something they could do differently in this aspect, because people end up seeing it if you have it on the club's website, and that could bring more people interested in watching women's games.

5- Schedules of last year, because the women's football games some were at the same time as mine and it also made it very difficult to go to see, and also going to Famalicão it gets a little complicated because I do not live in Famalicão and my friends are mine company and take me and see more of the masculine.

6- I think the biggest conflict is undoubtedly the lack of information, because the truth is that we never have access in advance to what and when the team's games are through the website, so I think it is a big barrier. Then the incompatible schedules as well.

7- The incompatible schedules are a huge barrier, and I also think without a doubt the lack of information on the part of the club about the realization of the games on their networks.

8- The other day, I was thinking about it, and probably most of the time I do not go because I am not even informed of when the games are, because I know that Famalicão has its own Instagram and women's football has another Instagram on its own, like the rest of Famalicão's sports it has an Instagram for the rest of the sports. To the Instagram of women's football and other sports I am

sometimes not so attentive to when the games are, so the only opportunity I have to watch the games, of course is when I have free time, but it is when I happen to be watching television, I put on channel 11 and a game of the women's Famalicão appears. If not, I will never in my life remember watching a game.

9-I think it turns out to be a lack of information. I learned relatively recently that the women's team even exist. In other words, I knew there were younger players, but I did not know they really competed. And I found out deep down through the scandals that there was a lot here for Famalicão, unfortunately. There is a lot of lack of information. That is, I never saw any ads or any games. So I think that a person to go see the games, or to even know about them, really has to research or find out from someone else. And since I do not live so much in this environment, I end up not knowing much.

Are there any concerns or misconceptions you have about watching women's football matches that we should address?

1- I think it is a bit what everyone says, the quality of the game, the tactics, the dexterity and the lack of intensity.

2- The slowness, men's football is much fouler.

3- I do not think so.

4- No answer.

5- No answer.

6- In my opinion, no.

7- Audience reaction.

8- No, not at all.

9-I would say that there must be very few people watching, but there it is, I do not know why I never went to see any.

Are there any aspects of the women's football experience that you believe need to be improved to make it more attractive to potential players like you?

1- Lack of content about the games. They do not have interviews and conferences like there are in the women's, at least I do not know.

2- Honestly, since there is a great grip on the bench in the sense that the girls really try and do their best, I think it is possible. I think it was possible to push a little more for it, just like it was in the mega game and everything, to have more campaigns.

3- I do not know, I am not familiar with the activities, how it happens. For example, when SportTV does those games before starting the game, I do not know if that happens, but if it does not happen, it was a way to captivate more fans, but apart from that, I do not know.

4- A little difficult because, the price is not much to do, which is always a plausible suggestion. But in this case not because most of the time they are free, or for a symbolic value, so I do not think it could be here. I do not think there is really anything that prevents anyone, regardless of income, from watching the women's team in their city play.

5- I do not think so, women's football is growing a lot with new facilities they are incredible, although they are now more in the state, training next to the stadium, in this case we have a field next to the stadium and it is very good for them because as they do gymnasium, everything I think I speak for myself, if I had all these bases it would be very good. Unfortunately there are teams that do not have that opportunity. In terms of marketing it is also excellent, so I do not think it really

needs to change anything, because it advertises games, it discloses players when it is their birthday, so I think it is very good. For example, I have been in a team where the equipment was borrowed, for example, I speak for myself, I would like to have my equipment with my name ready and in my case, it is training and leaving. I think that for us to grow we need good management, to grow physically but also psychologically and it is sad and then I say that sometimes I was afraid to train and because I had fear of hearing the mouths of the bench too.

6- The lack of coverage and visibility is notorious in women's football. I think that they should increase the exposure by more broadcasts of the games, through social networks, a bet on marketing campaigns that can encourage people to participate and go to the games.

7- I think that the size of the net could be thought about, since most of the female goalkeepers cannot be as tall as the men, which can make the game less advantageous, and even the size of the field itself could be rethought. The length of the game can also be an interesting point to explore.

8- Football is the same everywhere, both in the women's and men's teams, even at youth level. What can happen sometimes is that some games are more interesting than others, but that also happens in men's football. For example, a few years ago I hated watching tennis, because I saw the wrong matches, then I started watching real matches, Nadal matches and I started to like the sport, and I started to watch more from then on. I think that if the same happened, for example if the Portuguese Federation already sees this doing, even with last year's cup game against Famalicão, Famalicão made a video of support and the federation also if I am not mistaken, and even for the World Cup, it pulled a lot of people, and people went to see the big games, at least they saw it on television, and even at the stadium. In the cup game, Famalicão took a lot of people. I think we should start there, promote the big games first and people start to get a taste for it, start to see others, because if I was not a fan of men's football, and if the first football game I saw, it was a game that

did not work, I probably would not see it anymore. I know it is hard to see, but I think as time goes on, with the right promotion in the right games, people start to go and see it.

9-I think there should be more sharing of information about both the players and the teams.

What improvements or changes can be made to the women's matchday experience that encourage you to watch more games?

1- Events for fans to socialize with the athletes and get to know each other.

2- You can create fan zones, the halftime moments there have already been cheerleaders. There have been those games of seeing who scores the goal wins any prize and it is always a way to captivate the people and try to make the people stay not only for football but also an extra show to football

3- No answer.

4- Well, as well as making a greater publicity and propaganda, to the team, I speak in general, but it was really important for the football club of Famalicão to have those pre match activities.

5- I would not do anything, except if it was to have more spectators, a game was to call friends, friends to go see the game, because I think that now you can see, for example, in a game of my old team, before we did not have anyone, it was just our family and the people who passed by in the park and stayed, but now more and more people like women's football

6- I think the creation of fan zones, entertainment areas close to the stadium where the game will take place, where fans can gather before the games, with activities, music, restaurant spaces, and even spaces dedicated to children, where they can also feel the passion for the sport and the club.

7- Holding contests and contests with attractive prizes to captivate people to watch the games, such as prizes can be tickets to the games, autographed merchandise, and pre-match events, I think it is really important to get people excited around the stadium.

8- When I go to see the men's games, I even go 1 hour earlier, just to see the warm-up. But I am sure that, for example, there are things that attract people more, like activities out here like there are in the first league, games where people can shoot at goal, activities where you win prizes, barbecues, like they do in the Super Cup, although there is the impediment of alcohol, but I think they were fun activities to do.

9-I think so, for example they could promote some activities outside the stadium before the game or even in the stadium. For example, a concert, it does not even have to be anyone known, I think there are even groups here in Famalicão that are quite funny and that could be dynamized from there. That would at least mobilize more people, I think.

Merchandise Interest:

Even if you do not watch matches, would you consider buying products related to women's football (e.g. jerseys, scarves)? Why or why not?

1- Maybe if they were from the club.

2- I would definitely consider it and even more so after winning the Portuguese Cup.

3- I have nothing against if the jerseys are prettier or if they appear in front and say” I like this jersey” I am going to buy it.

4-Yes, I would buy it, maybe, in a situation where if the team was champion, or won something important for the club, that marked the history of the club, I was crazy at that point.

5-I already have it, so I am going to talk about Famalicão level, we went to win the Portuguese women's football cup and I bought it, of course I had to buy it because it was a souvenir. Outside of that, it is all the same, like the equipment is the same, I have it, but there are no differences.

6- Yes, if I liked the player/club or even the national team I would buy it.

7- I would consider if the products were unisex.

8- Yes, of course. I am not weird, I have scarves and t-shirts from all over the place, so.

9-Yes, I bought a scarf from the men's. I just did not buy the pink one they have because I did not think it was very pretty.

What types of women's soccer merchandise, if any, would you be interested in buying?

1- Sweaters, scarves and jackets.

2- Maybe one more sweater, one more scarf, something else, maybe I would buy it or especially if there was a scarf from the cup. It is always a pride and I think it was maybe my biggest reason to buy it.

3- No answer.

4- Honestly I am not seeing any product from the masculine that does not work for the feminine. I am thinking about scarves, sweaters, hats, water bottles, baby clothes, but I am not seeing any product that differs from one gender to the other.

5- Obviously, what I like the most is sweaters. I have a lot of things, around 50 sweaters, I have scarves. And we have a specific one that says “famagirls”, is my scarf and a scarf that identifies a lot. I do not walk around with any other.

6- Sweatshirts, because it is also one of the only products I consider buying, whether it is for men or women.

7- I think the only one I would buy was another football shirt.

8- I think it would really be a sweater.

9-If it was pretty, I would buy a scarf. Something that was not super expensive. But I was also able to buy a sweater or sweatshirt.

What could be done to make women's football products more accessible and attractive to those who don't usually go to see women's football matches?

1- More publicity and making ads with the athletes wearing the products.

2- It is really complicated by chance because it ends up being 2 different companies and the same Famalicão, that's funny. I do not know, add a feminine etiquette thing for me to also use, maybe.

3-Complicated question. More for the federation's design team, in terms of what can you do to make the products more attractive. I do not know, maybe innovate a certain product, maybe differentiate a little more from the men's maybe.

4- I am not aware of the prices, but maybe to be cheaper than men's football, but maybe they already are and I do not know, I am not sure.

5-We have a pink scarf by chance, I do not have it yet because the opportunity to buy it did not arise but I think it is beautiful also to make more specific products, because in Famalicão it is all

the same but why not make like a specific sweater for women. Also in terms of prices they should be more affordable because I wait sometimes at the end of the season to get cheaper.

6- I think that making the props unisex would make everything easier, and the way the product would be exposed as well.

7- Products that would look good on both men and women, I think would make it easier for them to adhere to all the club's products.

8- It would be a matter of prices, if the price of the jersey was affordable, I would buy one without thinking twice.

9- I would say the price. And I have seen the sweatshirts that Famalicão has and I would say that in general the design itself is not very pretty.

Marketing and Promotion:

How do you usually come across information about women's football matches or events?

1- I follow news pages from Famalicão. That is how I also get to know more modalities.

2- Usually through Instagram, I follow the feminine and I receive information.

3- I use Flashscore or I see it on social media

4- I do not have much access, sometimes I cannot see information about the games. In the part of the news where they even highlight the price of the tickets, the information about the trips, about the fees, regardless of whether it is here in the area or not, and I do not remember the last news, at least that I read about women's football.

5-On the Internet, on Instagram, pages, also on zerozero which is a site that exists on the net, for me this is the easiest way to see the women's games and the games that there is on the Federation's website.

6- Usually through social media posts, publications, and advertisements/television advertising.

7- Honestly, I never pay much attention, I have some indifference when they are not very important games, because I do not follow the sport.

8- Usually, the men's games, I have an annual place and therefore I am also more aware of Instagram and also of an application that I have which is Sofascore, which tells me when the games are. Now about women's football, as it is a separate Instagram, although I follow, I cannot see so many posts, but it must be because of Instagram preferences, and sometimes I am not even informed of the games, who the games are against and even the other sports. I really do not have the slightest idea.

9-When I want to know something about something in the world of football, I search directly on the internet. Or I ask a friend who is more informed than I am.

Have you seen any marketing or promotion campaigns related to women's football? If so, did it capture your interest?

1- Regarding Famalicão we had in the final of the Portuguese Cup, but I do not know anymore. I think Adidas did too, I remember more or less.

2- Now in Famalicão the final from Taça de Portugal; Barcelona against Real who broke the record at the time; the French Federation that made with the women's moments of goals, celebrations, etc., but replaced by the Faces of the male players.

3- I do not remember for sure how it was the one that became quite famous, which is that the father was waiting for a boy to be able to play ball, then the daughter left and the daughter became a player, I think it was the BPI campaign that caught my attention, it gave me a good message that you do not have to be a man to play the ball.

4- I saw it at the time when the women's Famalicão team went to Jamor, when I saw at the time on the pages a little related to the cheering section, and also on the official Instagram page of the Football Club of Famalicão. I saw it there, but I confess that I did not see it anymore either, at least I do not remember.

5- I have seen it of the Portuguese national team, radio, campaigns also pull fans to the stadium.

6- Yes, the one that captured me the most was perhaps the one between Portugal and France in the 2023 World Cup.

7- The one that captured the most was the television campaign made by the Portuguese and French teams for the World Cup.

8- That World Cup campaign, and one of the BPI League. At the time, it was much commented everywhere, it appeared several times on Twitter, on the news, they were showing advertising, and it was a well-made and interesting video. I think it was a great job, at least because people started to follow it a lot more.

9-Not on the internet. But I saw a poster that Famalicão put up here in Famalicão, at the time of them going to Jamor because of the cup saying "They go to Jamor" or something like that. Nationally, I think I have even seen quite a few, such as brand ads, like Nike, that used well-known players from women's world football. But from other clubs in Portugal I do not think I have ever seen anything.

What types of marketing or promotional efforts would make you more likely to consider attending a women's soccer game?

1- Some promotions and play more games at the municipal stadium. In the men's game, they also do one thing, which is that in away games the club organizes the fans' travel, that helps a lot. And I think that adding the women's team to the SAD. The SAD is the one that moves the men's team and has the money to bring good players, maybe if the women's team was also from the SAD it could be more attractive. And making presentations and publicity in the men's games, they did that when the Portuguese Cup was and it must have worked.

2- Maybe reinforce the good moments, the moment of the goal, the adrenaline, a moment of celebration, because that is what makes us go see the ball, in the hope of having those moments that day.

3-I honestly think that nothing at the moment. I think there is nothing that they tell me that makes me go see the games. It is not so much my interest, everything is quite different, I feel that I am watching a game other than senior football in this case.

4- I speak for myself, but I also think I speak a little bit for everyone, that it is like this a little bit it works, I think that the person takes it with information 1, 2, 3 times and then ends up having that information, and then ends up getting the bug of maybe trying to go once and then, maybe until they like it more. It is a little bit out there. That is, I think it is a little bit, of the advertising itself.

5- The women's is growing and I am really happy to see the women's team growing. Unfortunately, there are still funny people who criticize, but seeing a women's national team stadium full, I get like this, they deserve it, they deserve it. Now, little girls, for example, already know the names of the players, and it is good and I hope that women's football will be like that, from now on. I work

in an academy and I see that boys accept a lot that girls play the ball, it is very good. I am a coach and there is a girl there and I am really happy to see that because I look at this girl and I see myself and being accepted now is super good, because in the past I was not well accepted when I played with boys.

6- I think through awareness campaigns by the players themselves, with inspiring stories, their achievements and the growth they have had in the sport. Also through special events, such as charity tournaments, activities that can attract the local community.

7- Promotions highlighting the game itself and its advantages. Offer discounted ticket packages for various games, or even family tickets, to encourage purchase by multiple people and entice the whole family to go to the games.

8- I think that the shared posts, that is, the Instagram page of the men's team sharing some posts from the page of the women's team, I think it was something that would help a lot. Making videos, for example, the other day, the women's team played at the municipal stadium against a team that I do not remember anymore, and Famalicão put a video with the captain of the men's first team advertising the game, and I think that is really important, it helps a lot.

9-I think that in the first instance it would be to have more ads both on social networks and physically, such as leaderboards. Because I end up forgetting, because I never see the girl group mentioned anywhere. Once I was walking in the city center and I even saw a moopie with the men's Famalicão team and I even remembered that it was nice to go with my family to see a game and I ended up buying tickets. But I did not even think about the feminine and I did not even remember because I do not think it comes up that often either.

Do you think there are any untapped demographics that could be targeted more effectively through marketing?

1- Maybe the older people.

2- I remember being young and people called me because Famalicão trained and we went to see the training and the training was open and so, they are different times but really at first the older people are very complicated, but the younger ones have a different mentality. There is a different teaching at school, kids are super open to learn more and understand more about women's football.

3- I see a lot of people older than me much older than me more or less from 50 onwards who like to watch women's football including my mother is always watching. She usually asks me and my father to put women's football and that is it. I do not know if there is anything that attracts them even more because I think they are, at least from the little I see, I think some of them are already quite attracted.

5- I think it is time to raise people's awareness, I remember the marketing that BPI did about the World Cup, that video left me in tears, I think it touched a lot of people because I saw people on Twitter talking about this and I think this video has to serve as an example. There are parents who do not realize that children are not born taught and who immediately judge their children because they do not know how to do it. I believe that one day I will go to the stadium and I will have a sold-out crowd, I will have a full stadium watching the women's game, let's hope so.

6- I believe so. Partnering with schools and educational programs can promote women's soccer as an option for all girls who have a taste for soccer and enjoy playing, and who can often feel more inhibited.

7- I think that attracting and "educating" the older population is something fundamental, because in addition to usually being regular fans of the games, they have a huge passion for football, and so trying through the younger generations to capture them for women's football games I think would be very important.

8- I think that younger people are already gaining a special taste for women's football in Famalicão, but not only, for football itself, for the city. Whenever I go to the stadium, I always see younger people, with the Famalicão shirt, supporting and that is already the beginning of something very big, because then of course the passion spreads and they follow various sports and that is what is intended. Regarding the older people, I am not sure what the interest will be, but I think that at least a few years ago, the women's team played in Lousado, which is a bit far from the center of Famalicão, and I think that transportation is difficult, and I suppose that at that time the games should have had really few people, especially older people.

9-I believe so. Especially people in schools and kids who are doing other sports here in Famalicão, I think they could easily be directed to watch more games of the women's Famalicão as well.

Community & Involvement:

Do you consider yourself a loyal fan of FC Famalicão? Do you consider yourself faithful to anyone else?

1- No answer.

2-Yes

3-Yes

4-Yes. I was a sportsman for a few years. I was from FCPorto for many years and then I started watching the Famalicão games with my uncle, with cousins and with friends. I ended up gaining that affection and I confess that today I am no longer from FCPorto. I live in Famalicão and I support the local club. I still like Porto, for example if it is a Porto Benfica, of course I prefer Porto to make a better performance. I do not say they win because it depends on the points for Famalicão, that is, all the results of clubs that benefit Famalicão for me.

5-Yes

6- I am loyal to Vitória Sport Clube, but as I live in Famalicão I have a sympathy for the club.

7- Yes, I am loyal to Famalicão, it is my club.

8- Yes, I say yes.

9- Yes. That is, if you ask me what my club is, I say it is Famalicão, however I am not a person who goes to many games.

How does it feel to be a fan of the club and sport?

1- It is hard, but it is a feeling of community. But in relation to the men's, I am very proud of the men's, especially in the club's victories.

2- I feel good, I feel good, I feel special, I feel unique.

3-A good feeling like a sense of belonging, which yes is a feeling of pride. I was born in Famalicão and I have lived here all my life and I really like the city and I support sports in Famalicão.

4- I feel very happy and it is true, I am always happy on Famalicão match days, and I try not to miss a game, maybe the games, for example, Portimonense – Famalicão or Farense-Famalicão or even Marítimo-Famalicão is a little more complicated for me to go, but I can even say with

certainty, to Lisbon, if there is no impediment, I am going to watch all the games and I have not missed any yet, at least this season.

5- This is my living life without a doubt. I forget my problems outside. I am there with my friends enjoying the same thing. I forget everything that is going on and I am very happy.

6- I always feel very proud and represented.

7- It is a growing pride, being a football fan is really an incredible feeling.

8- Very proud, because in recent years we have been growing more and more. I started to watch more assiduously the games of Famalicão in the 3rd division, and I feel very much that the club is evolving and has grown and now it is always forward, continuing with development.

9- I would say that I feel proud to be from my hometown club. I know the people, I like that parochialism that exists, as you feel a bit in Guimarães I would say.

Do you feel that you are part of a community or that such a community exists?

1- Yes, it is the main factor that unites the people of Famalicão.

2- The community exists, being part of Famalicão, me and my friends and we feel good because it is really me and my friends, we are here, we are together and that is cool.

3- A sense of belonging, I do not know, but pride.

4- Yes, it is a little difficult to explain. Relatively, that is, to the whole environment itself, it is very funny because I think it is a very familiar environment, that is, we are in the stadium and we have a grandpa, a father, 6-year-old children, that is, we have a little bit of the whole age group. I think it ends up being a very, very familiar environment. Regarding the cheerleading, I confess that I still could not understand it well, at least in home games, depending on the people I go with and

depending on the game, I join the cheering section, but whenever it is away I am in the cheering section. So, I mean, regarding the cheerleading crowd there is no group, I do not even know if there is any group, but I think it is funny because, at least in my opinion, I think that it was a group of friends who created that and then they more or less lead the cheerleading, so it is very funny. It is made up of a lot of young people, I think so too.

5- Yes, there is a lady we call grandma, she is 75 or 76 years old, that lady, that is a family to me, that yes it is beautiful when we go to a game away she says "love, do you want a breading? Do you want a loaf of bread?" and I "I do not need it, thank you" I have a very special affection, we always take a picture every game, that is my second family. I have been through really bad phases and these people helped me a lot to get back on my feet.

6- Yes, I feel that there is a community that is united by the love of the club, wherever it plays, you can always feel that environment.

7- Yes, I feel a sense of belonging to the fan community, and it is a source of pride for me.

8- Yes, absolutely. I know all the people around me in the stadium, I talk to everybody, I have a lot of fun with everybody.

9- Yes, I feel that there is a community, that parochialism that I mentioned.

Do you see any football club as being more than a club?

1- Yes, Barcelona for politics, they represent that whole region and the struggle with centralism in Barcelona. Porto too, they are also against centralism and represent the region very well.

2-No answer.

3- I think that the vast majority of them pass on this message or want to pass it on, maybe it has to do with the number of fans, with the support they have. For example Braga is trying to develop that, Vitória Guimarães too and then, of course, the big ones have a number of fans and an intensity with which they live and who live in the club, live the city and live everything.

4- Well, I see. At least I see Famalicão now. At least I see it as a house, it is not that comprehensive maybe, but I vibrate. For me, that is, when it is game day I wake up happy and look forward to going see the game. I am attentive to the points, to the results of the other teams, to see if Famalicão went up or went down. I am aware of that, so I think it ends up being a little bit of a passion, a love. I would not say it is merely a club where people get together in a café to watch the game and spend time.

5- No answer.

6- Yes, the clubs are always more than the club, the fans are one of the fundamental pieces for the success of the club and the team.

7- Most people who really like a club always feel that for the club there are much more important things, like the fans.

8- Especially, many clubs in England, Liverpool and Manchester United, even Real Madrid, are clubs that have a lot of mystiques behind them, they are much more than a club, especially Liverpool, because they have fans who really feel it, feel the land, and I love it.

9- I would say that Vitória, you can see that there is a community. Of course, the big clubs should also end up feeling this too, however I do not think it is so connected to the city itself.

Do you feel like you are missing out on a sense of community or involvement by not attending women's football matches? Why or why not?

1- There is a feeling of greater legitimacy of those who can comment sometimes in the stands if they are fans who go to everything.

2- I honestly never felt that.

3- I do not think so.

4- In other words, as the games I went to watch were very few or almost non-existent, I cannot give an answer for sure.

5- I do not think so, because those people with whom I usually watch men's also do not follow the women's game very much, because sometimes women's football is there at the same time as men's football.

6- I would say yes, as women's football is growing and with that creating a good environment in football in general.

7- Not for me, since watching women's football games could imply watching less men's football and that is when I would feel out of the community.

8- Honestly, it was in men's football that I met a lot of my friends, and I think I am doing well within the community, the people of my land. Of course, if I were probably going to see the women's games, I would meet more people, but I feel like I am part of a community like that.

9-I do not feel like I lost that sense of community, because I knew relatively recently that the women's team existed.

Would you be interested in participating in community events or activities related to women's football, even if you don't attend the games?

1- Yes, in examples with athletes such as the male when they go to schools, for example.

2-Yes

3- It depends, also my time is short but so to be honest I do not think so.

4- I would be if it was at the stadium, and on top of that I live 5 minutes from the stadium. But obviously if it was in the zone, which normally it is, I would be, of course.

5- Yes, without a doubt.

6- Yes, I think so.

7- Yes, why not?

8- Yes, of course. I like these get-togethers, and as I said, I went to play football and that is why everything that involves football I always like to participate.

9-Yes, I believe so. I would not say so much the autograph part, but for example "know the players" or "the players are doing something". In other words, I am not that crazy fan who was going to be in line to meet them, but if dynamic events with activities were created, I would be able to enjoy participating.

Attraction suggestions:

What do you think could be done to encourage more non-participants like you to try women's football matches?

1- Showing the women's team and remembering the women's team in events where the men's team is present, such as the games, helped a lot, because most of the fans go to the men's. They could also develop more feminine products and advertise as we talked about earlier.

2- I think that in quotation marks it had to be attacked, whether it was a cheerleader, whether it was calling a cheerleader, whether it was calling a little bit for the people, because what has happened so far is just to appear in important games, special games, and the goal is to have a constant fan mass, a little bit like the men.

3- There it is, it is complicated. I am repeating a bit and I am sorry but for me sport has a lot to do with intensity and speed, what is already attracting are the most decisive games, but there it is, the women's is not a different sport but it seems that it is.

4- It goes a little bit in line with what I have already said, on the issue of advertising. I think it would be the most fundamental point, as well, to carry out activities where there were gifts and prizes, people would end up participating and maybe end up going to watch the games.

5- I think like helping an institution and giving access to the game, that is, for example giving food and you can go see the game, why not do that? Or an open-door match, training behind an open door to see what women's football is all about because there are people who do not have a notion that they only see on television and why not give 5 euros.

6- I think it is a little in line with what I have already mentioned, regarding the price and schedules, as well as the communication and marketing part, which is also key to attract more people to the women's football community.

7- I think it is all about information, passing on information to the club's fans, even in men's football games, announcing women's games would be a good way to get people's attention to those games. Therefore, marketing and communication are fundamental for the growth of fan adherence to games.

8- I think it is important to first captivate people to watch the most important games, and that they push the fans more, and then they get a taste and go to see all the games. Because if you start at the bottom, and you go to see a game that has nothing special, people probably will not even come back to see it. Last year's cup match, for example, was all very well done, it brought a lot of people to the stadium, they socialized and enjoyed it a lot, so I am sure the community of women's football fans increased with last season.

9-I think it would all be very much based on trying to make known the dates of the games, to make the team itself known. Because I, for example, do not know any player and I am from Famalicão and I do not think I have ever heard the name of any. Of course, I am not the person who watches football the most, but there it is, I think there could be a "meet the players" marketing effort. I think it is a bit out there, getting to know the players, the team, what they are doing, the dates of the games. And basically, also to promote some events that can lead people to go to the stadium more often.

Imagery:

How would you describe an FC Famalicão fan? How would you describe a fan of the women's team?

1- I think the difference is in the connection to the club, the female fans are more connected.

2- I am not at all aware of what the female fans are like, but I believe they are there feeling it, because sometimes they even end up being in the stadium catching the sun and they do not even have company or have little company, it must be boring. While the male fan is simple, we are all feeling the same and we are there fervent, we are there in constant presence in the sense of "Let's

see what happens". In the women's game I believe they are there sometimes for love, maybe supporting a family member, love for the person who is playing or it is really love for the club.

3- I would say that they go against the same thing, maybe what changes is the attitude. I think it is like that, a male fan is a fervent adaptor. The women's fans do not say so much nonsense.

4- I would say a mixture of love and hate. For the game itself, that is, for the suffering and the love for the club and a little bit of hatred for the refereeing. I am not talking about the big guys, because from the moment a person starts watching the games and watching them live, they can realize not only that it often happens with the big guys, it has a lot to do with the game being away or at home as well.

5-Without a doubt, fervent, we are very fervent. A fan of the women's team is the same.

6- I would say passionate about the club, the fans are known for their passion and drive, and also dreamy.

7- Passionate about the club, dreamy because always wants the club to achieve the greatest success in the championship and in the competitions where it is. In the women's game, incoherent, because, they never follow the team as they usually follow the men's.

8- I can say the same for both of them, it is the love for the city above all, it is feeling the city. Race, love and passion, that is what Famalicão is all about.

9-I would say that the male is capable of being a more cheerleading fan. And the women's fans, I imagine, to be more of a family member or acquaintance of the players.

Final Thoughts:

Is there anything else you would like to share about your perspective on women's football or any recommendations to improve non-participant attendance?

1- I would suggest promoting the quality of the club's games to bring more fans and stability within the club. This year with the departure of the presidency there was some instability, there is also a lot of talk about the women's ending, you never know when it will end or continue, it is not good for the club.

2- It is a difficult question because all the efforts are being made and nowadays we only fall into this reality when we have a shock and for example I remember being in shock with the new field, they filled 90.000 seats, it is an absurd thing. I do not know if you know the advertising of France, of the Federation, I remember that it was a shock, and then I kept watching and it was a girl and it is impressive. I would say that what is most needed is a shock and is to realize that, never in life will it be as fast as in men's football, but you gain much more tactics and technique. You can appreciate other factors of football, it does not have to be the same it has to be different.

3- I think I have already said, they do not have the same physical characteristics as men, so I would suggest changing the rules in a certain way and therefore a change in the game model to make it more competitive as it happens for example with volleyball.

4- I do not think so.

5- People should try it because we do not go to see the women's game, because only if a person tries it does they know if they like it or not. We have to call people to try to do a little bit more marketing to get people to the stadium. In terms of journalism there is little, unfortunately the newspapers do not give prominence to the women. In the first victory in the World Cup there should have been

more emphasis on the newspapers, it is very bad for Portuguese newspapers to do nothing. I speak for myself as a player, in this case there was a time when we were in the promotion phase, before no one wanted to know about us, but from the point we reached the ascent phase they already wanted to know, but when it was the World Cup it was the same, Record, A Bola. O Jogo, none of them highlighted the women's World Cup. They are making history, we are making history and the front of the newspaper was a newspaper cover talking about Benfica in the spotlight or Porto or Sporting.

6- No, thank you. I think that throughout the interview I have already given the main points that I consider essential and I hope I have helped.

7- No thanks.

8- One thing is putting posters on the street advertising the dates of the games and I think it would be good to do that for the women's, especially in the city center so that people could see it when they passed by. I do not know if the women's Famalicão has sponsorships, but for example a Pingo Doce, who made a purchase of €30 for example, and received a ticket, and as probably the person would not go alone to a game, he would take more people. These kinds of strategies I think would get more people's attention, and go see more games.

9-I think I have said it all.

Gender, Age, Place of residence, Level of education

1- Man; 25 years old, Famalicão, master's degree

2-Man; 21 years old, Famalicão, graduate, taking his master's degree

3-Man; 21 years old, Famalicão, graduate of the master's degree

4- Man; 21 years old, Famalicão, and I'm currently in college, so at the moment I only have the 12th grade

5- Woman; 23 years old, Ribeiraves, 9th grade

6- Man; 21, Vila Nova de Famalicão, degree in Sports Sciences at the Sports University of the University of Porto

7- Man; 20, Porto, Degree in Sports Sciences at FADEUP

8- Man; 22, Vila Nova de Famalicão, Bachelor's degree (to be finished)

9- Woman; 25 years old, Vila Nova de Famalicão, master's degree

Appendix 12 –Interview with the Finance Department

Good morning/afternoon. My name is _____ and I am currently a student at NOVA SBE. For our thesis, we are conducting a study regarding women's football in FC Famalicão. For this reason, I would like to conduct a 30-minute semi-structured interview with you. During this time, I will ask you a series of open-ended questions, where you can freely share your opinions on the subject and there are no wrong or right answers. In order to be able to analyze the interviews afterwards, I would like to record our meeting, would it be any impediment? It will be kept anonymous, and in accordance with the General Data Protection Regulation (GDPR) of May 2018 you will not be contacted again after this interview.

1. How is the health of the Famalicão club's finances?

In football clubs, finances are never very good and Famalicão is no exception. We, in our experience, have been caught up in the curve a bit, as they say, and we are trying to get the finances straighter. It is always difficult; it is quite high budgets and we have to straighten things out a bit.

2. With the change of direction, is that it?

Yes, we are an administrative committee, another board was here before, and whenever a new portfolio is received there are always immediate problems to solve and that is what is happening to us, at the moment we have some serious problems that limit things a little. In fact, the transition of administration is always a problem.

3. What is your knowledge of Famalicão women's football?

Right now, when I get involved in any project, I like to understand everything so that everything goes well. At the moment women's football is one of the things that weighs heavily on Famalicão's budget, so we have to know where the money goes or does not go and in doing that I also end up understanding the situation of women's football.

4. To what extent is the club currently investing in the sport?

One of the things that the club and these clubs like Famalicão have as their most important part here is the training and the academies. The organization is not very organized, we have to organize. The training is not going well, we have to get it up to speed. These are our priorities for the time being. And Famalicão's women's football was placed at a high level, let's say, to keep it up there is not easy.

5. What are currently the main sources of revenue for Famalicão's women's football?

Sponsors.

6. Are there then partners that exclusively support women?

Yes, we have sponsors who are only linked to women's football.

7. Is there a strategy in this regard to attract sponsors?

Yes, our strategy at the moment is to enhance organizational conditions, of course we have ideas to promote the women's game more, to organize things more, but again having arrived at the club so recently, we ended up focusing a lot on improving the club's finances, but of course we want to promote the women's game, but in time.

8. What would you say is the financial impact on fans? Namely for the trip to the games.

It is always some money that comes in, but it is not enough for much, there are even games that are open, we offer tickets, we do it to captivate more people, to bring more people to the stadiums, to make it more dynamic. Of course, in the big games we charge what we have to charge, there are games that we offer tickets to attract more people to support, for example children up to 12 years old, if I am not mistaken, they do not pay a ticket.

9. Is there any goal in this regard? For short or long term financially?

At the moment we really have to solve the problems, we are not yet a board of directors either, we are a steering committee.

10. Taking into account the limitations that exist, has any strategy been developed in this sense to attract more fans?

For now there is not much of this strategy, of course we have the strategy of not playing on field 2, but on the main one, to be able to give better conditions to the fans and the athletes. It is something

that we can do and it is one of our concerns, but in the meantime, we have not yet been able to develop more.

11. Do you know of any strategy that other clubs or institutions have implemented that can help promote the performance, namely financial, of the club?

Not at the moment, of course there are strategies, we can talk to some people, but at the moment it has to be the Portuguese Football Federation to help.

12. Do you have any other suggestions to help the club's women's football?

At the moment what I notice is that teams that want to have women's football have to meet a series of objectives. They have, for example, to have a minimum number of Portuguese athletes, a maximum number of foreign athletes, and therefore, mainly the Portuguese players are very expensive, because the clubs have a minimum number to comply with and the players then say "how much they cost" knowing that we are obliged to comply with that number of X athletes.

Appendix 13 – Interview with the Communication Department

Good morning/afternoon. My name is _____ and I am currently a student at NOVA SBE. For our thesis, we are conducting a study regarding women's football in FC Famalicão. For this reason, I would like to conduct a 30-minute semi-structured interview with you. During this time, I will ask you a series of open-ended questions, where you can freely share your opinions on the subject and there are no wrong or right answers. In order to be able to analyze the interviews afterwards, I would like to record our meeting, would it be any impediment? It will be kept anonymous, and in accordance with the General Data Protection Regulation (GDPR) of May 2018 you will not be contacted again after this interview.

1. In your opinion, what is the role of the communication department at FC Famalicão and how does it relate to the club's women's football?

At this moment, I think there is a need for the communication department to bring fans and people closer to football itself, to create initiatives, to try to interact as much as possible with fans, and to create greater accessibility. And, when I say that, I remember now, for example, the Liga BPI campaign, which is the “Super Jogo”, in which you make a fan zone outside, the entrance was even free. It is essential to bring the fans closer, to contact with people, whether through the players as we have already done, with the super game that I have already talked about. We also went to a primary school in Famalicão for the kids to hang out with female players. In addition to this role of bringing people together in women's football, it is important to show the value of women's football, which is another point and is one of the challenges this year that Liga BPI proposed to the communication departments, which is to show the quality that exists in women's football. Share it on social media, video, and through game developments, where they show that there is quality and that women's football has quality and that it is good to see, that it is a well-played football, and it is growing. And that is it, I think that, now, are the 2 big points, the 2 big challenges of the communication department, to bring the fans closer and show the quality of women's football.

2. What are the sports marketing strategies that are currently in place to promote women's football at FC Famalicão?

Right now, in this season, there is a strategy that we have had, that is to have many times free tickets so that people can come and not have that weight of €2 or €3 more, because at the end if the whole family comes it ends up being €10, €15 and then it is more inviting for them to go see a

game if they do not have to pay for a ticket. Bringing people together is also a strategy. I remember, for example, in the presentation game against Gil Vicente, we had 2 girls who sent us a message saying that they wanted to meet the team, and then we provided the fans with these moments. Sometimes we have these requests, and we try to bring people closer to the team.

Then with sponsors, or with schools or even with local institutions, we try to make visits, as we sometimes go to the city hall, to the schools with the players and it is funny because the kids, for example, I remember when we went to the elementary school, and the boys and girls already had a great knowledge of women's football, they knew the players and I am sure it was a good time for them. And from our partners, from our gym partners, more local partners that we send invitations so that they can also come, the people who work in these companies can follow women's football. And that is it, it is very much around this, always trying to get very close to people.

3. What strategic partnerships or collaborations has the club already established to increase visibility and support for women's football?

For example, when we create the fan zone, we even invite, in this case, the gym, which is Impulse, one of our sponsors and not only, we also invite, for example, the Famalicão kennel to be present in the fan zone, and this ends up bringing more people. In addition to the game, there is another aspect that is the fan zone, which has our partners available, and maybe our fans are coming and the people who were in the gym and saw “Look, FC Famalicão is going to play, they are going to be present, I am going to have an action” or there will be the kennel, so always try to bring a plus to the fans. Because I think this is a women's football action, which is to try to make football more attractive to the new generations, football itself ends up not being so attractive, you always need to bring a little more.

4. Who do you consider to be the target audience for women's football at the club?

I think it is always the members first because it is the members who go to see the games, whether it is football, roller hockey, or any sport, they are always going to be there. But I think that women's football at the moment, is really about trying to reach all audiences, and we even started a lot, with the youngest, with our younger teams, trying to bring them to the games, and then, they bring the parents and the parents themselves to bring their parents, and to bring their friends, and that is, try to cultivate this from a young age. But we have, for example, a lady who is already with us, I remember that in the Portuguese Cup game, we had an action in the city hall, and she brought us flowers, and even in the last Benfica game, it was raining, and she was alone in the stands because it is her place, so I think that in women's football we always end up having all the audiences, and we try to reach everyone because women's football at the moment needs everyone. It does not make sense to segment, even though we have had many actions that always target the youngest.

5. What are the most effective channels to reach this target audience of women's football?

Instagram has been very effective. We have now also created a TikTok account, and maybe Facebook because it allowed us to reach an audience of another generation. But we do not have an account because we need Facebook to verify the page for us. After all, at the time there was confusion with the FC Famalicão page associated with men's football, so ours was "canceled". But yes, I think Instagram and TikTok are the most important.

6. How does the communication department evaluate the success of football marketing campaigns? Are there any specific metrics you track? How do you usually do that?

Yes, our main metric is to see how many people are in the stadium at the weekend, that is our main metric, but to be honest, we do not pay much attention to that parameter. Right now, it is me alone in the department, and it ends up being complicated to try, but yes, whenever I can, I try to see the

most basic ones, which is the number of impressions, and the number of accounts we reach. I always try to see if we are gaining or losing followers, what content is that people like more, and 100% that people like videos much more, and then if it is a video, for example, made by players they like it much more. Last year, at the Portuguese Cup, we made some videos that were: "What do you prefer?" between players, or curiosities about them and this had super reach, people interact a lot, they send us messages, it is very funny when are the players. But no, we do not make a very complete evaluation, I think it is a point that we have to improve a lot.

7. How do you plan to collect and analyze fan feedback to improve this communication strategy? That is, how would you incorporate fan feedback, or how can you collect that feedback from fans?

We collect feedback from the fans more in person, because we have some fans who are loyal and who follow us everywhere, to women's football, and it is very much that face-to-face contact of "seeing this, seeing that". It is also a lot through the people who work at Famalicão and who sometimes even say to me "Look, I liked that video you made", it is the most basic. But also from messages, we receive many messages on the page commenting on the videos, commenting on the photos, sometimes we also receive personal content, for example, sending us suggestions which is very funny. I remember, for example, a guy who recently sent a message on LinkedIn saying that he had studied our Instagram and gave me a series of recommendations for Instagram and even happened to have one or two that I found super interesting. And that is it, a lot of what we saw in the messages, a lot of the visits we made to the city hall or to the schools, where we asked if they saw this or that. It is also funny because the players are super available, and we have 2 or 3 players who are now studying marketing and who also give their support and ideas to make content. It is a

lot of contact, messaging, personal contact. It is a little bit rudimentary and basic, but we are also growing, and going forward is the way now.

8. Do you have any idea of any campaigns or initiatives that have been successful in other clubs or in other sports that have inspired you or that inspire you in your daily life?

I really like a campaign, that is not really a campaign, but that is that of Sporting Clube de Braga which is the *Guerreiros do Minho*, which is a brand that they created within the club itself, and that I think is super interesting, super well achieved, because I also played for SC Braga when I was a kid, and I remember that at the time it was implemented, because I am from Braga too, and almost no one was from SC Braga at the time and I think the brand was very well achieved in that sense. Because the kids now from Braga, are all from SC Braga, everyone sees themselves in the concept of *Guerreiros do Minho*, it is a brand that intends to explore a lot of things, that has brought identity to the club, has brought a different DNA. And I really like this case and the way they communicate it, they even make a lot of visits to institutions, schools. And I like this content of proximity, being with people, and contact. On a digital level, I follow Barcelona's content a lot, which involves showing, especially women's, showing a lot of the club internally, many players, they give the players their phones and they create funny content, they bring closeness and I have another example, which is from Sporting CP, "ADN de Leão", that I also loved and that I would love to do it even at FC Famalicão, a kind of podcast, like 5 minutes of fame, in which it would be a contact with the player, 5 minutes in which the players said as much as possible about them, like favorite color, favorite animal, something that would allow them to get to know them better. And I think the Sporting podcast was super successful because you start to get to know the club from the inside, a closeness that is difficult to have, and I would like to achieve that for FC Famalicão, and later I will try to bring it.

9. More related to the fans. How to increase the number of fans in the stadium? Are there any kind of promotional events or exclusive fan experiences on women's football match days to encourage them to attend?

As I told you, sometimes we provide moments like that case of the two girls who sent a message to a player, saying that they liked her a lot and that they liked to get to know the squad and we helped. At the time we did not share it on social media because they did not want it to be that way either, we must respect it, but it was very beautiful, both for the players and for the girls, and we bring whenever possible people into the club whenever it makes sense. Much more connected to partners, we often have our partners that we invite to watch the games and also to maintain relationships both institutional and to be within the club and know that the brand is being promoted. But yes, I have some ideas, I would even like to have implemented one at the weekend, but it was not in time, which would be a kind of connection with SC Braga, to almost promote the game together. And that is it, my idea in the future will also be to try to bring institutions, also to support social causes for the games at half-time, because there are no brand activations at halftime of the Liga BPI games and I think it is a space where it would be interesting to explore. In men's football, there is a lot of brand activation at half-time, and in women's football there is not, so I think there is a space that can be explored both for the fans, by bringing experiences, like going to the pitch or something else, as well as for companies and brands.

10. What are the main challenges you see in trying to increase the audience at women's football matches?

The first challenge is the infrastructure, when we play in the stadium, it is fine, it is comfortable to be there, and it is a pleasant space, but when we play inside camp number 2, it is a smaller space, and it is harder for people to want to go and see it. Then it is also about getting people talking about

women's football, showing that there is quality in women's football and that the media also look at women's football, which is happening because you also need to talk about it so that people know that it is happening. I remember now, for example, Laura Luís' goal from Marítimo against Sporting, it was an extraordinary goal and people shared it on Twitter, there has been a lot more talk about women's football during this week, so it is necessary to almost make that noise to show that women's football exists for people, to know that it exists and come to watch. And I think there is a lot out there, in terms of infrastructure, to provide other types of experiences, women's football will never be the same as men's, it is different, it has its quality, and men's football has another quality. I am not saying it is better or worse, but it is different, it is the 2 footballs. But there it is, I think that for both males and females, it is necessary to reinvent themselves and bring more than an experience that is only football, it is to bring entertainment and fan zones and I remember, for example, now the case of União de Leiria, 2 years ago, they did concerts before the games and increased the number of fans in the stadium incredibly, because people were already going to the concert, they were already going to eat the *bifana* and then they were staying for the game. The best example of this is the NBA, which has that whole show, it is much more than a game and I think that is it, we must do it for men's and women's football as well. In the case of women, bring, diversifying, and differentiating in the masculine from there as well.

11. Usually, the women's team only plays in the main stadium when there are big games, or does it depend?

No, it depends. We, for example, against Ouriense, let's say it is not a great game, and we played in the main camp. It also depends on the difficulty of the stadium, whether team A plays or not, and the state of the stadium. We always try to play there, but it is not always possible. There is much more interest in playing in the main stadium and for the fans themselves it is also different.

12. And training ground, they do not train in the same place as the men, do they?

Depends on. The first team is in the academy, they train in the academy. And sometimes I think they train next to the stadium, the main stadium. We train alongside or train on other borrowed pitches, let's say, but we do not train in the academy now.

13. How is the communication department involved in the creation of Merchandise, mainly related to women's football or what are the strategies to boost sales?

We do not have at the moment, I do not have the paper at the moment to do Merche, at the moment it is on the SAD side because there are 2 communication departments, the SAD communication department, and the club's communication department. The only time we did it was for the final of the Portuguese Cup, we made some hats, we made some special scarves, and some shirts that were very successful and that went super well, but at the moment, it is not on our side, the merchandising part is on SAD's side. I cannot help you much on that point.

14. Do you think that the existence of these products, more related to women's football, could be popular and that it could increase the support of the fans?

I think so. I think it would be an interesting way because it is a form of expression for women's football, it is having your "own brand". I had a big surprise in May when I arrived and went in the first week, to visit a school, and the kids knew the names of the players who went and I thought that was incredible because I was not expecting that reception, that they would know the name of the player. I remember, for example, Sissi who is now in Braga, and the kids all back from Sissi taking pictures, so I think this idea of "I want to be like Regina", or "I want to be like Raquel Infante", has also been created. And, I think, for example, if this was available in stores, even if it was just 1 or 2 shirts with the name of the players in the store for sale, even for the girls who are

in our academy, for example, to see that the player's name is in the club's store on shirts, for sale, it would be super important and interesting thing to do.

15. Do you think there was a specific product that would make the most sense for women's football?

Yes, at this moment thinking like that, I think maybe it would be the T-shirt. Yes, at this moment it would be a lot for identification and for wanting to be, like Regina or like Raquel, just like any other player, it would be the shirt.

16. Based on your experience, what suggestions or ideas do you believe could help the club improve marketing-related performance in women's football? In other words, in your opinion, what is the impact that a good marketing strategy could have on the club?

I think there is a lot to do, for example, I must do it every week and that takes away some time. And when I am alone in the department, it gets tricky sometimes to try to think of alternative content, or even create content, so I guess that is something I have already said. I think it is necessary to increase and give more attention to the communication and marketing department, which ends up having an impact on the entire brand to bring value. And I think people sometimes do not see very well the importance of the communication department, I am not saying it is in FC Famalicão, but everywhere. It is often said that communication is always a poor relation, and it is a lot. But I think it was to bring more people to the communication department, being that we are in a phase of the Liga BPI that is growing, I also think that this would help if there were more people, there was greater collaboration from the clubs, which there is, but I think it is possible to do more. And that is it because the level is inevitably different, but bring conditions, infrastructures, and material. I can say, for example, at the moment, we in the department do not have a camera

available to take pictures, it is complicated. And that is it, I think it is infrastructures and materials for the departments, and human resources as well. Some things are inevitable, and the Liga BPI does an excellent job, they give other conditions to the clubs, and they think very well in everything, but it is difficult for the clubs to keep up. I am in FC Famalicão, for example, but I think that in other clubs there is not a fixed person, that is, there is someone who works almost part-time or a "find a way". Therefore, this is the next step, and it is necessary to give direction for the next step towards professionalization, which I think is the most important.

17. And how do you see the future of women's football?

I see it with good eyes and as I was saying, it is a recent project in Portugal. The Liga BPI is not that old, and I see that people are interested and that they like it, I see the boys and girls enthusiastic. I am very happy when I go to the Academy and I see that we have a lot of players and in the "Traquinas", "Petizes", "Benjamins", there are a lot of players, there is a very funny relationship. I played football many years ago and we were just boys, there were no girls training, and when I go to the Academy to see the girls training, I am really happy, I see the kids hanging out. There are no girls and boys, there are players, people with dreams of wanting to play and I think it is beautiful. But I also think there is a lot of room to grow. Interest is created, and people have already seen that there is quality, that there is good football, the national team itself also helped to give this boost by now arriving at the World Cup. And I see it with very good eyes, but you must always try to stay on a level, and you have to take another step and among the clubs, the most professional structures in all aspects. For example, the other day the coach talked about an aspect that, I think 50% of the stadium of women's football in Portugal are natural and the other 50% are not, so these little things that I think it is important to take a step forward for women's football to assert itself. At the moment they also want to implement VAR in all games, that is, everyone has to have the

VAR tower in the highlights. Now, natural grass is not yet mandatory, but within communication itself, there are rules. For example, if I am not mistaken, we must do 3 social responsibility campaigns during a season. Although there are no punishments, the rules are not well defined, because sometimes there are clubs where it is more difficult to meet certain objectives. In our club we still have players who study, or work and play, and in other clubs, there will certainly be too, but strict rules do not exist, but they are growing to be implemented, which is important.

Quantitative

Findings

Appendix 14 – Google Forms answers

Impact of Sports Marketing on Women's Football

This questionnaire was developed by 4 students from NOVA School of Business and Economics, as part of our master's thesis. Our goal is to understand how Sports Marketing can impact Women's Football.

Please know that your responses are completely anonymous and will be used for academic purposes only.

This questionnaire is designed to be concise and direct to optimize your answering experience, so it will take no more than 3 minutes.

Thank you in advance for your contribution!

If you want to access this form in a different language, please translate the page.
Thank you so much for your effort and input!

Change account

Not shared

* Indicates a mandatory question

Table 1 – Number and % of respondents who watch football.

Do you watch football?		
Yes	504	81%
No	116	19%

Figure 1 - % of respondents who watch football.

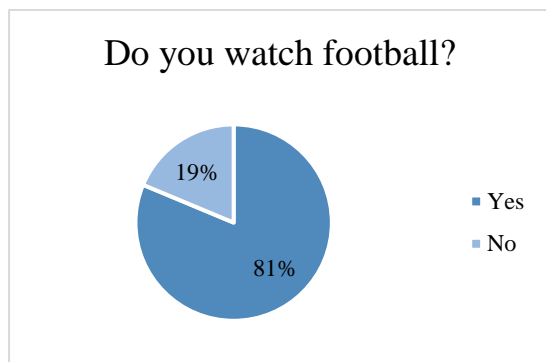
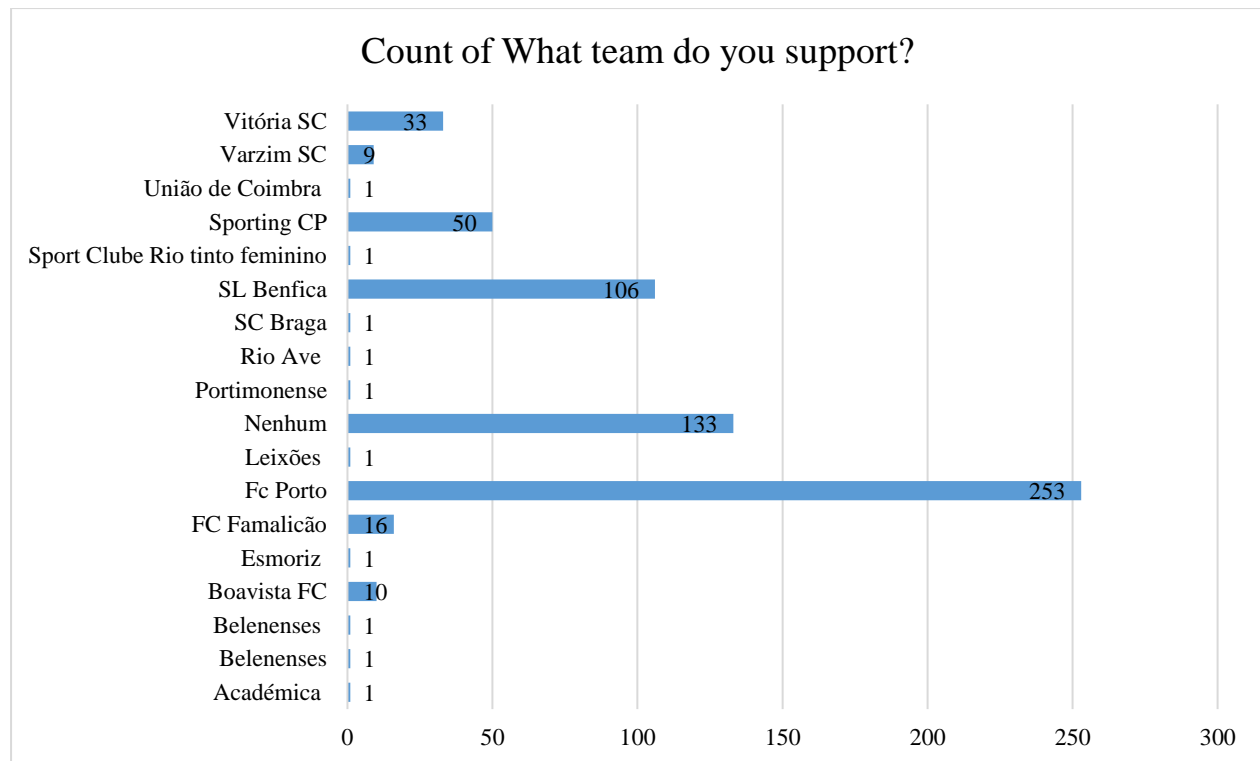


Table 2 – Number and % of respondents who support each team.

What team do you support?	Count of	What team do you support?	
Académica	1		0,2%
Belenenses	1		0,2%
Belenenses	1		0,2%
Boavista FC	10		1,6%
Esmoriz	1		0,2%
FC Famalicão	16		2,6%
Fc Porto	253		40,8%
Leixões	1		0,2%
None	133		21,5%
Portimonense	1		0,2%
Rio Ave	1		0,2%
SC Braga	1		0,2%
SL Benfica	106		17,1%
Sport Clube Rio tinto feminino	1		0,2%
Sporting CP	50		8,1%
União de Coimbra	1		0,2%
Varzim SC	9		1,5%
Vitória SC	33		5,3%

Figure 2 – Number of respondents who support each team.



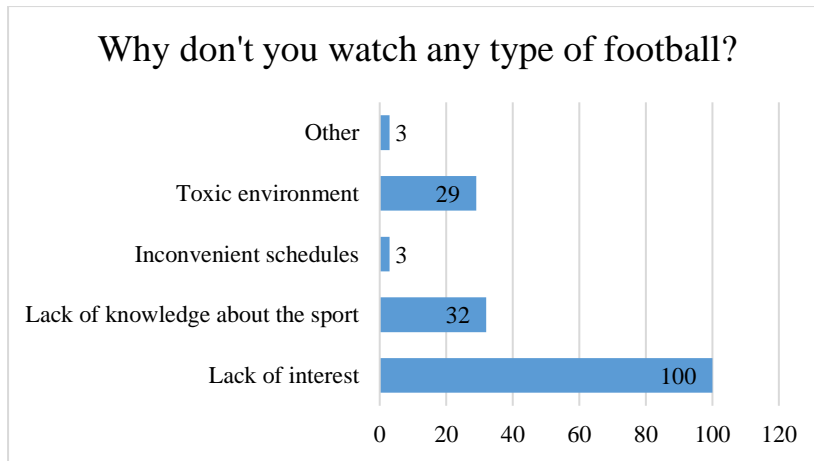
Respondents who do not watch football at all:

Table 3 – Number of respondents who do not watch football and their reasons for it (possible to select more than one option).

People who do not watch football at all 116

Why don't you watch any type of football?		
Lack of interest	100	60%
Lack of knowledge about the sport	32	19%
Schedules	3	2%
Environment between fans	29	17%
Other	3	2%

Figure 3 – Number of respondents who do not watch football and their reasons for it (possible to select more than one option).

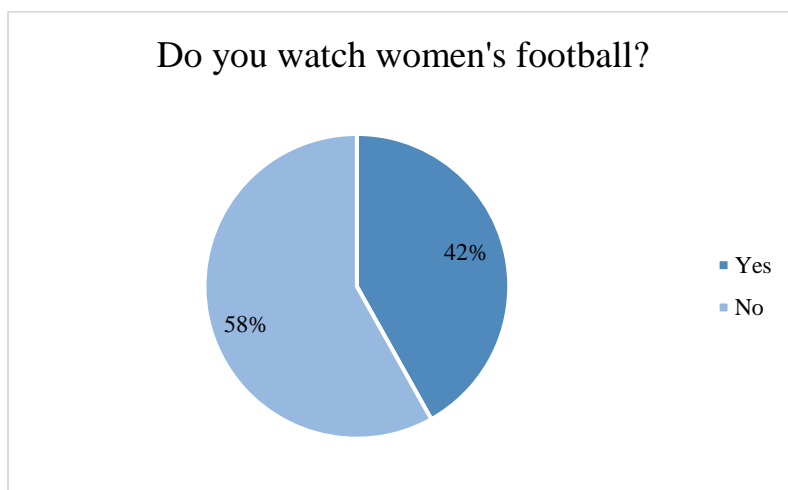


Respondents who watch football:

Table 4 – Number and % of respondents who watch women’s football.

Do you watch women's football?		
Yes	211	42%
No	293	58%

Figure 4 - % of respondents who watch women’s football.



Respondents who watch women's football:

Table 5 – Periodicity in which women's football supporters watch the sport.

How often do you watch women's football games?		
Everyday	5	2%
Once a week	59	28%
Once a month	71	34%
Once a quarter	43	20%
Once a year	33	16%
Total	211	100%

Figure 5 – Periodicity in which women's football supporters watch the sport (%).

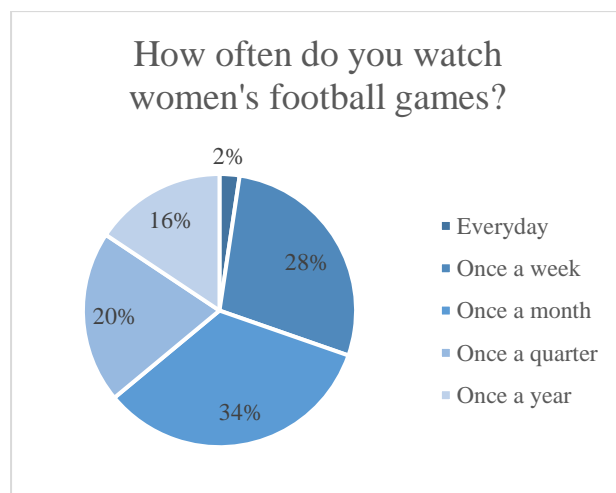


Table 6 – Periodicity in which women's football supporters watch the sport at the stadium.

How often do you watch women's football at stadiums?		
Once a week	13	6%
Once a month	12	6%
Once a quarter	15	7%
Once a year	46	22%
Never did it	125	59%
Total	211	100%

Figure 6 – Periodicity in which women’s football supporters watch the sport at the stadium (%).

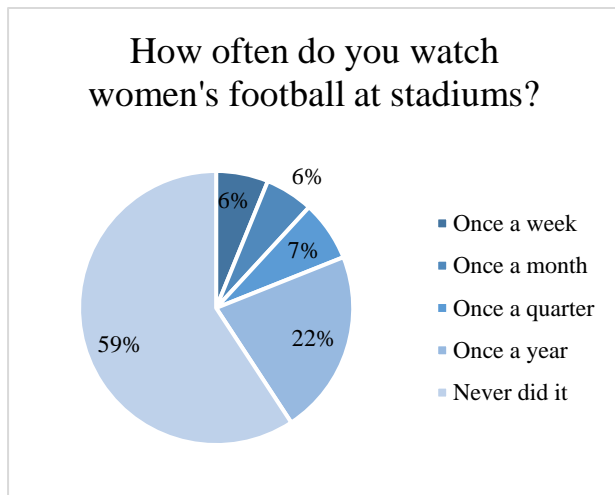


Table 7 and 8 – Top of mind (TOM) words used by women’s football supporters to characterize men’s football (split into “positive” and “negative” words and grouped into distinct categories regarding their meanings).

Words for men's football			
Positive	447	Negative	143
Game	241	Game	40
Psychological	118	Industry	39
Players and Clubs	37	Environment	31
Environment	51	Money	33

Figures 7 and 8 – Positive and Negative, respectively, TOM words provided by women’s football fans to characterize men’s football (grouped into distinct categories regarding their meanings) (%).

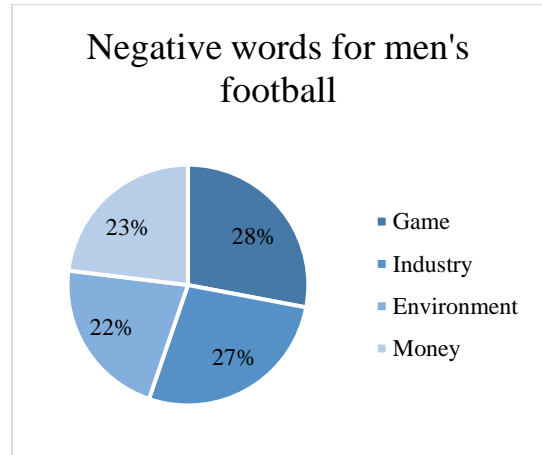
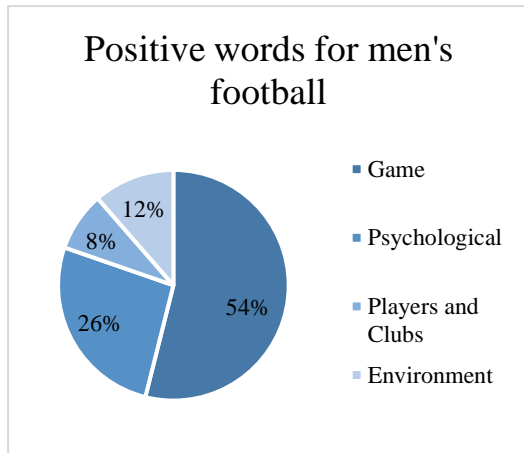


Table 9 and 10 – TOM words used by women’s football supporters to characterize women’s football (split into “positive” and “negative” words and grouped into distinct categories regarding their meanings).

Words for women's football			
Positive	482	Negative	43
Growth	74	Game	27
Game	168	Industry	7
Psychological	180	Environment	4
Players and Clubs	15	Lack of promotion/resources	5
Social Causes	16		
Environment	29		

Figures 9 and 10 - Positive and Negative, respectively, TOM words provided by women’s football fans to characterize men’s football (grouped into distinct categories regarding their meanings) (%).

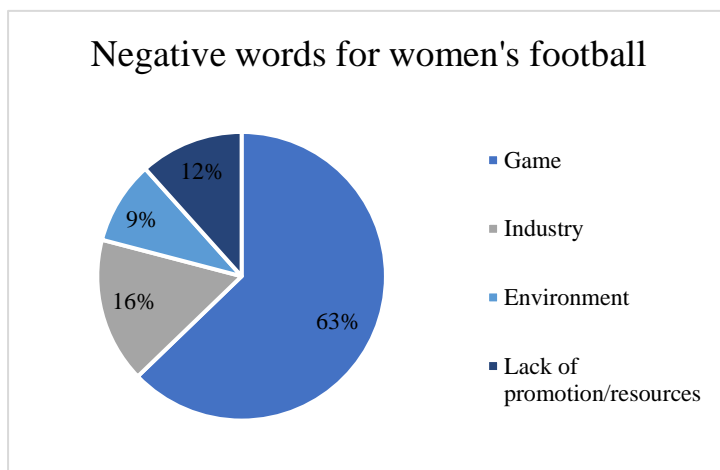
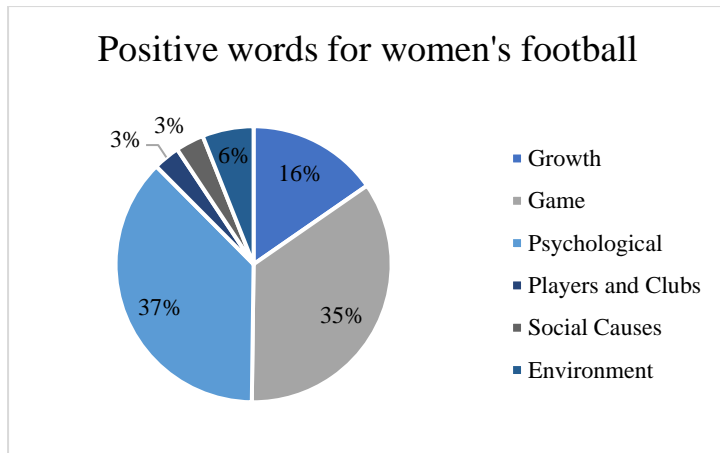


Table 11 – Preferred channels by women’s football supporters to be informed regarding women’s football events.

What media channels do you use to be informed?		
Television	174	39%
Social Media	156	35%
Sports Websites	68	15%
Newspapers	30	7%
Radio	18	4%
At club's facilities	1	0,2%

Figure 11 – Preferred channels by women’s football supporters to be informed regarding women’s football events.

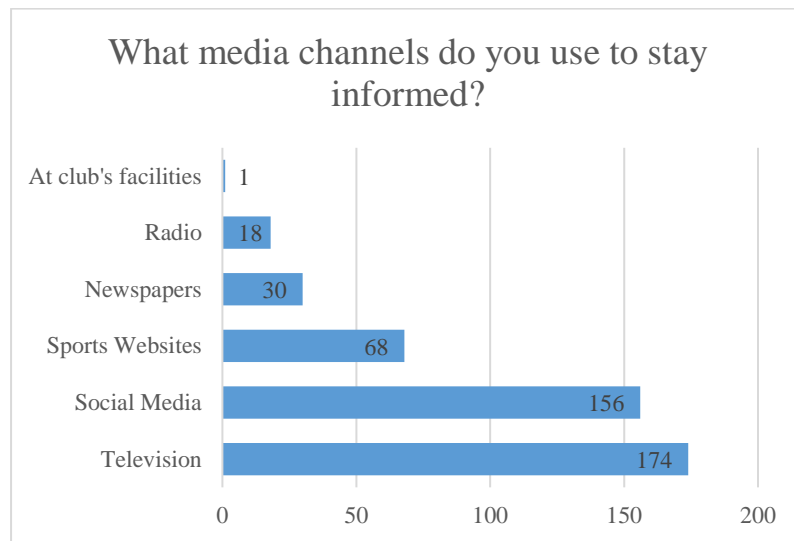


Table 12 – Ranking of motivations that lead women’s football fans to watch the sport.

What leads you to watch women's football? (order)	1°	2°	3°	4°	5°	Mean
Quality of the game (tactics, technique, etc)	40	51	56	42	22	2,787
Gender equality	64	55	30	26	36	2,597
Promotions	32	32	38	51	58	3,336
Environment between supporters	13	36	53	65	44	3,431
Connection to the team	62	37	34	27	51	2,848

Figure 12 – Ranking of motivations that lead women’s football fans to watch the sport.

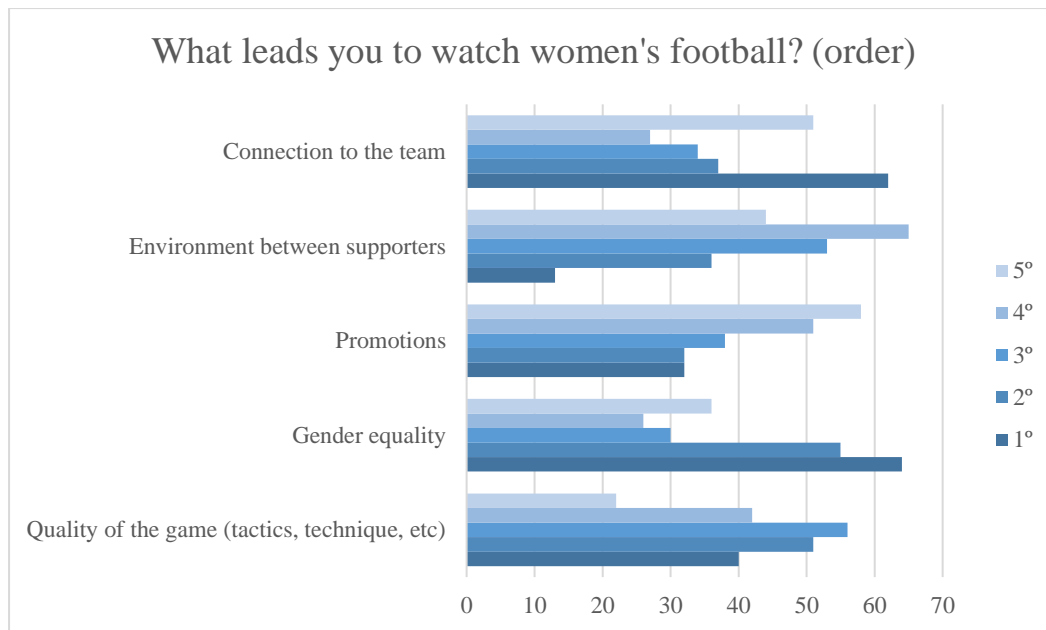


Table 13 – Preferred type of women’s football content, according to its fans (possible to select more than one option).

What type of women's football content would you consume?		
Short Videos (with players and coaches)	136	24%
Highlights	135	24%
Interviews and Inspiring Stories	123	22%
Tactical Analysis	86	15%
Documentaries	73	13%
None	5	1%

Figure 13 – Preferred type of women’s football content, according to its fans (possible to select more than one option).

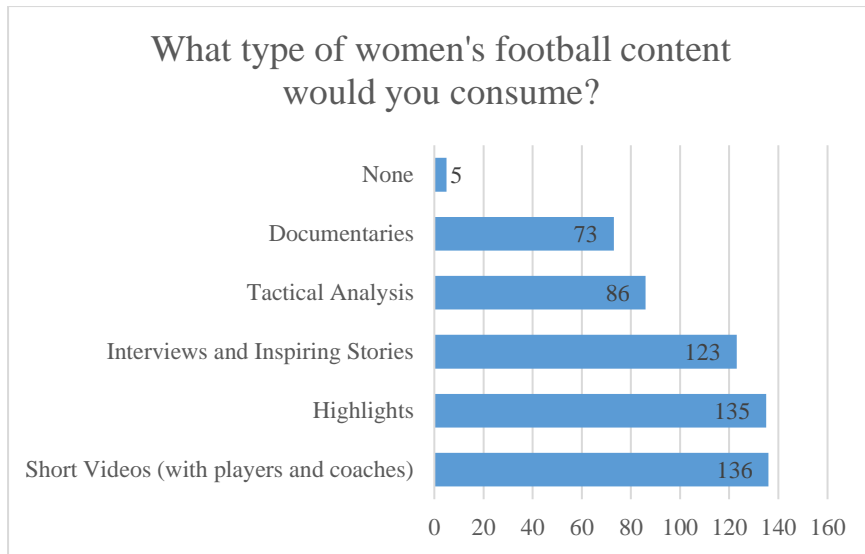


Table 14 – Women’s football supporters’ opinions regarding if the sport’ development should be a priority for Portuguese football institutions.

Should women's football development be a priority for Portuguese football institutions?		
Yes	192	91%
No	10	5%
Not Sure	9	4%

Figure 14 – Women’s football supporters’ opinions regarding if the sport’ development should be a priority for Portuguese football institutions (%).

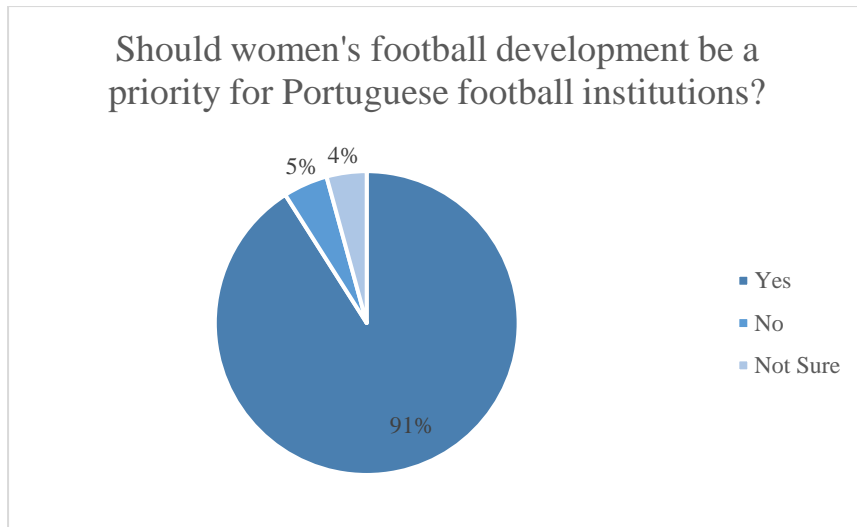


Table 15 – Do women’s football fans believe they are mostly like men’s football supporters (if they do not spot major differences).

Do you find women's football fans similar to men's?		
Yes	26	12%
No	148	70%
Not Sure	37	18%

Figure 15 – Do women’s football fans believe they are mostly like men’s football supporters (if they do not spot major differences).

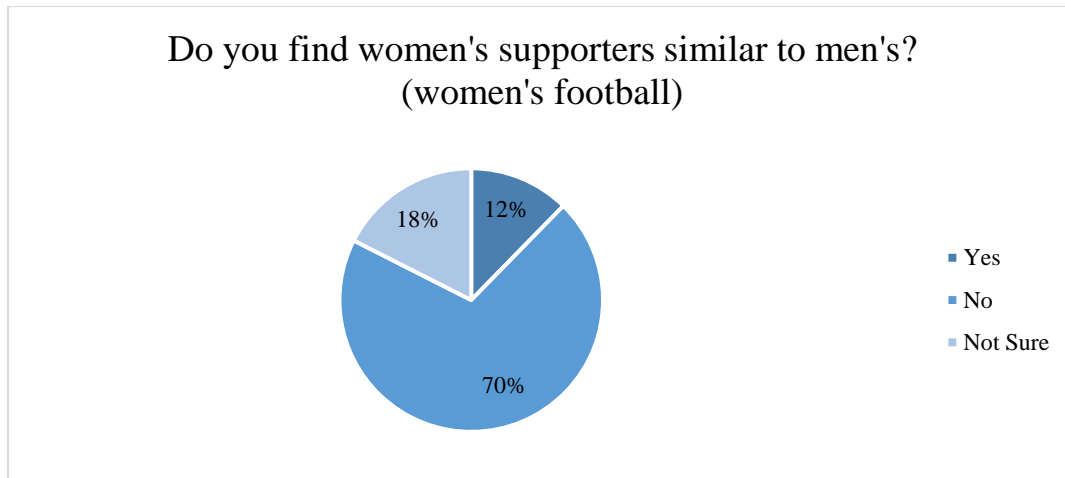


Table 16 – Differences between women’s and men’s football supporters spotted by women’s football fans.

If answered "no", what are those differences?		
Less Aggressive	29	30%
Lower Number	33	34%
More Women	5	5%
Lower Investment and Media	17	18%
Machism	9	9%
Player Related	3	3%

Figure 16 – Differences between women’s and men’s football supporters spotted by women’s football fans.

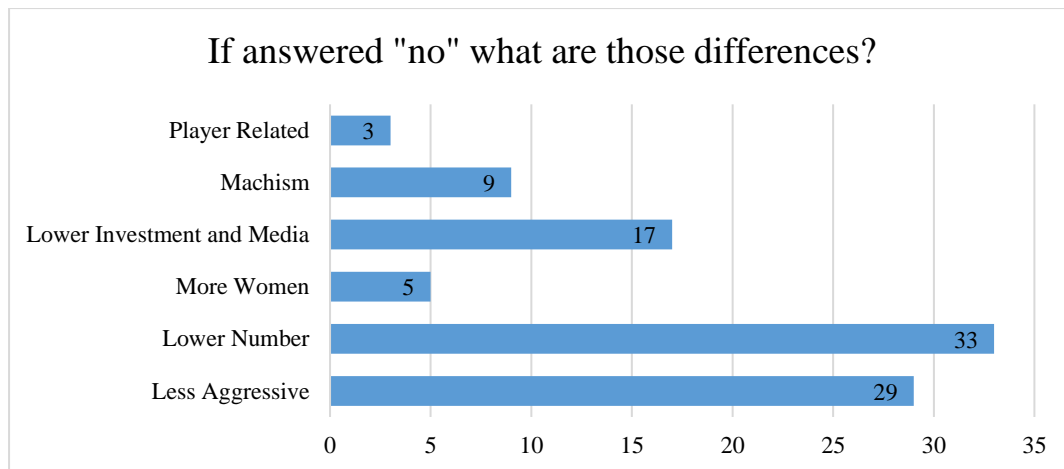


Table 17 – How women’s football fans believe their preferred sport can capitalize its differences to men’s football (possible to select more than one option).

How can women's football capitalize those differences?		
Highlight player's technique	153	36%
Environment within supporters	94	22%
Promoting it as a more tactical alternative	96	22%
Social causes	71	17%
Other	13	3%

Figure 17 – How women’s football fans believe their preferred sport can capitalize its differences to men’s football (possible to select more than one option).

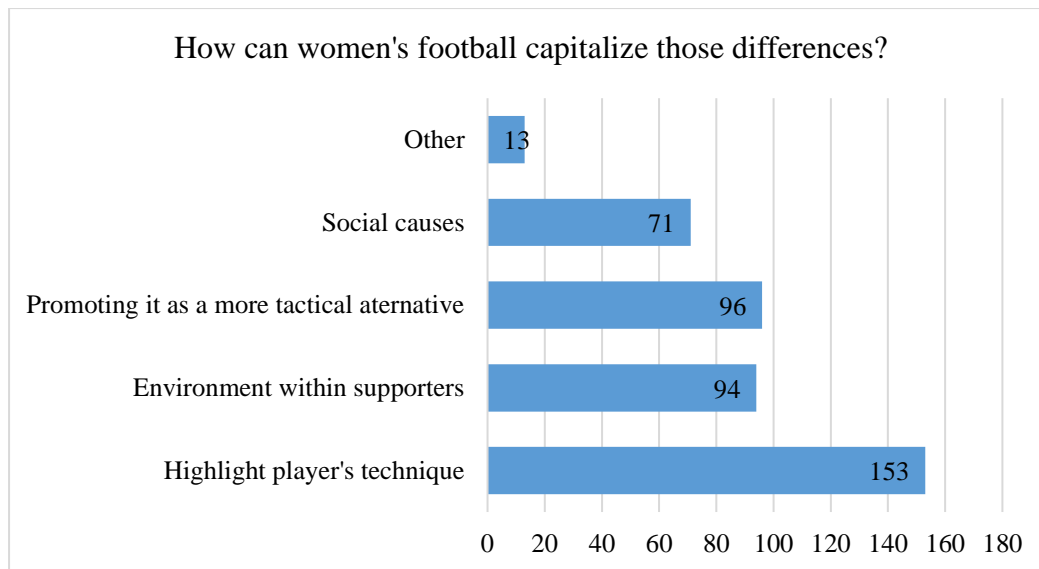


Table 18 – How women’s football fans believe their preferred sport can improve and attract more fans (possible to select more than one option).

How can the sport improve and attract more fans?		
Quality of the game	91	7%
Idols	96	7%
Schedules	57	4%
Price	66	5%
Incentives to families	93	7%
Infrastructures	104	8%
High level competitions	119	9%
Events with athletes	72	6%
Social causes	62	5%
Pre-game and half-time	35	3%
More media	167	13%
Online content	104	8%
Advertise on men's matches	106	8%
Schools and local community	112	9%

Figure 18 – How women’s football fans believe their preferred sport can improve and attract more fans (possible to select more than one option).

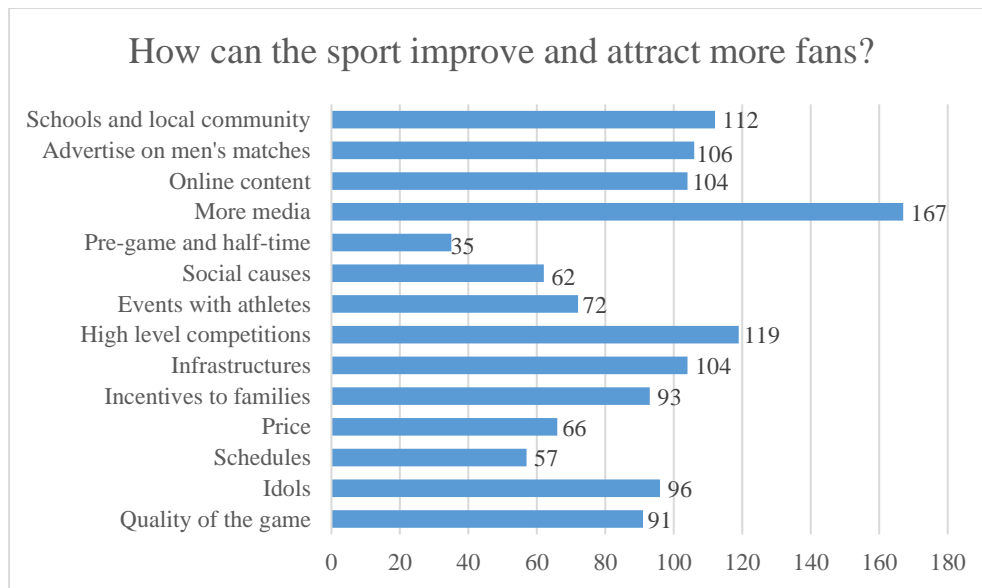


Table 19 – What women’s football fans would like to see implemented to improve their favourite sport in Portugal (possible to select more than one option).

What would you like to see implemented to improve women's football in Portugal?		
More sponsors	133	32%
Investment in infrastructure	115	28%
Grassroot levels development	162	39%
Nothing	2	0,5%
Others	6	1%

Figure 19 – What women’s football fans would like to see implemented to improve their favourite sport in Portugal (possible to select more than one option).

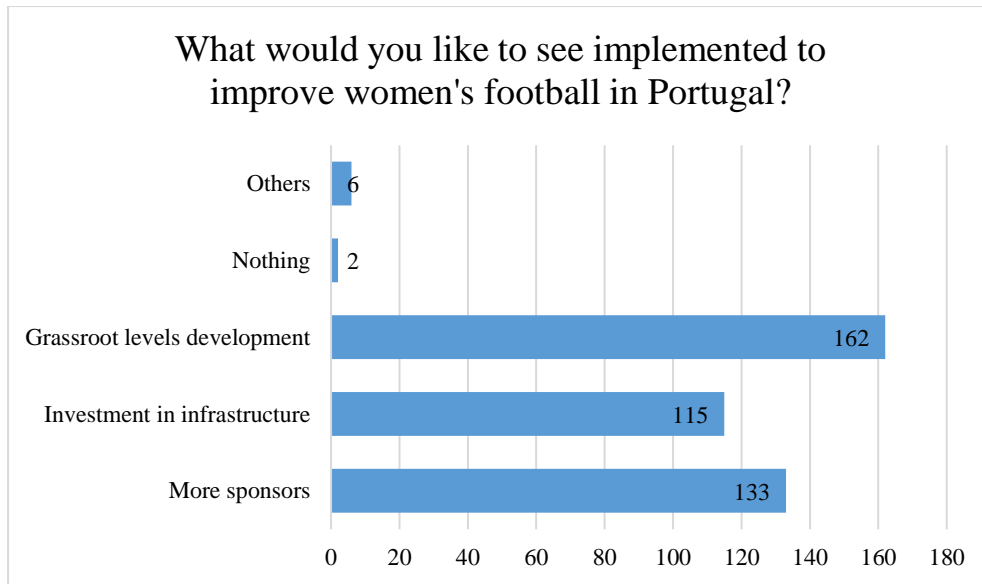


Table 20 – Number and % of women’s football fans who bought any women’s football merchandise item.

Have you ever bought any women's football merchandise?		
Yes	32	15%
No	179	85%

Figure 20 – % of women’s football fans who bought any women’s football merchandise item.

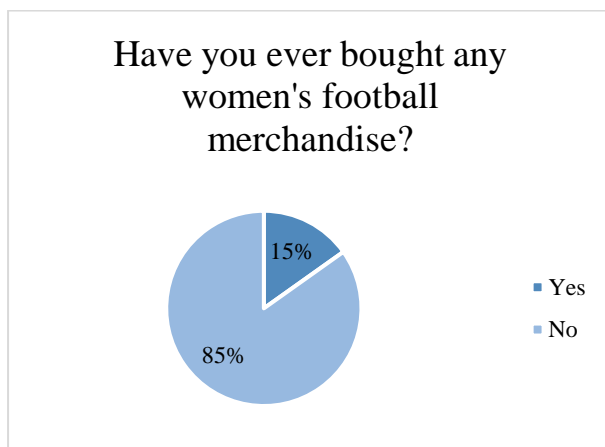


Table 21 – Number and % of women's football fans who bought each merchandise category.

If "yes", which product?		
Matchday Apparel	21	62%
Scarf	6	18%
Casual clothing	3	9%
Others	4	12%

Figure 21 – Number and % of women's football fans who bought each merchandise category.

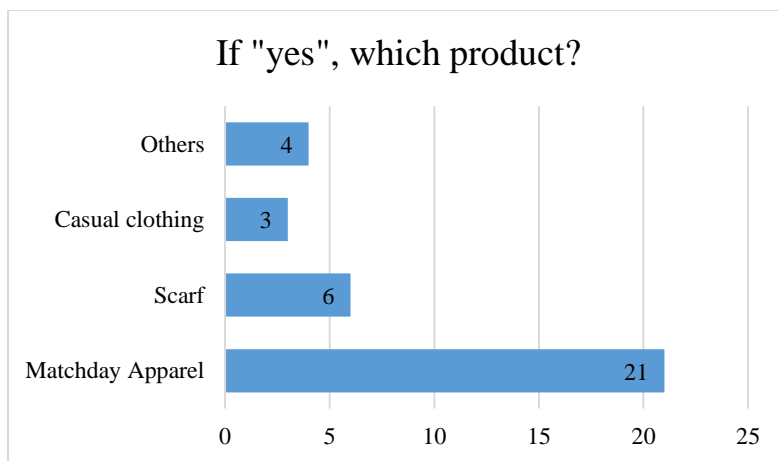


Table 22 – Motivations of each women's football fan to acquire merchandise (possible to select more than one option).

What drives you to acquire merchandise?		
Support team or athlete	169	37%
Product design	81	18%
Price	55	12%
Promotions	37	8%
Exclusivity	32	7%
Sense of belonging	55	12%
Unisex products	25	6%

Figure 22 - Motivations of each women's football fan to acquire merchandise (possible to select more than one option).

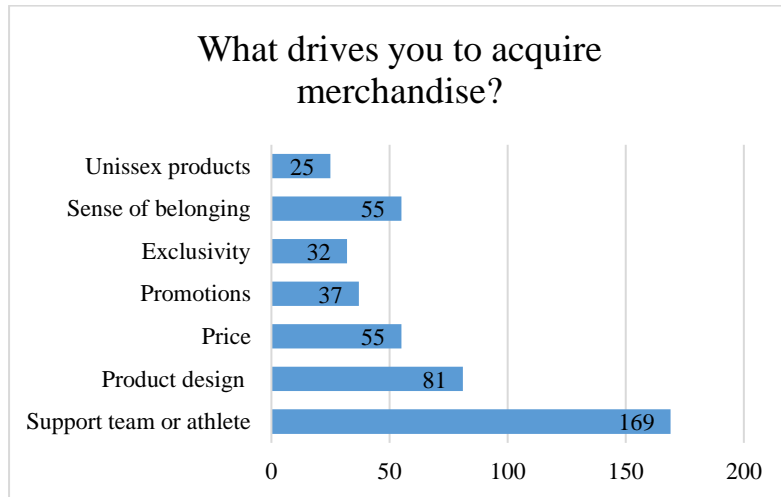


Table 23 – Women's football fans ranking each product category by preference.

Order those products based on preference?	1°	2°	3°	4°	5°	6°	Mean
Casual clothing	52	20	41	39	32	27	3,284
Items for children	14	39	36	41	55	26	3,768
Home decoration	27	17	24	25	29	89	4,322
Personalized products	20	39	69	53	21	9	3,204
Matchday Apparel	87	41	22	22	22	17	2,536
Scarves	40	60	41	21	30	19	2,991

Figure 23 - Women's football fans ranking each product category by preference.

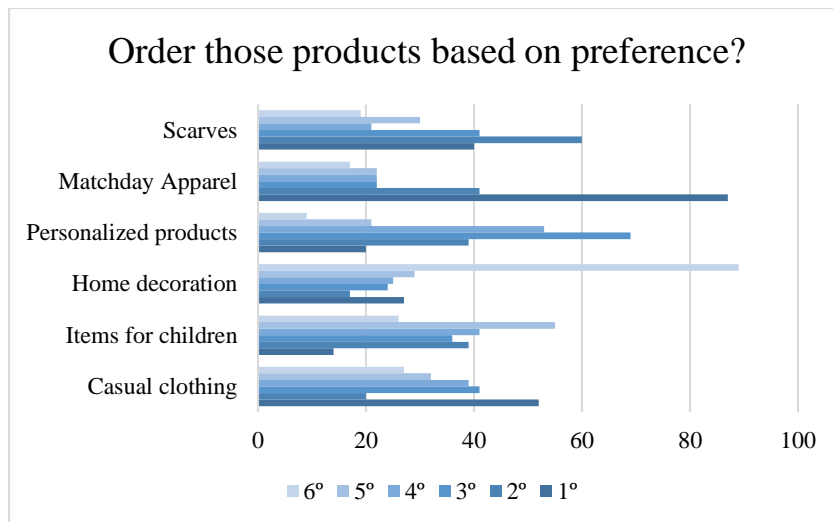
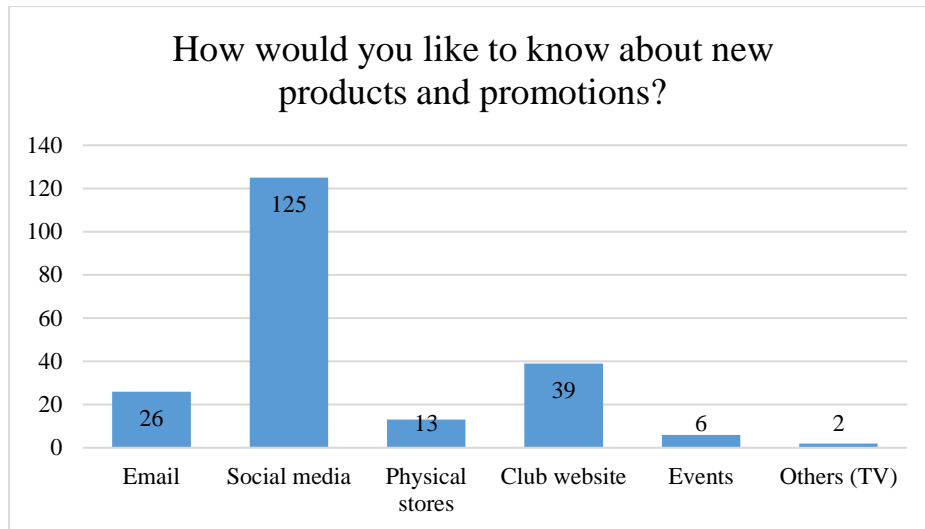


Table 24 – How would women’s football fans like to be informed about new merchandise products and promotions.

How would you like to know about new products and promotions?		
Email	26	12%
Social media	125	59%
Physical stores	13	6%
Club website	39	18%
Events	6	3%
Others (TV)	2	1%

Figure 24 – How would women’s football fans like to be informed about new merchandise products and promotions.



Respondents who do not watch women’s football:

Table 25 – How often do men’s football fans watch men’s football.

How often do you watch men's football (TV or stadium)?		
Once every three months	47	16%
Once a year	17	6%
Once a month	58	20%
Once a week	126	43%
Everyday	45	15%

Figure 25 – How often do men’s football fans watch men’s football.

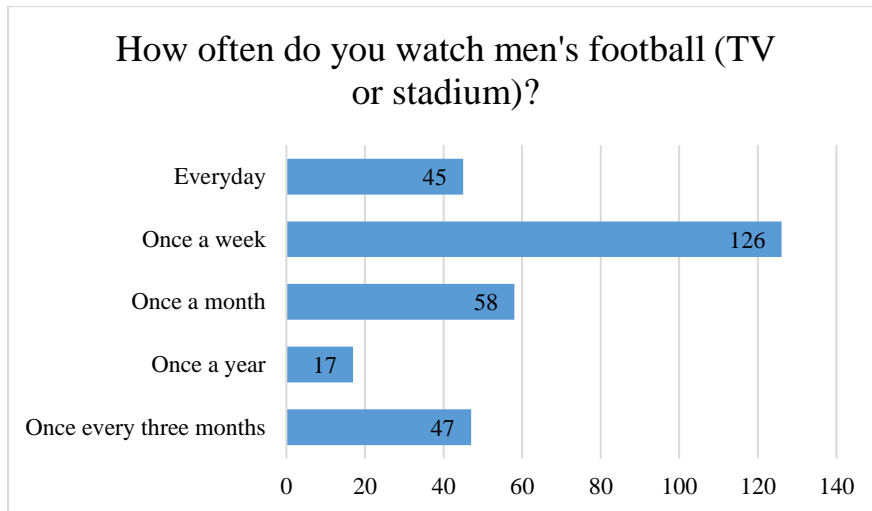


Table 26 – How often do men’s football fans watch men’s football at the stadium.

How often do you watch men’s football at the stadium?		
Once every three months	56	19%
Once a year	117	40%
Once a month	36	12%
Once a week	45	15%
Never	39	13%

Figure 26 – How often do men’s football fans watch men’s football at the stadium.

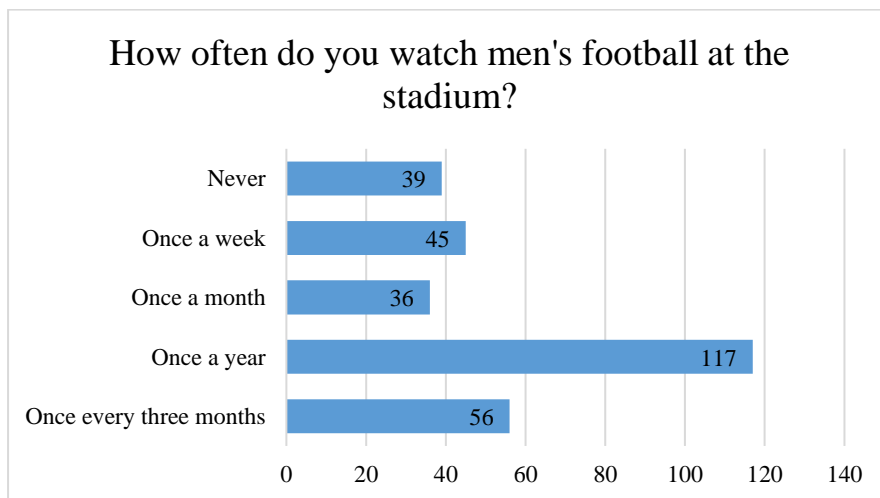


Table 27 and 28 – Top Of Mind words used by men's football supporters to characterize men's football (split into "positive" and "negative" words and grouped into distinct categories regarding their meanings).

Words for men's football			
Positive	666	Negative	134
Growth	32	Game	6
Game	247	Industry	63
Psychological	209	Environment	65
Players and Clubs	89		
Environment	89		

Figures 27 and 28 – Positive and Negative, respectively, Top Of Mind words provided by men's football fans to characterize men's football (grouped into distinct categories regarding their meanings) (%).

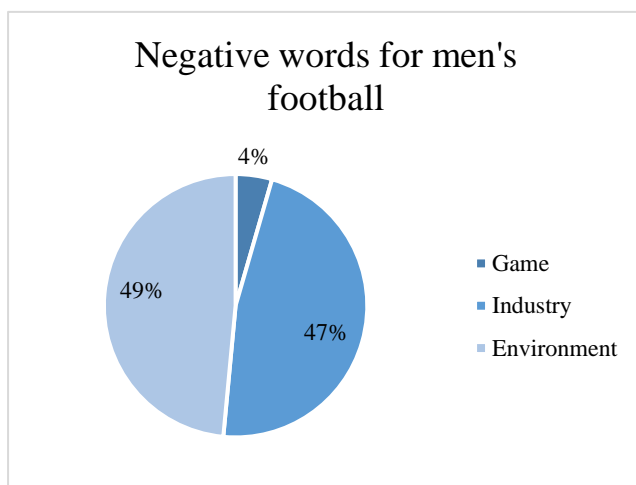
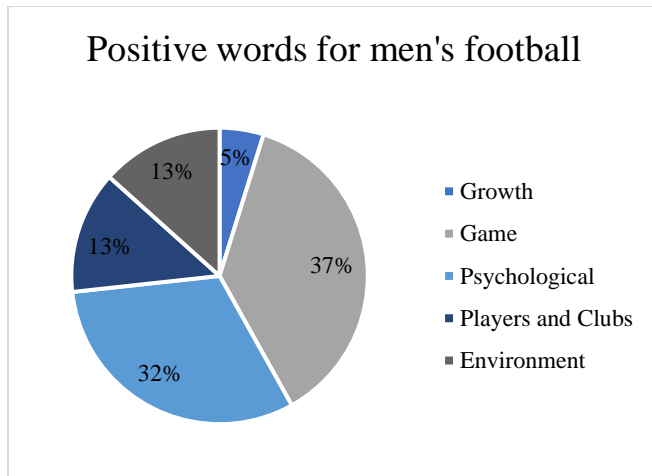


Table 29 and 30 – Top Of Mind words used by men’s football supporters to characterize women’s football (split into “positive” and “negative” words and grouped into distinct categories regarding their meanings).

Words for women's football			
Positive	418	Negative	277
Growth	37	Game	120
Game	179	Industry	10

Psychological	146	Environment	33
Players and Clubs	12	Lack of promotion/resources	114
Social causes	30		
Environment	14		

Figures 29 and 30 – Positive and Negative, respectively, Top Of Mind words provided by men's football fans to characterize women's football (grouped into distinct categories regarding their meanings) (%).

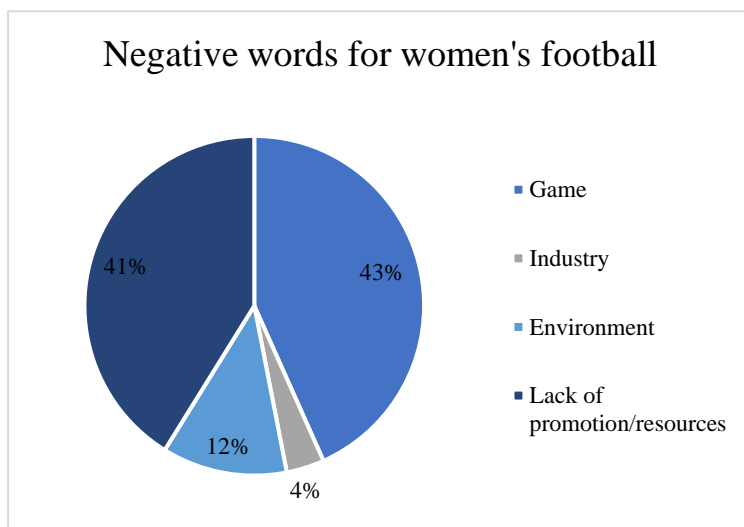
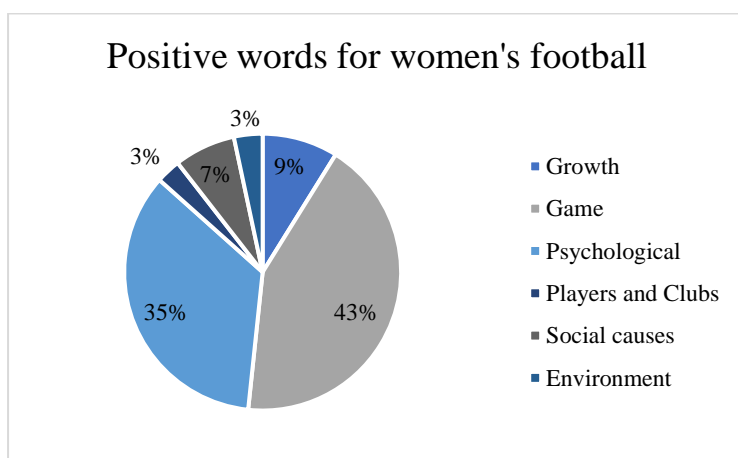


Table 31 – Ranking of men's football supporters' reasons to prefer the men's game to the women's.

Why do you prefer men's football over women's (order)?	1st	2nd	3rd
Game and competition	117	47	69
Investment, media, visibility	6	83	146
History, tradition and rivalries	2	163	78

Figure 31 – Ranking of men’s football supporters’ reasons to prefer the men’s game to the women’s.

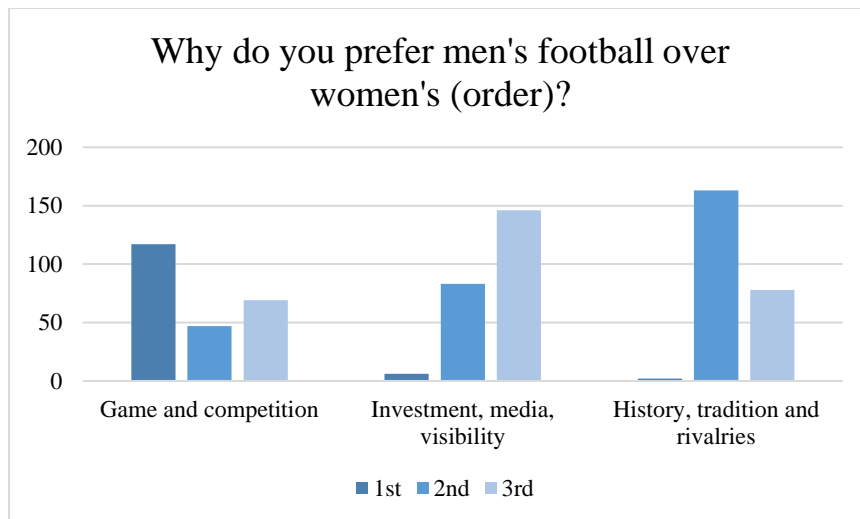


Table 32 – Extra reasons for men’s football supporters to prefer the men’s game to the women’s.

Are there other reasons?		
Tradition / habit	18	25%
Quality (FM > FF)	29	41%
Lack of investment/visibility	17	24%
Lack of Supply	7	10%

Figure 32 – Extra reasons for men’s football supporters to prefer the men’s game to the women’s (%).

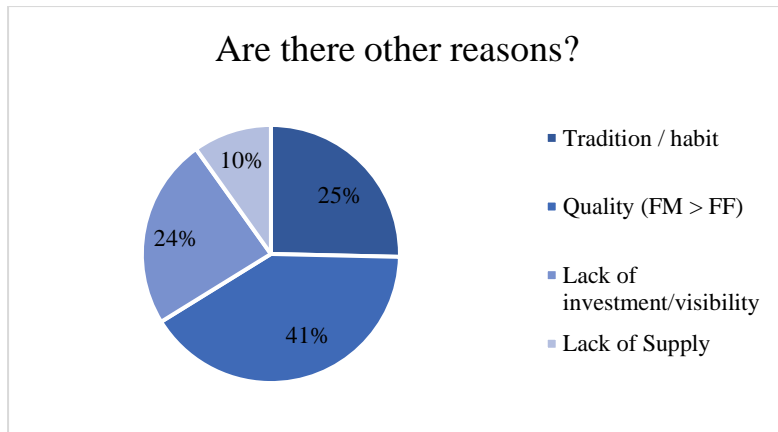


Table 33 – Do men’s football fans perceive themselves as similar to women’s (if they do not perceive any major differences).

Do you find women's football fans similar to men's?		
Yes	21	7%
No	178	61%
Not sure	94	32%

Figure 33 – Do men’s football fans perceive themselves as similar to women’s (if they do not perceive any major differences) (%).

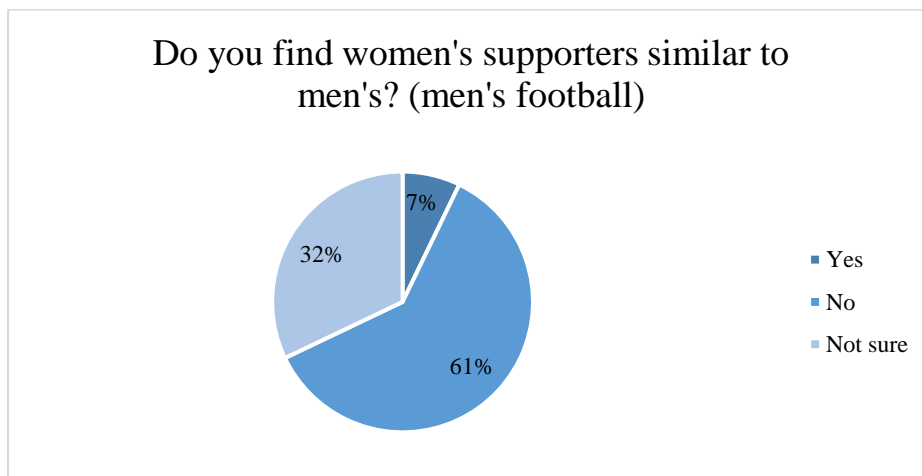


Table 34 – What are those distinctions, for those who spotted differences (possible to select more than one option).

If answered "no", what are those differences?		
Less Aggressive	25	22%
Lower Number	56	49%
More Women	11	10%
Lower Investment	19	17%
Machism	1	1%
Player Related	2	2%

Figure 34 – What are those distinctions, for those who spotted differences (possible to select more than one option).

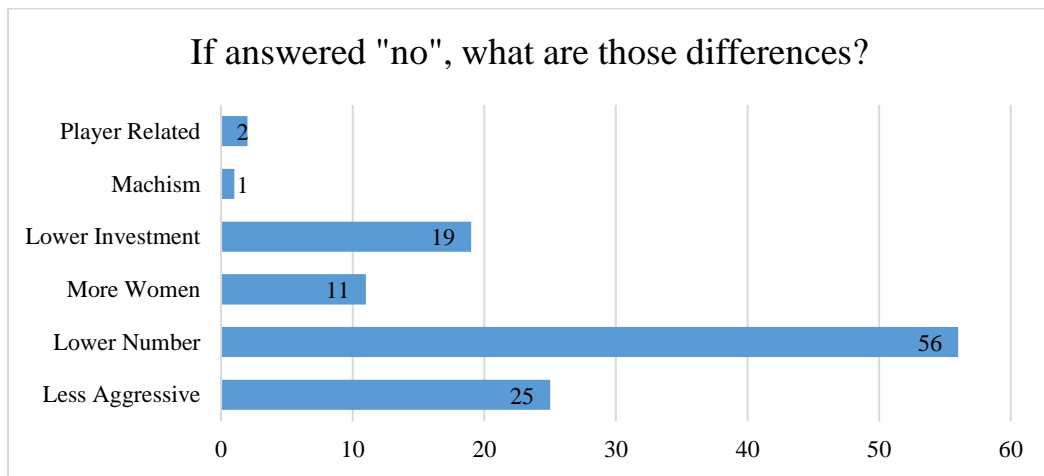


Table 35 – How do men’s football fans believe women’s football can capitalize the differences between the two sports (possible to select more than one option).

How can women's football capitalize those differences?		
Highlight player's technique	164	35%
Environment within supporters	113	24%
Promoting it as a more tactical alternative	112	24%
Social causes	60	13%
Other	20	4%

Figure 35 – How do men’s football fans believe women’s football can capitalize the differences between the two sports (possible to select more than one option).

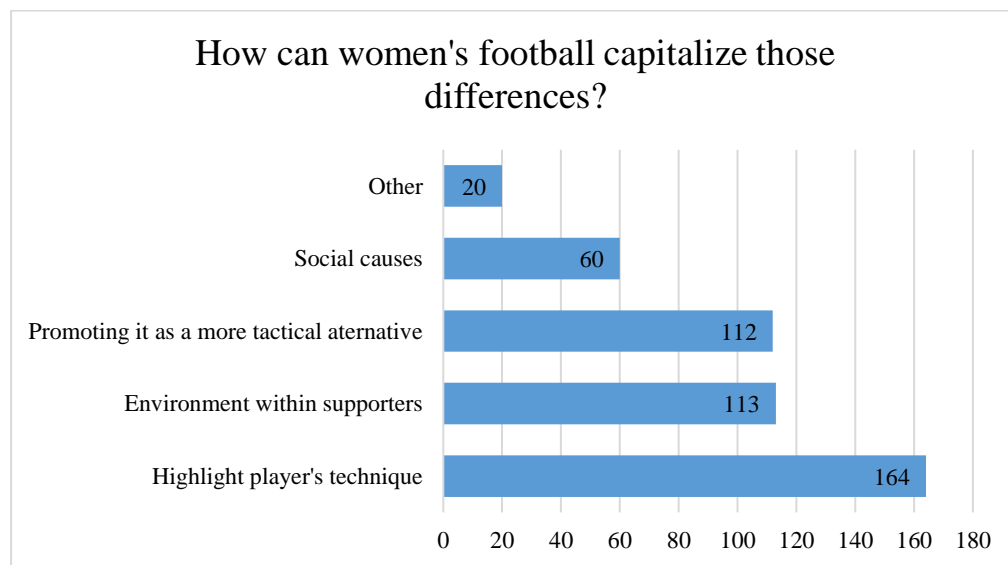


Table 36 – Do men's football fans believe that women’s football should be a priority for Portuguese football institutions.

Should women's football development be a priority for Portuguese football institutions?		
No	61	21%
Yes	198	68%
Not sure	33	11%

Figure 36 – Do men's football fans believe that women’s football should be a priority for Portuguese football institutions (%).

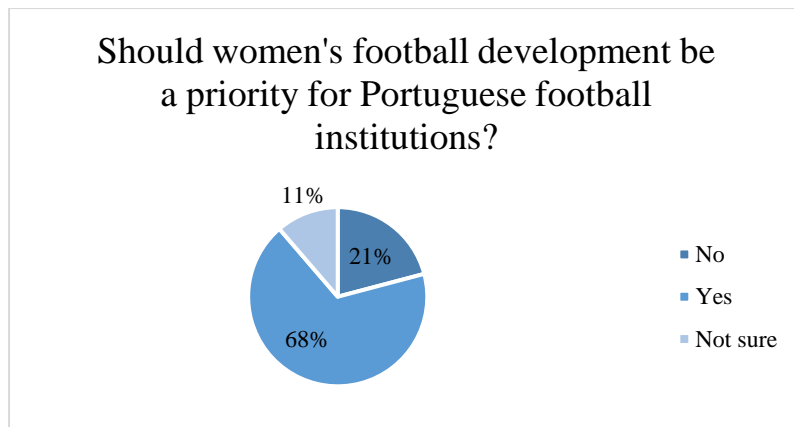


Table 37 – What changes would lead men’s football supporters to watch women’s football games (possible to select more than one option).

What changes could lead you to watch women's football games?		
Quality of the game	145	12%
Idols	80	6%
Schedules	49	4%
Price	54	4%
Incentives to families	58	5%
Infrastructures	62	5%
High level competitions	183	15%
Events with athletes	35	3%
Social causes sensibilization campaigns	85	7%
Pre-game, post-game and half-time activities	18	1%
More media	185	15%
Online content	84	7%
Advertise on men's matches	103	8%
Schools and local community	57	5%
Friends and family's recommendations	45	4%

Figure 37 – What changes would lead men’s football supporters to watch women’s football games (possible to select more than one option).

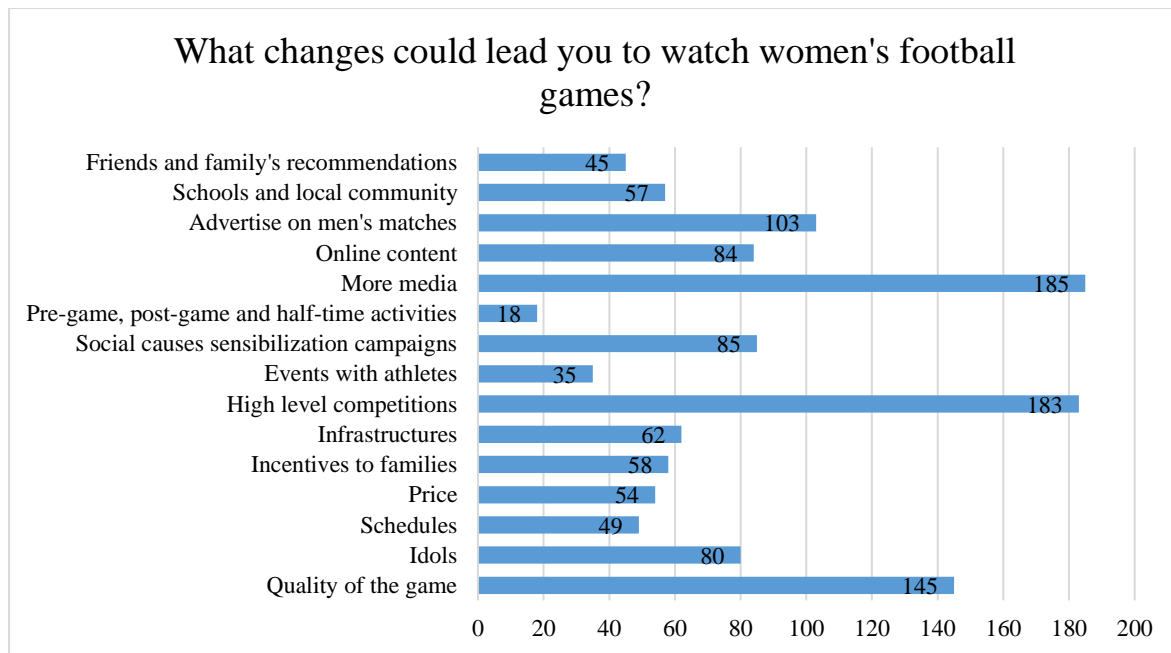


Table 38 – What men's football fans would like to see implemented to improve women’s football in Portugal (possible to select more than one option).

What would you like to see implemented to improve women's football in Portugal?		
More sponsors	135	29%
Investment in infrastructure	85	18%
Grassroot levels development	210	45%
Nothing	25	5%
Others	8	2%

Figure 38 – What men's football fans would like to see implemented to improve women’s football in Portugal (possible to select more than one option).

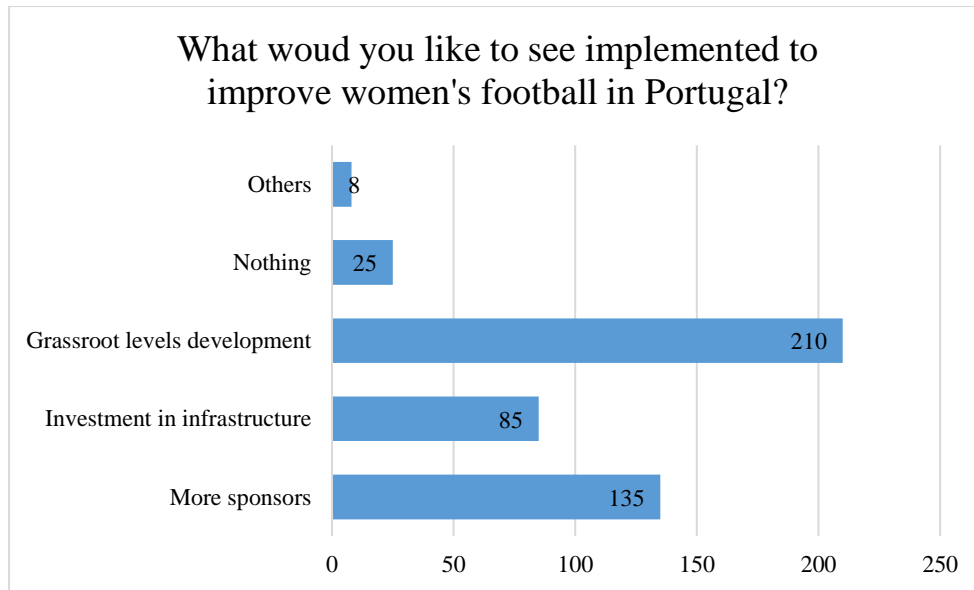


Table 39 – What women's football content would men’s football fans like to consume (possible to select more than one option).

What women's football content would you like to watch?		
Short Videos (with players and coaches)	134	26%
Highlights	100	20%
Interviews and Inspiring Stories	101	20%
Tactical Analysis	77	15%
Documentaries	66	13%
None	28	6%

Figure 39 – What women's football content would men’s football fans like to consume (possible to select more than one option).

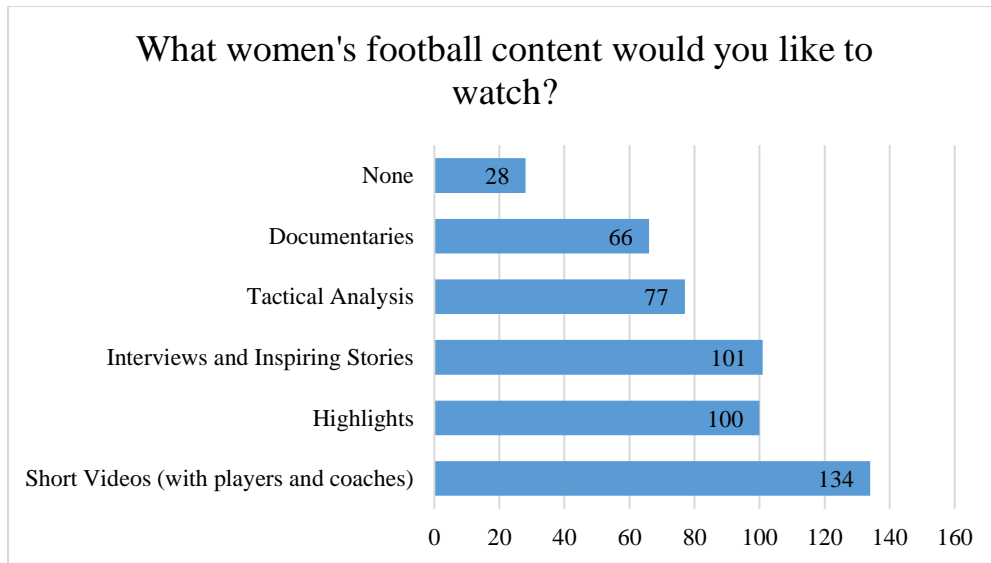


Table 40 – Men’s football supporters who bought any women’s football merchandise items.

Have you ever bought any men's football merchandise?		
Yes	229	78%
No	64	22%

Figure 40 – Men’s football supporters who bought any merchandise items (%).

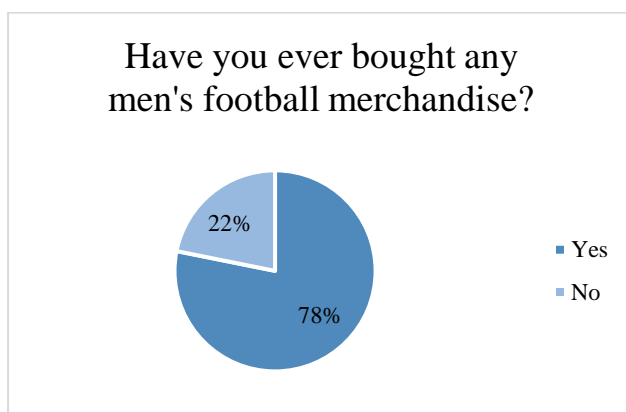


Table 41 – Which category of items have men’s football fans bought (possible to select more than one option).

If "yes", which products?		
Matchday Apparel	179	52%
Scarf	95	27%
Casual clothing	33	10%
Others	39	11%

Figure 41 – Which category of items have men’s football fans bought (possible to select more than one option).

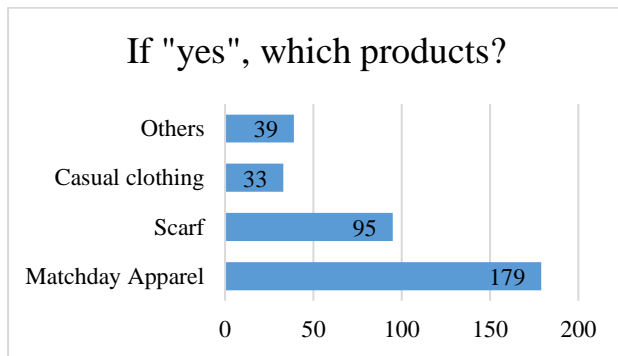


Table 42 – What drives men’s football fans to acquire merchandise (possible to select more than one option).

What drives you to acquire merchandise?		
Support team or athlete	223	39%
Product Design	84	15%
Price	45	8%
Promotions	48	8%
Exclusivity	21	4%
Sense of belonging	136	24%
Unisex products	12	2%

Figure 42 – What drives men’s football fans to acquire merchandise (possible to select more than one option).

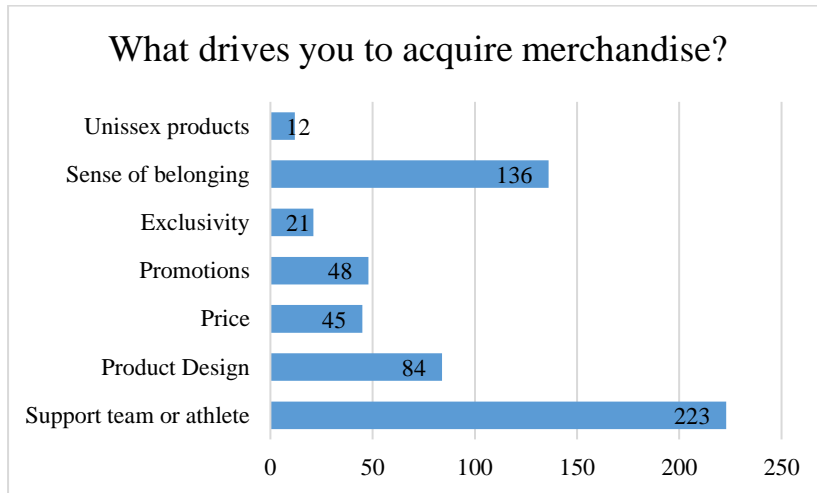


Table 43 – Men’s football fans who bought any item of women’s football merchandise.

Have you ever bought any women's football merchandise?		
No	289	99%
Yes	4	1%

Figure 43 – Men’s football fans who bought any item of women’s football merchandise (%).

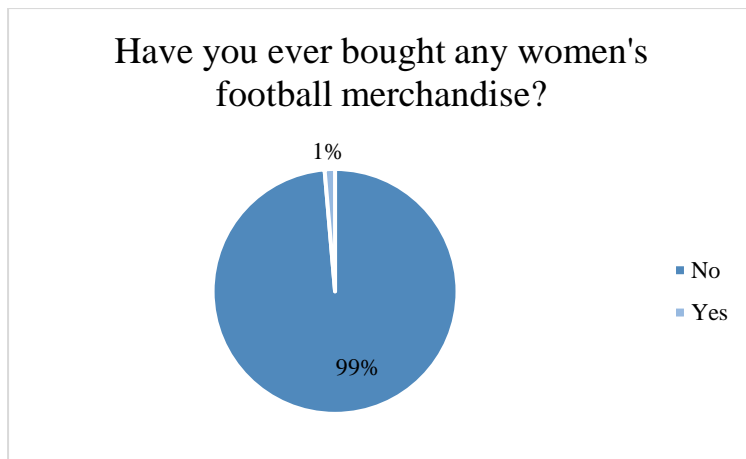


Table 44 – Men’s football fans who would consider buying women’s football merchandise in the future.

If "no", would you consider it in the future?		
No	124	53%
Maybe	8	4%
Yes	101	43%

Figure 44 – Men’s football fans who would consider buying women’s football merchandise in the future (%).

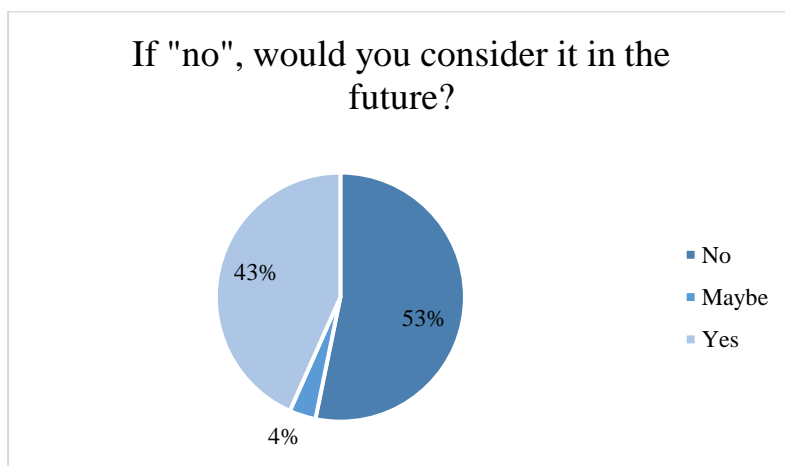
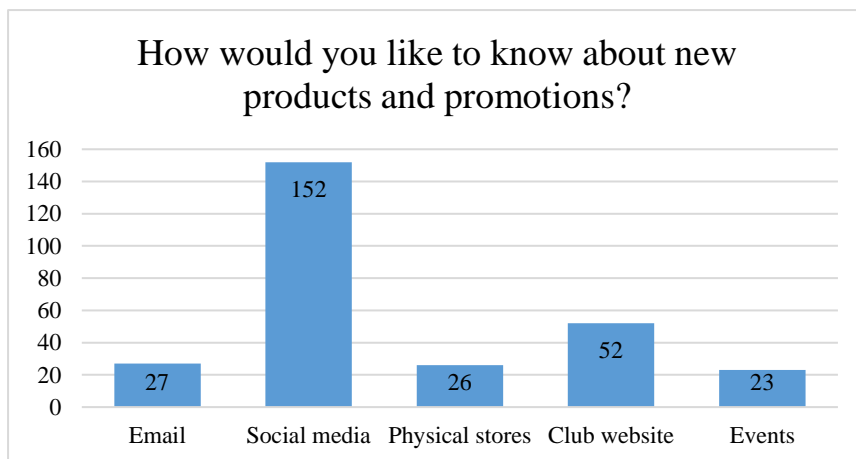


Table 45 – How men’s football fans would like to know about new merchandise products and promotions.

How would you like to know about products and promotions?		
Email	27	10%
Social media	152	54%
Physical stores	26	9%
Club website	52	19%
Events	23	8%

Figure 45 – How men’s football fans would like to know about new merchandise products and promotions.



Demographic answers:

Table 46 – Age of all respondents.

Age General	Count of Age General	
< 18	23	4%
>65	12	2%
18-24	281	45%
25-34	45	7%
35-44	63	10%
45-54	128	21%
55-65	68	11%

Figure 46 – Age of all respondents.

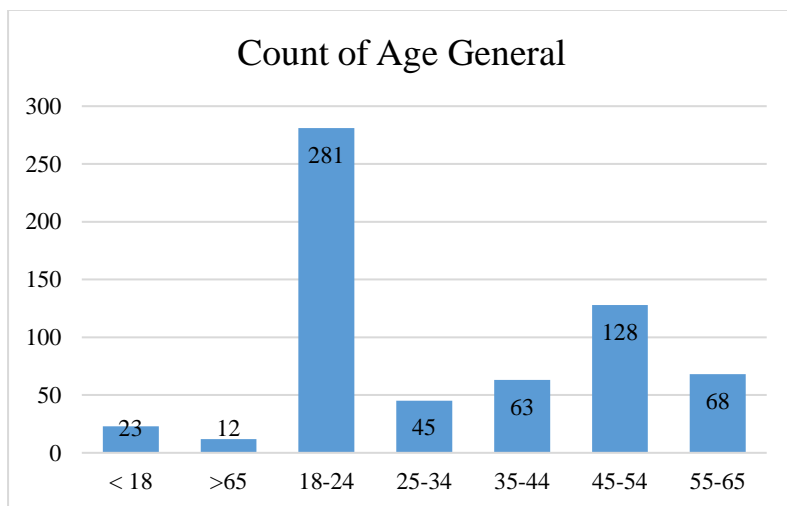


Table 47 – Gender of all respondents.

Gender General	Count of Gender General	
Feminine	370	60%
Masculine	249	40%
Other	1	0,2%

Figure 47 – Gender of all respondents.

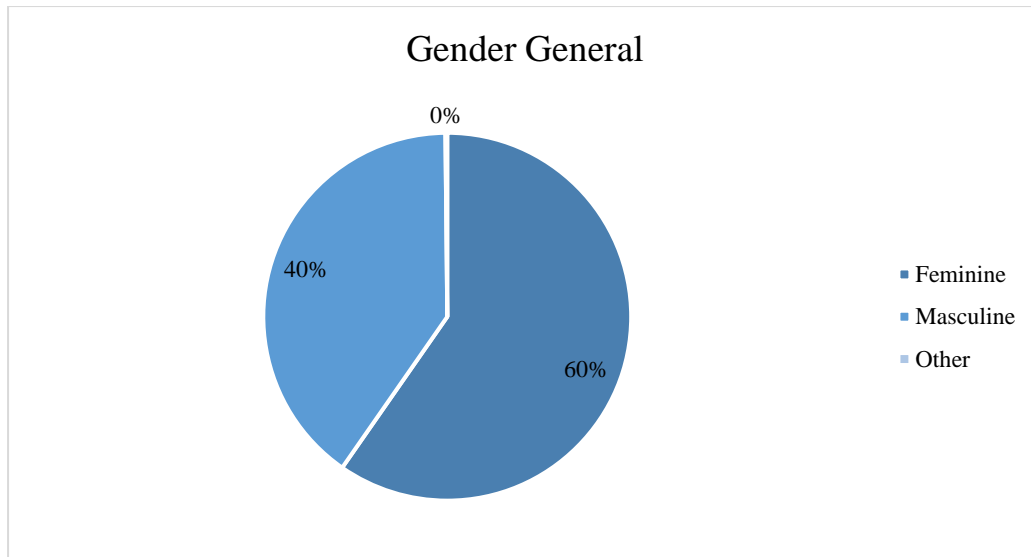


Table 48 – Education level of all respondents.

Education Level General	Count of Education Level General	
9th grade	18	3%
12th grade	150	24%
Bachelor's	298	48%
Master's	96	15%
Postgraduate	52	8%
PHD	6	1%

Figure 48 – Education level of all respondents.

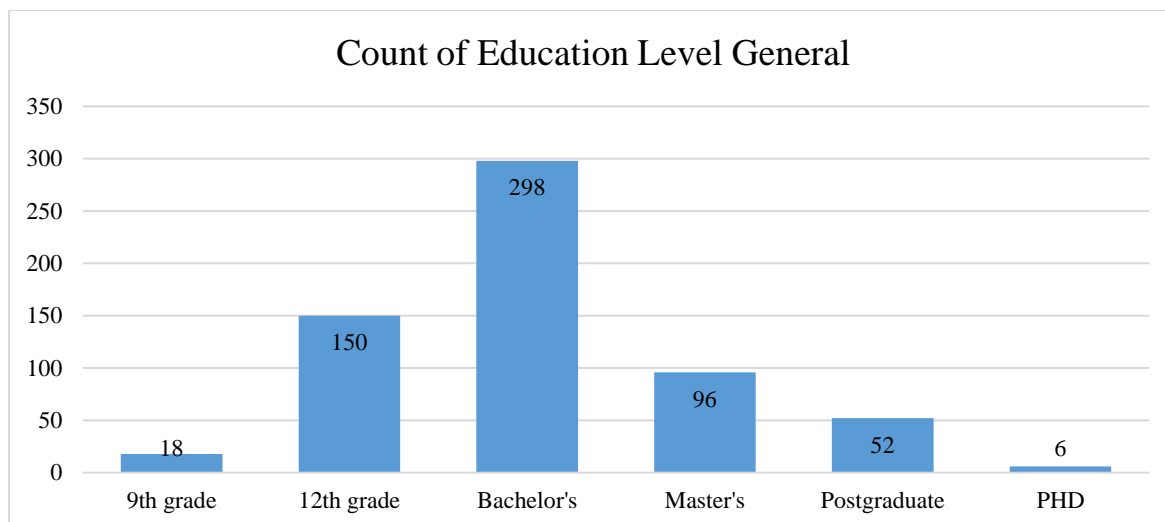
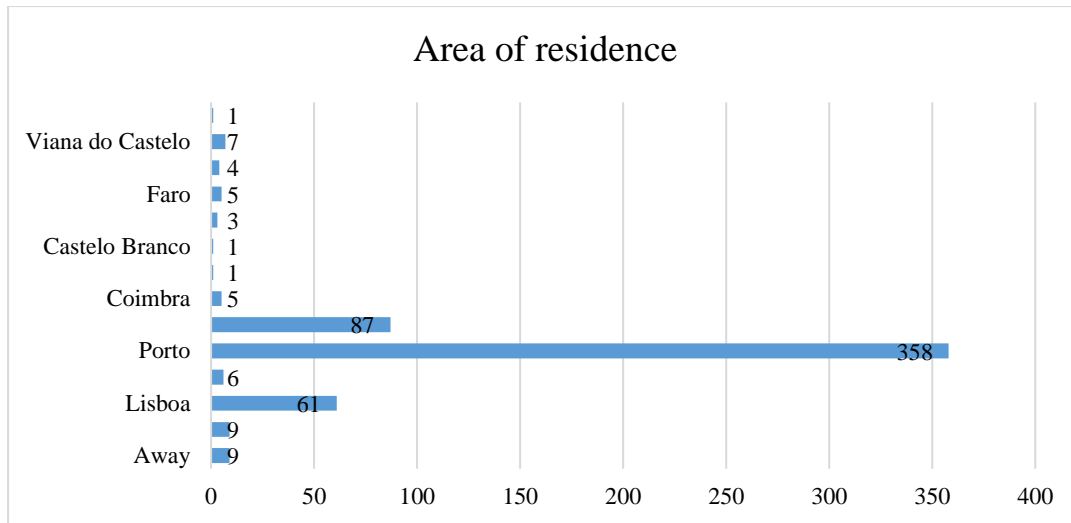


Table 49 – Area of residence of all respondents.

Area of residence		
Away	9	2%
Aveiro	9	2%
Lisboa	61	11%
Setúbal	6	1%
Porto	358	64%
Braga	87	16%
Coimbra	5	1%
Vila Real	1	0,2%
Castelo Branco	1	0,2%
Santarém	3	1%
Faro	5	1%
Leiria	4	1%
Viana do Castelo	7	1%
Viseu	1	0,2%

Figure 49 – Area of residence of all respondents.



Segmentation Targeting and Positioning

Appendix 15 - Variables defining segments by Gupta (2019) and the variables used by the team

Geographic	Country, region, city, urban/rural, climate
Demographics	Age, income, gender, generation, marital status, family size, occupation, education, ethnicity, religion
Psychographics	Lifestyle, personality, activities, interests, opinions,
Behavioral	Usage rate, loyalty, product knowledge, involvement, purchase occasion, buying stage
Benefit Sought	Convenience, value, safety, status

Variables that define segments (Gupta 2019)

Demographics	Age
Behavioral	Usage rate, loyalty, product knowledge, involvement, purchase occasion, buying stage
Pleasure	Reflects the hedonic value obtained from the sporting item
Centrality	The role the sports object plays in the life of the fan

Sign	Assess the symbolic value of the sports object in relation to the individual’s self-image
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Variables used to define segments by the team

Temporal implementation plan

Appendix 16 – Temporal implementation plan

		Timeline			
		1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Social Media	Cooperation mens-womens teams				
	Interactive fan engagement live sessions				
	Establish a timeline to guarantee consistency				
	Development of a podcast				
	Create tiktok				
	Increase their participation on twitter page				
	Film things in community initiatives				
	Create webpage				
Sponsorship	Sponsorship on the website				
	AMCO financial literacy workshop				
	ABB and DACOP and town hall conversations about the renovation of the stadium				
	Impulse health challenges - receive rewards such as free tickets, merchandise and meet and greet				
	Fitness challenges - 1 free class at the gym				
	Leica gives 1 camera				
	Leica gives 1 workshop				
	Leica logo on the equipment				
	Players using leicas camera to take pictures				
	Leica takes pictures that are printed with leica logo				
	Continental tree-planting campaigns				
	Free tickets every month to a customer changing tires with them				
	Giveaway for free tire changing				
	Sponsors day				
	Local band perform every game				
A camionete, a street food outside the stadium					
Annual womens football festival					
Merchandise	Create women's football merchandise (matchday apparel and scarves)				

	Develop online store and link through social media				
Psychological, Physiological Considerations	Sport psychologists				
	Showcase success stories				
	Form Coaches				
Technology	Create webpage				
	Digital surveys: QR code, email				
	Collect data in community events				
	Collect demographic data in games				
Youth Development	Partnerships with schools				
	Career Coach				
	Form Youth Development Coaches				
	Enter the field together with the senior team on senior games				
Others	Promote women's team during men's games				
	Give free tickets for those who watch 3 matches of the women's team				
	Acknowledge those who watch women's football in the Gala				

Cost analysis

Appendix 17 – Cost analysis specific to each recommendation

Social Media	Cost (€)	Details
Cooperation men-women teams	0	
Interactive fan engagement live sessions	12	Lavalier microphone
Establish timeline to guarantee consistency	0	
Development of a podcast	95,35 or 20-100	Microphones + Interface + Headphones or rent a studio (per hour)
Create TikTok account	0	
Increase their participation on Twitter account	0	
Create Webpage on website	300	

Create content at community initiatives	288	Extra hours (€6*4 hours*12 months) based on €1100 salary
Sponsors		
Sponsors on the website	0	It is included in the creation of the website
AMCO financial literacy workshop	2	Transportation costs
ABB & DACOP & Town hall conversations about renovations	0	
Impulse health challenges with rewards (free tickets, merch...)	455	Opportunity costs: tickets ((€5+€5)*5months) + merchandise (€6*5months+€65*5months)
Fitness challenges with reward (one free class at the gym)	0	
Leica gives away one camera	0	
Leica gives one workshop	0,5	Transportation costs
Leica logo on equipment	0	
Printing of pictures with Leica's logo	0	
Continental tree-planting campaigns	0	
Free tickets every month for customers using Continental's services	100	(€5+€5)*2 people*5 months (half a season)
Continental giveaway for free tire changing service	0	
Sponsors day event	0	
Local band performance at every game	From 300	€150*2hours*number of games
Street food outside the stadium	0	
Annual women's football festival	0	
Merchandise		
Creation and production of equipment and scarves	960	Scarves (€1*150) + Jerseys (€10,80*75)
Outside our scope		
Sport Psychologist	1.140	Based on average salary per month

Showcase success stories	0	
Instruction of coaches	80	Based on benchmark
Technology		
Digital surveys (to collect data) – QR codes or email	7	Specific type of paper to print
In person surveys (to collect data)– at community events	0	
Youth leagues		
Partnerships with schools	0	
Career coach	1.140 or 50	Based on average salary per month or per session (could be the same person as the sports psychologist to save costs)
Integration of young and senior players	0	
Others		
Promote women's team during men's game	0	
Give away free tickets to those who have watched 3+ matches	505	Opportunity cost: tickets (€5+€5)*2people*50
Acknowledge women's football fans at the Gala	0	
Total	16.789,5	

Notes:

- Value of creating a webpage within the website was given by a profession of the industry
- Transportation costs were calculated taking into account the kilometers and toll fees
- Scarves were considered to have a production cost of €1, and jerseys €10,80 - values given by professionals within the industry

Key Performance Indicators

Appendix 18 - A better understanding of each KPI

Football Youth Development

- Number of players under the senior team: Count of players who progress through the teams within the youth development structure, finally arriving at the senior team.
- Senior engagement growth rate: Measures the percentage growth in connections between the senior team and younger teams. Higher rates signify closer ties between different women's teams across the club, creating a more unified atmosphere.

Technologies

- Webpage traffic: number of webpage visitors, including unique visitors. A rise in this suggests more awareness and interest in the women's team.
- Fan contacts detail: Compilation of detailed information for each fan that interacts with the women's team. By compiling thorough information, a more specific audience profile can be created, which will be useful for customizing strategies in the future.

Social media

- Number of followers: increase in following on the different social channels. A rising number indicates a expanding fanbase, which may be translated into higher attendance and support.
- Engagement rate: measure the number of interactions and interest from fans through track of likes, comments and shares. A rising number signals growing interest and involvement, which may be translated into higher attendance.

- Effectiveness of new content platforms: Assess views, likes and shares on new content platforms. Understand if the investment in new platforms results in improved exposure and consequent attendance.

Sponsorship

- Sponsors Generated Attendance Uplift: track attendance numbers during games with sponsor activations, providing insights into the success of specific sponsor activities and programs in successfully increasing attendance.
- Social media engagement: measures the increase in followers and engagement following sponsor campaigns and activities. An increase relates to a growing interest in the team and its sponsors.

Merchandise

- Number of online sales: Total count of merchandise items sold through the online store.
- Number of physical sales: Total count of merchandise items sold through physical channels.
- Conversion rate: Measure the percentage of website visitors who buy online.

Psychological

- Ratio between counselor and players: assess the level of individualized support and guidance provided to players, comparing the number of players to the number of counselors. A lower rate indicates a more personalized attention.
- Count of Player Success Testimonials Post-Counseling: measures the number of player success stories and testimonies about how their performance and overall well-being improved, because of working with counselors.

Others

- Cross-attendance rate: The proportion of spectators that attend men's games who also go to women's games.

General

- Incremental attendance: The increase in women's game attendance resulting from all the recommendations.

16. Individual Reports

Student Name	Program	Individual Title
Afonso Miguel Fortunato Martins Gonçalves	Management	How to increase FC Famalicão women's football stadium attendance? - The impact of Merchandise
Catarina Ferro Santos	Management	How to increase FC Famalicão women's football stadium attendance? - The impact of Sponsorship
Catarina Padilha Taborda Morais Gonçalves	Management	How to increase FC Famalicão women's football stadium attendance? - A Comprehensive Analysis of Psychological, Physiological, and Regulatory Considerations in women's Football
Clara de Assis Maia da Cunha Guimarães	Management	How to increase FC Famalicão women's football stadium attendance? - The impact of Social Media

A Work Project presented as part of the requirements for the award of a Master's degree

in Management from NOVA SBE.

**HOW TO INCREASE FC FAMALICÃO WOMEN'S FOOTBALL STADIUM
ATTENDANCE?**

The impact of Social Media

Clara de Assis Maia da Cunha Guimarães

54414

Work project carried out under the supervision of:

Pedro Brinca

17-12-2023

Lit Review

Social Media in Sports

In October 2023, the number of people using the internet worldwide was 5.3 billion, representing 65,7% of the total population. 61,4% of the world's population, or 4.95 billion individuals, used social media (Statista, Number of internet and social media users worldwide as of October 2023 2023). Social media can be defined as a platform that enables individuals to use the Internet to exchange and receive information with one another (Nations 2017). One of the primary appeals of fandom for sports fans is the sense of community that it fosters, and a sense of connection that is frequently formed between the team and supporters (Parry 2014). Social media and digital channels have made communication practices more widespread and opened new virtual places where individuals can engage and connect with brands and each other directly. Due to the COVID-19 pandemic, clubs were able to access new audiences, interact with their current audience in novel ways, and even promote increased physical activity through the use of online platforms (Hayes 2020) (Davis 2020) (Mastromartino 2020). Fans prefer using social media for updates and live-streaming matches, creating a direct link where none previously existed (Appendix 1 and 2). Social media stages empower and promote a participatory culture and feeling of groupism, fostering a feeling of unity (Elliott 2014). Before the internet and social media, there was a lack of interaction and a sense of community among fans due to factors like pricey tickets, geographic restrictions, or broadcasting problems. However, these obstacles have been removed, guaranteeing that supporters won't miss any kind of communication from football teams (Cave 2015). Every social media platform is perceived as having some significance, whether it be for live rants on Twitter, comments and thoughts on Facebook, live footage, and player images on Instagram, or post-match movies and bloopers on YouTube (Laird 2013). Nowadays, sports fans of all ages use social media platforms to access

content such as Facebook, YouTube, Instagram, and Twitter. On Twitter, there is a trending subject relating to sports everyday (Greenfly n.d.). Also, the excitement surrounding athletes and teams in digital and social media can increase ticket and merchandise sales, and increase participation, particularly when sponsorship is involved (Greenfly n.d.). The website of any sport is an essential part of their communication with the fans. According to Hur, Ko, and Valacich, (Hur, Motivation and concerns for online sportconsumption. Journal of Sport Management 2007) sports organizations, in particular, frequently use websites about sports as a marketplace to provide customers with a variety of services and extra fun. Websites for sports teams tend to be more useful and interactive than other types of websites. For instance, users can converse with gamers, purchase goods and merchandise under license, and watch video clips. Additionally, news and player statistics are common information-consuming components on sports websites (Gonzalez 2015). Since these sports websites are also businesses, the caliber of the services they offer can usually result in new revenue streams, assistance with branding and customer loyalty, and enhancement of the organizations' worth and reputation (McClung 2012) (Hur, A structural model of the relationships between sport website quality, e-satisfaction, and e-loyalty 2011).

Social media in football

In terms of football, with the introduction of social media, most football teams have changed to reflect their growing awareness of its significance. Some of these changes include installing Wi-Fi in stadiums, developing material specifically for the internet, with online content, holding challenges and contests, and giving supporters a voice in decisions made about the club (Cave 2015). It recognizes the influence of social media on fostering a more intimate relationship between supporters, athletes, and teams, and raising engagement (Malerk 2012), and with that, we could increase the stadium attendance of any club. The Liverpool Football Club (LFC) was the subject of an empirical study by Parganos and Anagnostopoulos (Parganos e

Anagnostopoulos 2015), that showed how social media was utilized to increase brand awareness and build relationships with both local and international fans. It was discovered that LFC used the fervour that supporters had for the team to their advantage by using well-crafted posts to communicate with them on social media. It was also discovered that social media can have a direct impact on financial gains by drawing sponsors and business partners who wish to connect with the LFC fanbase, as well as an indirect impact through long-term relationships with supporters. Ultimately, the study's findings demonstrated the value of using social media analytics to learn more about stadium attendance and develop the club's social media strategy (Jeff McCarthy 2022). To effectively engage with their audience, football teams are putting quality above quantity in their social media material. They customize postings according to their audience's interests across various platforms and organize their content calendars around fixtures, important events, and noteworthy dates. For example, Facebook encourages longer messages, and Twitter serves as an information stream that links to the club website. They customize content for each channel (Jeff McCarthy 2022). Instagram, which is more popular among younger people, has more light-hearted and brand-specific content. Clubs look at new platforms such as VSCO¹ to remain relevant to their patrons (Jeff McCarthy 2022). By keeping an eye on statistics, clubs can make better decisions about their future tactics by knowing what content leads to favourable interactions and feelings. Social media interaction has caused a shift in emphasis from meaningless measurements to meaningful involvement, which has increased the global fanbase and fostered a sense of community (Jeff McCarthy 2022). Considering the distribution of followers of the most popular football clubs on social media, we have Instagram dominating the ranking, representing 34%, followed by Facebook (33%), Twitter (19%), Weibo (10%) and finally TikTok (4%) (Benchmark, Social Media Analytics 2023). In terms of European football clubs, we have the FC Barcelona team with the most engagement² on

¹ Enables users to take pictures using the app and edit them with tools for preset filters and editing.

² Total engagement is the sum of post likes and comments. Video views are not included.

Instagram (4B), TikTok (793M), and YouTube (307M), representing the majority of the top 5 clubs in each social media (Benchmark, Social Media Analytics 2023) (Appendix 3). Now, taking into consideration FC Famalicão, a Portuguese team, it is essential to look at these numbers in Portugal. According to Statista, the top five most used social media platforms in Portugal in the 3rd quarter of 2022 were WhatsApp, Facebook, Instagram, Messenger, and TikTok (Statista, Most used social media platforms in Portugal in 3rd quarter 2022 2022). It is also important to know what kind of content fans would like to see on football clubs' social media channels, and the top 3 are Game highlights, competitions, and behind-the-scenes (Statista, European Football Benchmark 2021) (Appendix 2). Also, the Portuguese Football Federation has defined 6 commitment axes from 2020 to 2024, with one of these axes particularly focused on social intervention. Specifically, it emphasizes social media as a privileged means to communicate with younger athletes and fans, delivering messages of positive football, which is currently ongoing. Considering the importance of the website, with the development of the Internet, businesses can leverage every client to their full potential since information and knowledge about the globe are more easily accessible. As a result of the development of new technologies and the heightened competitiveness in the business world, corporations now view the Internet as a means of trying to reach clients around the globe, something that would be extremely challenging to accomplish without it. Building a website has become crucial to achieving the goal of spreading the company's identity, along with its offerings, throughout the world (SILVA 2013). Football teams are worldwide brands, and just like any other brand, they must deal with the difficulty of adjusting to digital media (Santiago Tejedor 2019). In terms of women's football, given that women predominate on social media (Statista 2022), promoting women's football on social media platforms is expected to have the biggest positive influence on women in terms of targeting. It makes sense that the first step towards making women's football more popular should be to increase knowledge of the sport

within its own population. Thus, social media is ideal to accomplish this. The media is more likely to cover women's football if there is a greater public outcry for the sport (Holman 2017). But even while women's football receives little coverage in the mainstream media, much of that coverage is unfavourable and damages the sport's reputation. "Only last week, an article on FIFA's official website characterized American striker Alex Morgan as, "A talented goal scorer with a style that is very easy on the eye and good looks to match." (The Guardian,2015). This demonstrates how, rather than just acknowledging women athletes as athletes, women's sports are rarely discussed in the mainstream media without being sexualized or mentioning their appearance. It "undermines the ability of citizens freely to acquire and exchange the material necessary to make informed decisions about public life" (McChesney 2000) (Mosco 2009) (Freedman 2014) to continuously feed these thoughts and opinions to people who exclusively consume mainstream media. Considering all of this, it is important to refresh this mindset for women's football. A recent survey conducted by Join the Dots InSites Consulting indicates that Twitter engagement is considered an essential strategy for raising awareness in the women's football sector. It was thought that Twitter interaction offered women's teams (and women's football in general) the potential to increase the number of supporters they had. Additionally, it was shown that, at the grassroots level, retweeting³ can significantly affect player, club, and game visibility (Osborne 2023). There are also positive and brilliant examples, from earlier this year, when the England women's football team used Twitter to disclose their 2019 World Cup roster. For an entire day, celebrities used the platform to name each member individually in a series of posts (Benchmark, KPMG TOOL HIGHLIGHTS VALUE OF SOCIAL MEDIA IN THE BUSINESS OF FOOTBALL 2019).

While most of the literature emphasizes the benefits of social media for the company, there is a significant gap in existing literature on how social media can contribute to enhancing a team's

³ Re-sharing a post or tweet on Twitter

stadium attendance. Nevertheless, some conclusions can be drawn on how social media can step up in increasing game attendance.

Social media effect on stadium attendance

Clubs often invest heavily in their stadium and related spaces to engage fans (Richards J. 2020); the socio-spatial facets of fandom, however, have not gotten much attention. Sports marketers use social media to gauge how satisfied fans are with their teams, events, and stadium experiences (Fullerton 2016) (Miranda 2014) (Newman 2013) (Watkins 2014). During live events, sports fans are active users of social media, especially on Twitter and Instagram. By enhancing their Wi-Fi capabilities and incorporating social media into the live experience, stadiums and arenas are adjusting. Fans may geographically share their event experiences with each other thanks to tools like Four Squares. Teams from different leagues embrace social media engagement by using hashtags and fan posts on scoreboards and courts. Stadiums and events like the Tour de France and French Open throughout the world promote fan involvement on social media. Thanks to stadium wi-fi, around 40% of fans are using social media, a habit that has grown significantly (Limbu 2016). Fans' growing usage of social media raises awareness and creates excitement about teams, stadiums, and athletic events. Research on why people utilize social media during live sports is lacking, despite studies acknowledging an increase in social media sharing during televised sports events. Few studies examine the reasons underlying fans' usage of sports-related social media created by stadium personnel, despite social media's fast rise. Social media followers of sports stadiums are more inclined to participate in events and spread the word about upcoming games, among other good behaviours. For instance, fans of Major League Soccer are more inclined to interact with clubs and sponsors on social media, and 36% of them have made purchases from them. College students are more likely to go to games if they follow their favourite sports teams on Facebook. Fans who actively participate in social media programs run by sports groups are more likely to attend events (Limbu 2016).

Recommendations

Actual situation of FC Famalicão Women's Football Team

Despite being a well-known Portuguese football team, FC Famalicão women's football team is not very active on social media. The level of involvement and activity of the club on popular social media platforms such as Facebook, Instagram and Twitter might not be as high as it could be in comparison to other clubs or in line with current trends. The communication department of FC Famalicão has a discrete social media presence outside of FC Famalicão SAD. Interestingly, the department has a small staff (just one member), which makes everything more difficult for the club. But looking at the status of the social media presence of the team, under the username @fcfamalicaoafeminino, the women's team has amassed a sizable following of 10 thousand fans on Instagram (October 2023). With 1284 posts so far, the page has a full posting schedule that guarantees frequent updates and audience interaction (October 2023). The team's activities are represented in a variety of content shared on this platform, such as match results from the main team and base leagues, video content that offers behind-the-scenes looks at player training sessions, exclusive interviews with the coach and players, and entertaining reels that frequently include interactive prompts like amusing emoji-related questions to encourage fan participation. The team uses hashtags like #amordeperdicao and #FamadeLutadoras in their content strategy to build community participation and reinforce their brand identity. On the other hand, the group is not currently active on any other significant social media networks. There's no official TikTok account (October 2023), and the reason they don't have a Facebook page, regarding the communication department (Appendix 4), is that they had problems with page verification, which led to the unintentional deletion of their prior page. Although they have a sizable and active following on Instagram, their lack of presence on other key platforms limits their social media reach and may make it more difficult for them to engage with a broader range of audiences across various demographics and increase their stadium attendance.

Future situation of FC Famalicão Women's Football Team

Today's football teams depend more and more on social media to interact with supporters and build a devoted following. A set of data-driven suggestions has been developed to address the observed discrepancy between the potential reach of FC Famalicão women's football team and their present levels of interaction on social media platforms. These tactics, which were developed after a thorough examination of the team's present social media presence and validated by fanbase survey results, are meant to increase fan involvement, diversify content, and create a more welcoming and engaged community. The first suggestion is to take advantage of a possible **cooperation that could exist between the women's and men's teams**. The club can show unity and solidarity inside the organization by planning cooperative content projects, such as training challenges and behind-the-scenes vlogs, as SL Benfica did with Kika Nazareth, with a video on TikTok (EA Sports Challenge), consisting of scoring by a straight corner, with players of men's principal team, Chiquinho, Morata and Casper. By involving both fanbases, collaborative content broadens the audience for the team's social media presence, using the wider fanbase of the men's team which, as of now, is more stable and of higher number. One tool to help the women's game become more professional, visible, and commercialized is thought to be the integration of men's and women's clubs (Maurizio Valenti 2020), so this partnership will facilitate the visibility not only of the players themselves but also of the team and potentially driving more attendance to witness the results of that effort in person. The second one is related to **interactive fan engagement**, as per survey responses, they indicated a desire for deeper connections, so they can organize Q&A sessions with players, coaches, and staff members, like live sessions, where fans may ask their curiosities and questions directly on social media sites like Facebook (when they create the new page) or Instagram. Establish a timetable to guarantee consistency (the importance of consistency was emphasized in the interview with canal 11 journalist "(...) There is a marriage between a club and social media.

We see a lot of feminine pages that bet a lot on this, and the secret is this, to bet constantly.”) and publicize these events ahead of time to encourage more attendance. Also, fan challenges like prediction challenges, where before cooperative training exercises or friendly games involving both teams, conduct surveys or contests on social media, and with that, they can forecast results, top scorers, or performances, and fans become more involved and competitive. It is also important to **diversify content strategy**. The survey insights underscore a preference for "inspirational stories." (Appendix 2) Highlighting personal journeys, overcoming challenges, and significant milestones from the team players, staff, and coach can humanize the players and create deeper connections with the audience. A concrete example of this could be developing a podcast, like Sporting CP did, named “*ADN de Leão*”, that brings out the personal side of each of the club’s internal members. Also, the possibility of starting a "Spotlight Series" or "Player of the Week" to showcase specific players, where they could talk about their background, accomplishments, hobbies, and influence on the group and help demystify the perception of the poor quality of women's football (Appendix 2). This strengthens ties between fans and humanizes the players. This personal connection can motivate fans to attend matches to support players they feel connected to, but also attract those who are willing to watch the games. **Optimized social media presence** is essential to guarantee an increase in stadium attendance. Considering that the target audience is largely composed of people who are between the ages of 18 and 24 and who use social media extensively, investigating alternative platforms such as TikTok could serve as a useful means of diversifying the content strategy. Videos that are brief, interesting, and amusing and that highlight the lighter side of both teams could greatly increase awareness and interaction, like Sporting CP and SL Benfica made for their women’s team. It is critical to actively participate in the fan community by answering questions, leaving comments, and sending messages on various social media sites. Another initiative is to increase the participation in their Twitter page, as its importance is big, as emphasized in the lit review

part. Fan loyalty and satisfaction are increased by this two-way dialogue, so it is essential to have **fan-focused communication**. Also, **participating in community initiatives**, in events that are publicized on social media might get support from the neighbourhood. Supporting a team that is actively engaged in the community may encourage fans to attend games more frequently. This is one of the main objectives for the communication team of FC Famalicão (“My idea in the future will also be to try to bring institutions, also support social causes for half-time games, because there are no brand activations at half-time of Liga BPI games, and I think it is a space where it would be interesting to explore”) (Appendix 4). Finally, the **creation of a webpage**, within the existing FC Famalicão SAD website, boosting women's football due to the high visibility of men's football. This webpage should include a section dedicated to the feedback from fans, the possibility of buying tickets and directing you to a future online shop, as well as additional information about matches and the team.

Conclusion

In summary, the rising influence of social media in sports has transformed fan engagement globally, yet FC Famalicão's women's football team faces a gap in leveraging this potential for increased stadium attendance. While their Instagram presence is notable, other platforms are underutilized. Recommendations include collaboration with the men's team, interactive fan engagement via Q&A sessions, diversified content strategies highlighting personal stories, and an optimized social media presence. These initiatives, rooted in existing data and insights, aim to bridge the link between social media engagement and stadium attendance, fostering a more engaged and loyal fanbase for FC Famalicão's women's football team. Finally, it is important to reinforce that the team focused on more fundamental recommendations as FC Famalicão is not yet positioned at a high-level stage; they need to start with the basics of social media.

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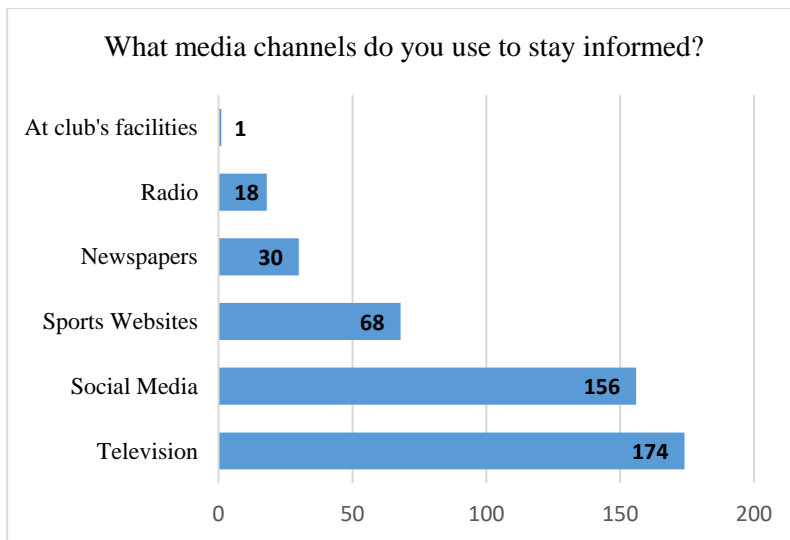
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Appendix

Literature Review

Appendix 1 - Answers to the question on the forms “Preferred channels by women’s football supporters to be informed regarding women’s football events.”



Appendix 2 - Answers to the question on the forms “Preferred type of women’s football content, according to its fans (possible to select more than one option).”

What type of women's football content would you consume?		
Short Videos (with players and coaches)	136	24%
Highlights	135	24%
Interviews and Inspiring Stories	123	22%
Tactical Analysis	86	15%
Documentaries	73	13%
None	5	1%

Appendix 3 – Top 5 most engagements per club, and per social media (Benchmarking 2023)

						
1.	Manchester United FC (637M) 	Chelsea FC (296M) 	FC Barcelona (4B) 	FC Barcelona (793M) 	Manchester United FC (5M) 	FC Barcelona (307M) 
2.	Real Madrid CF (543M) 	Fenerbahçe SK (262M) 	Real Madrid CF (4B) 	Real Madrid CF (262M) 	FC Bayern Munchen (5M) 	Manchester United FC (265M) 
3.	FC Barcelona (508M) 	Real Madrid CF (253M) 	Manchester United FC (3B) 	Paris Saint-Germain (447M) 	Real Madrid FC (5M) 	Liverpool FC (244M) 
4.	Liverpool FC (368M) 	Liverpool FC (248M) 	Liverpool FC (2B) 	Liverpool FC (430M) 	FC Barcelona (5M) 	Chelsea FC (192M) 
5.	Arsenal FC (324M) 	Manchester United FC (247M) 	Paris Saint-Germain (2B) 	Manchester City FC (346M) 	Chelsea FC (4M) 	Tottenham Hotspur FC (147M) 

Appendix 4 – Interview with the Communication Department

1. In your opinion, what is the role of the communication department at FC Famalicão and how does it relate to the club's women's football?

At this moment, I think there is a need for the communication department to bring fans and people closer to football itself, to create initiatives, to try to interact as much as possible with fans, and to create greater accessibility. And, when I say that, I remember now, for example, the Liga BPI campaign, which is the “Super Jogo”, in which you make a fan zone outside, the entrance was even free. It is essential to bring the fans closer, to contact with people, whether through the players as we have already done, with the super game that I have already talked about. We also went to a primary school in Famalicão for the kids to hang out with female players. In addition to this role of bringing people together in women's football, it is important to show the value of women's football, which is another point and is one of the challenges this year that Liga BPI proposed to the communication departments, which is to show the quality that exists in women's football. Share it on social media, video, and through game developments, where they show that there is quality and that women's football has quality and

that it is good to see, that it is a well-played football, and it is growing. And that is it, I think that, now, are the 2 big points, the 2 big challenges of the communication department, to bring the fans closer and show the quality of women's football.

2. What are the sports marketing strategies that are currently in place to promote women's football at FC Famalicão?

Right now, in this season, there is a strategy that we have had, that is to have many times free tickets so that people can come and not have that weight of 2 or 3 euros more, because at the end if the whole family comes it ends up being 10, 15 euros and then it is more inviting for them to go see a game if they do not have to pay for a ticket. Bringing people together is also a strategy. I remember, for example, in the presentation game against Gil Vicente, we had 2 girls who sent us a message saying that they wanted to meet the team, and then we provided the fans with these moments. Sometimes we have these requests, and we try to bring people closer to the team.

Then with sponsors, or with schools or even with local institutions, we try to make visits, as we sometimes go to the City Hall, to the schools with the players and it is funny because the kids, for example, I remember when we went to the elementary school, and the boys and girls already had a great knowledge of women's football, they knew the players and I am sure it was a good time for them. And from our partners, from our gym partners, more local partners that we send invitations so that they can also come, the people who work in these companies can follow women's football. And that is it, it is very much around this, always trying to get very close to people.

3. What strategic partnerships or collaborations has the club already established to increase visibility and support for women's football?

For example, when we create the Fan zone, we even invite, in this case, the gym, which is Impulse, one of our sponsors and not only, we also invite, for example, the Famalicão kennel to be present in the Fan zone, and this ends up bringing more people. In addition to the game, there is another aspect that is the Fan zone, which has our partners available, and maybe our fans are coming and the people who were in the gym and saw “Look, FC Famalicão is going to play, they are going to be present, I am going to have an action” or there will be the Kennel, so always try to bring a plus to the fans. Because I think this is a women's football action, which is to try to make football more attractive to the new generations, football itself ends up not being so attractive, you always need to bring a little more.

4. Who do you consider to be the target audience for women's football at the club?

I think it is always the members first because it is the members who go to see the games, whether it is football, roller hockey, or any sport, they are always going to be there. But I think that women's football at the moment, is really about trying to reach all audiences, and we even started a lot, with the youngest, with our younger teams, trying to bring them to the games, and then, they bring the parents and the parents themselves to bring their parents, and to bring their friends, and that is, try to cultivate this from a young age. But we have, for example, a lady who is already with us, I remember that in the Portuguese Cup game, we had an action in the City Hall, and she brought us flowers, and even in the last Benfica game, it was raining, and she was alone in the stands because it is her place, so I think that in women's football we always end up having all the audiences, and we try to reach everyone because women's football at the moment needs everyone. It does not make sense to segment, even though we have had many actions that always target the youngest.

5. What are the most effective channels to reach this target audience of women's football?

Instagram has been very effective. We have now also created a TikTok account, and maybe Facebook because it allowed us to reach an audience of another generation. But we do not have an account because we need Facebook to verify the page for us. After all, at the time there was confusion with the FC Famalicão page associated with men's football, so ours was "canceled". But yes, I think Instagram and TikTok are the most important.

6. How does the communication department evaluate the success of football marketing campaigns? Are there any specific metrics you track? How do you usually do that?

Yes, our main metric is to see how many people are in the stadium at the weekend, that is our main metric, but to be honest, we do not pay much attention to that parameter. Right now, it is me alone in the department, and it ends up being complicated to try, but yes, whenever I can, I try to see the most basic ones, which is the number of impressions, and the number of accounts we reach. I always try to see if we are gaining or losing followers, what content is that people like more, and 100% that people like videos much more, and then if it is a video, for example, made by players they like it much more. Last year, at the Portuguese Cup, we made some videos that were: "What do you prefer?" between players, or curiosities about them and this had super reach, people interact a lot, they send us messages, it is very funny when are the players. But no, we do not make a very complete evaluation, I think it is a point that we have to improve a lot.

7. How do you plan to collect and analyze fan feedback to improve this communication strategy? That is, how would you incorporate fan feedback, or how can you collect that feedback from fans?

We collect feedback from the fans more in person, because we have some fans who are loyal and who follow us everywhere, to women's football, and it is very much that face-to-face contact of "seeing this, seeing that". It is also a lot through the people who work at Famalicão

and who sometimes even say to me "Look, I liked that video you made", it is the most basic. But also from messages, we receive many messages on the page commenting on the videos, commenting on the photos, sometimes we also receive personal content, for example, sending us suggestions which is very funny. I remember, for example, a guy who recently sent a message on LinkedIn saying that he had studied our Instagram and gave me a series of recommendations for Instagram and even happened to have one or 2 that I found super interesting. And that is it, a lot of what we saw in the messages, a lot of the visits we made to the City Hall or to the schools, where we asked if they saw this or that. It is also funny because the players are super available, and we have 2 or 3 players who are now studying marketing and who also give their support and ideas to make content. It is a lot of contact, messaging, personal contact. It is a little bit rudimentary and basic, but we are also growing, and going forward is the way now.

8. Do you have any idea of any campaigns or initiatives that have been successful in other clubs or in other sports that have inspired you or that inspire you in your daily life?

I really like a campaign, that is not really a campaign, but that is that of Sporting Clube de Braga which is the *Guerreiros do Minho*, which is a brand that they created within the club itself, and that I think is super interesting, super well achieved, because I also played for SC Braga when I was a kid, and I remember that at the time it was implemented, because I am from Braga too, and almost no one was from SC Braga at the time and I think the brand was very well achieved in that sense. Because the kids now from Braga, are all from SC Braga, everyone sees themselves in the concept of *Guerreiros do Minho*, it is a brand that intends to explore a lot of things, that has brought identity to the club, has brought a different DNA. And I really like this case and the way they communicate it, they even make a lot of visits to institutions, schools. And I like this content of proximity, being with people, and contact. On a digital level, I follow Barcelona's content a lot, which involves showing, especially women's, showing a lot of the club internally, many players, they give the players their phones and they create funny content,

they bring closeness and I have another example, which is from Sporting CP, “ADN de Leão”, that I also loved and that I would love to do it even at FC Famalicão, a kind of podcast, like 5 minutes of fame, in which it would be a contact with the player, 5 minutes in which the players said as much as possible about them, like favorite color, favorite animal, something that would allow them to get to know them better. And I think the Sporting podcast was super successful because you start to get to know the club from the inside, a closeness that is difficult to have, and I would like to achieve that for FC Famalicão, and later I will try to bring it.

9. More related to the fans. How to increase the number of fans in the stadium? Are there any kind of promotional events or exclusive fan experiences on women's football match days to encourage them to attend?

As I told you, sometimes we provide moments like that case of the two girls who sent a message to a player, saying that they liked her a lot and that they liked to get to know the squad and we helped. At the time we did not share it on social media because they did not want it to be that way either, we must respect it, but it was very beautiful, both for the players and for the girls, and we bring whenever possible people into the club whenever it makes sense. Much more connected to partners, we often have our partners that we invite to watch the games and also to maintain relationships both institutional and to be within the club and know that the brand is being promoted. But yes, I have some ideas, I would even like to have implemented one at the weekend, but it was not in time, which would be a kind of connection with SC Braga, to almost promote the game together. And that is it, my idea in the future will also be to try to bring institutions, also to support social causes for the games at half-time, because there are no brand activations at halftime of the Liga BPI games and I think it is a space where it would be interesting to explore. In men's football, there is a lot of brand activation at half-time, and in women's football there is not, so I think there is a space that can be explored both for the fans,

by bringing experiences, like going to the pitch or something else, as well as for companies and brands.

10. What are the main challenges you see in trying to increase the audience at women's football matches?

The first challenge is the infrastructure, when we play in the stadium, it is fine, it is comfortable to be there, and it is a pleasant space, but when we play inside camp number 2, it is a smaller space, and it is harder for people to want to go and see it. Then it is also about getting people talking about women's football, showing that there is quality in women's football and that the media also look at women's football, which is happening because you also need to talk about it so that people know that it is happening. I remember now, for example, Laura Luís' goal from Marítimo against Sporting, it was an extraordinary goal and people shared it on Twitter, there has been a lot more talk about women's football during this week, so it is necessary to almost make that noise to show that women's football exists for people, to know that it exists and come to watch. And I think there is a lot out there, in terms of infrastructure, to provide other types of experiences, women's football will never be the same as men's, it is different, it has its quality, and men's football has another quality. I am not saying it is better or worse, but it is different, it is the 2 *footballs*. But there it is, I think that for both males and females, it is necessary to reinvent themselves and bring more than an experience that is only football, it is to bring entertainment and fan zones and I remember, for example, now the case of União de Leiria, 2 years ago, they did concerts before the games and increased the number of fans in the stadium incredibly, because people were already going to the concert, they were already going to eat the *bifana* and then they were staying for the game. The best example of this is the NBA, which has that whole show, it is much more than a game and I think that is it, we must do it for men's and women's football as well. In the case of women, bring, diversifying, and differentiating in the masculine from there as well.

11. Usually, the women's team only plays in the main stadium when there are big games, or does it depend?

No, it depends. We, for example, played against Ouriense, let's say it is not a great game, and we played in the main camp. It also depends on the difficulty of the stadium, whether team A plays or not, and the state of the stadium. We always try to play there, but it is not always possible. There is much more interest in playing in the main stadium and for the fans themselves it is also different.

12. And training ground, they do not train in the same place as the men, do they?

Depends on. The first team is in the academy, they train in the academy. And sometimes I think they train next to the stadium, the main stadium. We train alongside or train on other borrowed pitches, let's say, but we do not train in the academy now.

13. How is the communication department involved in the creation of Merchandise, mainly related to women's football or what are the strategies to boost sales?

We do not have now, I do not have the paper at the moment to do Merche, at the moment it is on the SAD side because there are 2 communication departments, the SAD communication department, and the club's communication department. The only time we did it was for the final of the Portuguese Cup, we made some hats, we made some special scarves, and some shirts that were very successful and that went super well, but at the moment, it is not on our side, the merchandising part is on SAD's side. I cannot help you much on that point.

14. Do you think that the existence of these products, more related to women's football, could be popular and that it could increase the support of the fans?

I think so. I think it would be an interesting way because it is a form of expression for women's football, it is having your "own brand". I had a big surprise in May when I arrived and went in

the first week, to visit a school, and the kids knew the names of the players who went and I thought that was incredible because I was not expecting that reception, that they would know the name of the player. I remember, for example, Sissi who is now in Braga, and the kids all back from Sissi taking pictures, so I think this idea of “I want to be like Regina”, or “I want to be like Raquel Infante”, has also been created. And, I think, for example, if this was available in stores, even if it was just 1 or 2 shirts with the name of the players in the store for sale, even for the girls who are in our academy, for example, to see that the player's name is in the club's store on shirts, for sale, it would be super important and interesting thing to do.

15. Do you think there was a specific product that would make the most sense for women's football?

Yes, at this moment thinking like that, I think maybe it would be the T-shirt. Yes, at this moment it would be a lot for identification and for wanting to be, like Regina or like Raquel, just like any other player, it would be the shirt.

16. Based on your experience, what suggestions or ideas do you believe could help the club improve marketing-related performance in women's football? In other words, in your opinion, what is the impact that a good marketing strategy could have on the club?

I think there is a lot to do, for example, I must do it every week and that takes away some time. And when I am alone in the department, it gets tricky sometimes to try to think of alternative content, or even create content, so I guess that is something I have already said. I think it is necessary to increase and give more attention to the communication and marketing department, which ends up having an impact on the entire brand to bring value. And I think people sometimes do not see very well the importance of the communication department, I am not saying it is in FC Famalicão, but everywhere. It is often said that communication is always a poor relation, and it is a lot. But I think it was to bring more people to the communication

department, being that we are in a phase of the Liga BPI that is growing, I also think that this would help if there were more people, there was greater collaboration from the clubs, which there is, but I think it is possible to do more. And that is it because the level is inevitably different, but bring conditions, infrastructures, and material. I can say, for example, now, we in the department do not have a camera available to take pictures, it is complicated. And that is it, I think it is infrastructures and materials for the departments, and human resources as well. Some things are inevitable, and the Liga BPI does an excellent job, they give other conditions to the clubs, and they think very well in everything, but it is difficult for the clubs to keep up. I am in FC Famalicão, for example, but I think that in other clubs there is not a fixed person, that is, there is someone who works almost part-time or a "find a way". Therefore, this is the next step, and it is necessary to give direction for the next step towards professionalization, which I think is the most important.

17. And how do you see the future of women's football?

I see it with good eyes and as I was saying, it is a recent project in Portugal. The Liga BPI is not that old, and I see that people are interested and that they like it, I see the boys and girls enthusiastic. I am very happy when I go to the Academy and I see that we have a lot of players and in the "Traquinas", "Petizes", "Benjamins", there are a lot of players, there is a very funny relationship. I played football many years ago and we were just boys, there were no girls training, and when I go to the Academy to see the girls training, I am happy, I see the kids hanging out. There are no girls and boys, there are players, people with dreams of wanting to play and I think it is beautiful. But I also think there is a lot of room to grow. Interest is created, and people have already seen that there is quality, that there is good football, the national team itself also helped to give this boost by now arriving at the World Cup. And I see it with very good eyes, but you must always try to stay on a level, and you must take another step and among the clubs, the most professional structures in all aspects. For example, the other day the coach

talked about an aspect that, I think 50% of the stadium of women's football in Portugal are natural and the other 50% are not, so these little things that I think it is important to take a step forward for women's football to assert itself. At the moment they also want to implement VAR in all games, that is, everyone has to have the VAR tower in the highlights. Now, natural relief is not yet mandatory, but within communication itself, there are rules. For example, if I am not mistaken, we must do 3 social responsibility campaigns during a season. Although there are no punishments, the rules are not well defined, because sometimes there are clubs where it is more difficult to meet certain objectives. In our club we still have players who study, or work and play, and in other clubs, there will certainly be too, but strict rules do not exist, but they are growing to be implemented, which is important.