



PROJECTS AND PARTNERSHIPS FOCUSED ON THE SPORTS' INDUSTRY

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AIM OF PROJECTS AND PARTNERSHIPS

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What does the ideal Masters in Sports/Football Management look like?

A market potential study for Nova SBE

Field Lab

- *Miguel Tavares Carvalho Ferreira 39713*
- *José Francisco Mota Garcia 26060*
- *Advisor: Elizabete Cardoso*
- *11/Jan/2021*

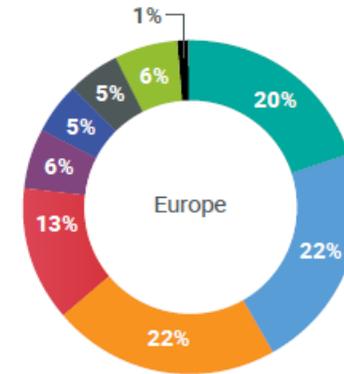
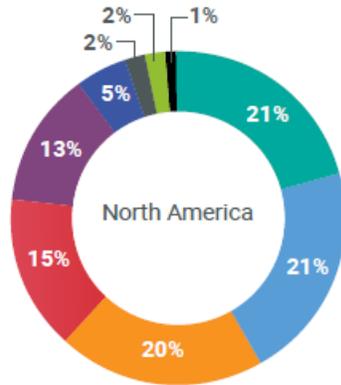
DEMAND

- To forecast demand for the area of sports management, Elizabete Cardozo supervised a field lab, during the fall of 2020.
- In order to reach conclusions regarding the topic, two data collections were conducted:
 - A series of interviews with industry professionals (qualitative analysis);
 - A questionnaire was spread throughout different student hubs at Nova SBE (quantitative analysis).
 - A survey was released, shared and then analyzed. The total number of responses amounted to 339. From these most were 23 and younger, male and Portuguese.
 - However, the number of responses had to be adjusted to address the Research Questions. As so, they were limited to people with interest in completing the program (156 out of the initial 339).
- The survey suggests high interest from students (156 out of 339). See field lab attached for details.



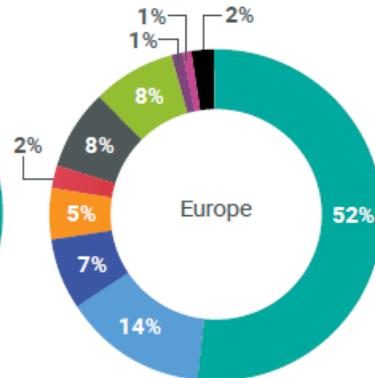
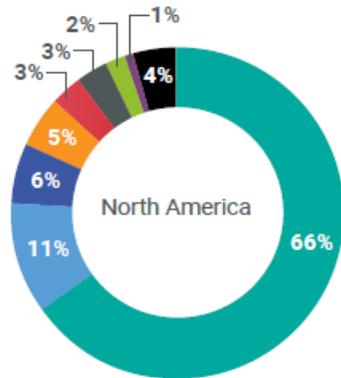
EMPLOYMENT PROSPECTS

Employment status before beginning course



- Full-time employment in the sports industry
- Full-time or self employed outside the sports industry
- Student - other course
- Student - undergraduate sports course
- Part time employment
- Full-time employment in a non sports industry company but connected to sport (e.g. the marketing department of a major sponsor, working in a legal firm but specializing in sport)
- Unemployed
- Self employment within the sports industry
- Other

Employment status six months after graduation



- Full-time employment in the sports industry
- Full-time or self employed outside the sports industry
- Full-time employment in a non sports industry company but your work connected to sport (e.g. the marketing department of a major sponsor, working in a legal firm but specializing in sport)
- Internship within the sports industry that did not lead to a full-time position in the same company
- Internship within the sports industry that led to a full-time position with the same company
- Unemployed
- Self employment within the sports industry
- Enrolled on a full-time sports-related PhD program
- Enrolled on a full-time non-sports academic program
- Other

Data from the Sports Business Postgraduate Rankings 2021

WAGE PROSPECTS

Average Salary

Rank	Provider	Salary (\$)
1	Columbia University	100,778
2	University of Oregon, Lundquist College of Business, Warsaw Sports Marketing Center	96,789
3	Real Madrid Graduate School	95,233
4	University of Bayreuth	90,598
5	The International Centre for Sport Studies (CIES)	90,583
6	AISTS	86,034
7	University of Liverpool Management School - Football Industries MBA	83,300
8	New York University Tisch Institute for Global Sport	68,048
9	University of Massachusetts Amherst, Mark H. McCormack Department of Sport Management	67,546
10	George Washington University	67,021

Data from the Sports Business Postgraduate Rankings 2021

CURRENT PARTNERS:



7EGEND



Field



PORTUGUESE FOOTBALL ASSOCIATION (FPF)



The FPF is the largest national sports organisation and acts, in all its areas of intervention, in the awareness that it represents and serves the millions of Portuguese people scattered all around the world. It is our partner in the Major in Sports Management which will likely start in 2023 and is this fall taking already 12 students to perform their field labs within the new Football Observatory that was created in January 2021. But they can take more if more suitable projects / interested students come forward.

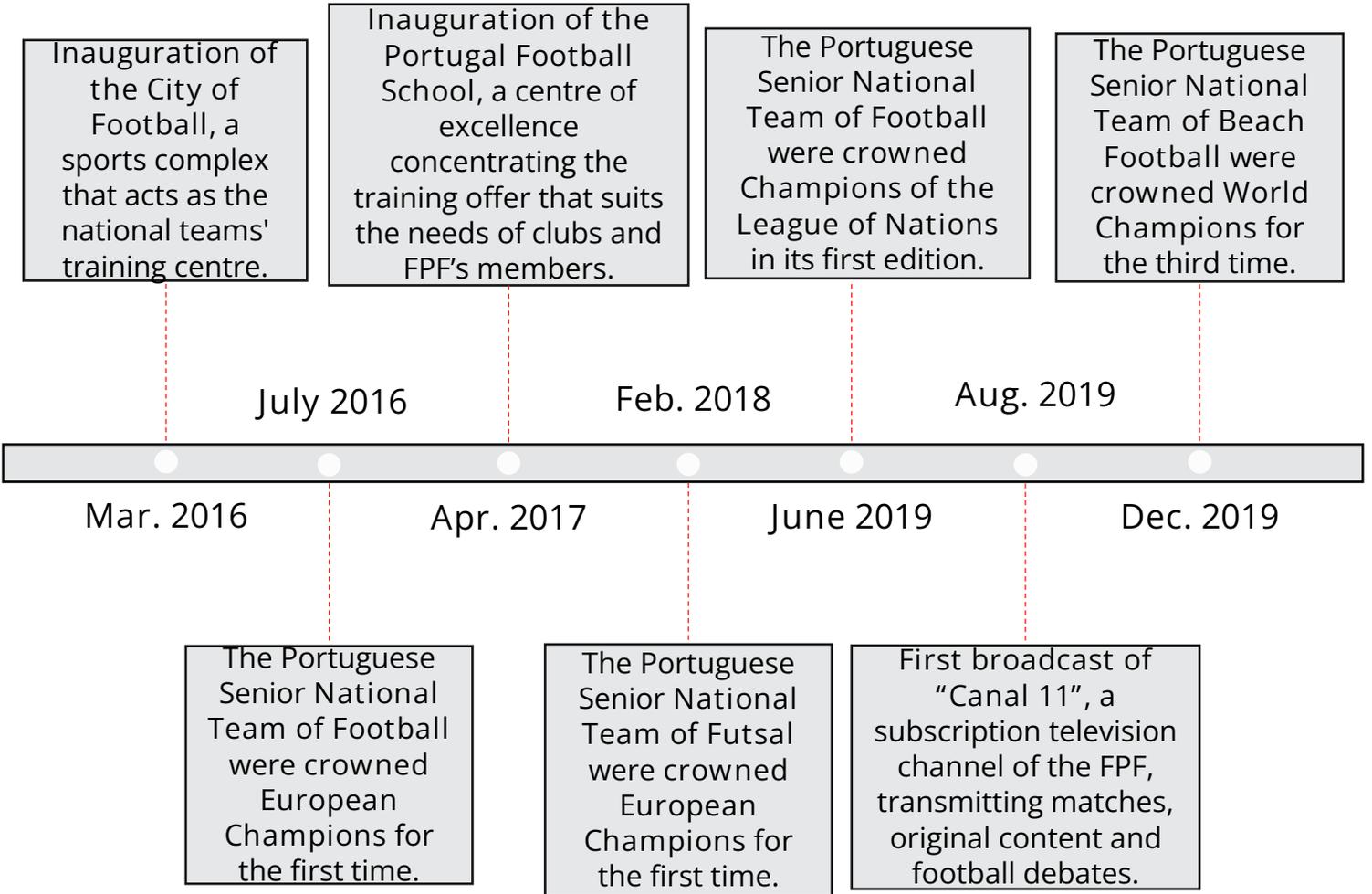
Its main purpose is the Representation of Portuguese Football at National and International levels; the Management of the National Teams; and the Governing of Local, District and National Competitions.

The FPF is comprised of 22 Regional Associations, one National Clubs' League, six Professional Associations (coaches, referees, players, managers, physicians, nurses and physiotherapists).

In recent years, there has been a substantial investment in innovation, in areas of social responsibility, in the promotion of health and environment, in training professionals for the Sports Industry, Vocational Education and Higher Education, all in the effort to dignify, honour and give credit to Portugal, seeking, everyday, to be much more than just a Football Association.



FPF'S RECENT ACCOMPLISHMENTS



PORTUGAL FOOTBALL SCHOOL (PFS)

Integrated into the R&D Unit of the FPF, part of the list of research units of the Science and Technology Foundation, and led by three PhDs, its main activities are research in Football, Futsal and Beach Football, as well as the education and training of the stakeholders with responsibility in the development and promotion of Football.

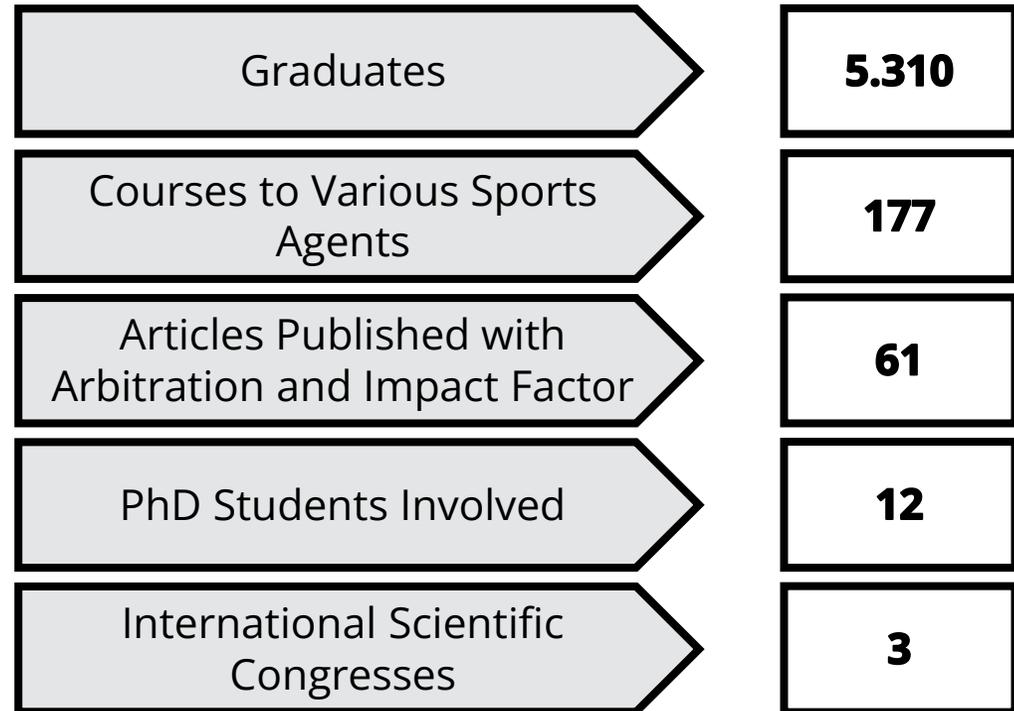
Several scientific research projects, as well as educational and training programmes have been carried out, focusing on the different areas and professionals related to the universe of this sport – Coaches, Referees, Managers, Players, Physicians, Nurses and Physiotherapists.

Seeking to connect, as on the field, hearts and minds, a variety of executive courses in topics related with Football Management for Executive Leaders have been and are to be launched – initiatives aimed at training CEOs and managers from the most prominent national and international federations and clubs.



PFS IN NUMBERS

Over the course of its four years of existence, the Portugal Football School had:



FIELD LAB IN SPORTS MANAGEMENT

What is this field lab all about?

The field lab involves joint work with the Portuguese Football Association and a number of other partners that joined us in creating opportunities for our MSc students to work in solving real world problems, while immersed in an expanding industry for which so many are so passionate about! The end game is to create value: both for our students and the partner organizations.

The work involved should be the basis of the MSc dissertation that is to be defended by the end of the semester. It is important to remember though that the thesis is a means to an end. Nobody in the industry (this or other) will hire you to write dissertations. The fundamental goal is that through the interaction with leading partners in the sports world, you can find a way to create value, leveraged on the knowledge acquired during your undergraduate education and the support of Nova SBE faculty. That experience will be the basis of your dissertation and it is up to you and your supervisor (me or other Nova SBE faculty) to make sure that you are successful in writing and defending it, not the partner organization. In summary:

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FIELD LAB IN SPORTS MANAGEMENT

Who is this field lab for?

This field lab is available for any student from any MSc program at Nova SBE who would like to partner up with a leading sports institution, be it a sports club, association or corporation operating in the industry. However, it is important to be aware that different programs have different expectations in terms of the structure, methodological approach and format of the dissertation. It is very important that you are well aware of this right from the start to make sure that expectations are aligned. This being said, I see this opportunity being appealing mostly (but not exclusively) to students who want to invest in networking, solve real world problems and look for a career in the sports industry.

Who will be my supervisor? Are there any course pre-requisites?

This is a field lab with a strong emphasis in applied work and focused on building your network within the industry. The topics span pretty much all the topics in management, economics and finance. As such, it is impossible to assure you that any supervisor will be an expert in whatever topic you will choose to work with. Given your interests, I will try to make sure that your supervisor is someone who has a deep understanding of the topic of your choice. However, this is not assured and you should not base your decision upon the idea that this is the most likely scenario. As such, if you are a management student, it is strongly recommended that you will or have taken the Applied Qualitative and/or Applied Quantitative Methods course(s), in preparation. Also, it is very important to note that evaluation criteria differ across areas – management, economics and finance.

FIELD LAB IN SPORTS MANAGEMENT

With which organizations can I work with?

Right now we have many organizations who have partnered with us. First and foremost, the Portuguese Football Association. It is the largest national sports organisation and acts, in all its areas of intervention, in the awareness that it represents and serves the millions of portuguese people scattered all around the world. But the list is growing by the day. Right now we have as partners the Associação Portuguesa de Direito Desportivo, the sports newspaper Record, 7egend, Addvice Strategy, Soccerex, Sindicato dos Jogadores, iWorkinSport, UEFA, Comité Olímpico de Portugal, Comité Paralímpico de Portugal, Field, the portuguese associations of handball, skating, basketball and volleyball; FC Porto, SL Benfica, SC Braga, Rio Ave FC, Sporting CP and Vitoria Sport Clube.

The list of partnering institution grows by the day but these are just the ones we approached already and opened the door to colaboration. If there is an institution that you are particularly fond of or with whom you already have contacts, you are more than welcome to propose that. Some students in the past have been quite entrepreneurial in reaching out to partners that later joined in as official partners. Bear in mind though that there is no way to ensure that you will work with your preferred partner/project or even that there will be a partner available for you to work with. So far, everyone who wanted to work with a partner eventually managed to do so, but it is impossible to ensure that it will be the case always, for everyone.

FIELD LAB IN SPORTS MANAGEMENT

Do I have to work in groups?

No. We have a number of students who did their work individually and, at the end of the day, the dissertation is also an individual work. This being said, I strongly encourage you to work in groups since, experience tells me, it provides a much smoother, comprehensive and pleasurable experience. There are very few positions (if any) in the industry where you do not have to be part of a team. This is a great opportunity to start getting in the right mindset. It is good to remember again, that despite the work you will share if working in a group, you have to submit an individual piece of work as your dissertation. Again, focus on creating value with your colleagues and the partner institution and use that as the basis for writing the dissertation. There is no group size that is predetermined. It will come down to whatever suits the partner's needs and yours. All of this being said, if you want to work by yourself, it is totally fine and you will be given the same level of support as any other group

I don't really have an idea for what kind of project I want to do. Can I still apply?

Yes. A good number of projects are proposed by the partner institutions. It doesn't mean that if you choose one of the available projects that you will be able to do it. Some partners interview students or check CV's before signing on a proposed team. But the likelihood is high. Key is to approach me as soon as possible to get the process going. And no, you don't have to wait until May.

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FIELD LAB IN SPORTS MANAGEMENT

OK, I'm interested! Now what?

Great!! Let's get to work!. I, by default, accept all students who apply to this field lab. However, experience tells me that waiting for middle May – when the final assignment of students to field labs is decided – is not the best strategy for this field lab. This is because typically sports organizations have a heavy calendar in June and July, because of international competitions and other factors.

This means that many are not fully operational until early september. Even though technically this is when workprojects start, the fact that you are dependent on the organization's availability means that their timings might not be the optimal ones for students looking to complete a thesis in two and a half months. Therefore, if you are certain that this is the field lab you want, I encourage you to come to me and start planning as soon as possible.

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PORTUGUESE FOOTBALL ASSOCIATION (FPF)

Existing field lab proposals from the Portuguese Football Association below. Many more have been discussed with other partners.

- SOCIAL INTERVENTION: National plan for adapted football
- FINANCE/STRATEGY: Portuguese Female Football League
- TECHNOLOGY/STRATEGY: Monetization of tvrights of Liga 3. OTTs the way to go?
- DATA ANALYTICS: Analyze the determinants of disciplinary behavior of football players
- MARKETING: Customer relationship management characterization of portuguese clubs
- STRATEGY: Promote knowledge transfer of football associations with local higher-ed institutions for the development of customized strategic plans



7EGEND



Digital Strategy firm, founded by Cristiano Ronaldo, working in digital transformation for the Sports, Food and Retail Industries.

7EGEND's focus resides on helping clients to achieve strategic digital development and to bridge the gap between brands and consumers, tailoring solutions according to their business needs, investment return and customer engagement.

www.7egend.cr



Strategy
Strategic plans
development and
operationalization for
brands and projects.

**Digital
Marketing**
360° communication in
the digital universe.

Branding
Creation/rebranding
of graphic proposals
for brands and
projects.

Consultancy
Monitoring and
counseling for
strategic and
communication areas.

www.addvice.pt



**COMITÉ OLÍMPICO
DE PORTUGAL**



As the National Olympic Committee for Portugal, its responsibilities include the setup and management of a delegation for the Olympic Games, and fundraising to support Olympic-related sports development programmes, by cooperation with public and private entities.

The Comité Olímpico de Portugal is comprised of 64 national sports federations, assembled under its wing as members with voting power.

comiteolimpicoportugal.pt



COMITÉ PARALÍMPICO
PORTUGAL



As the National Paralympic Committee for Portugal, its responsibilities include the setup and management of a delegation for the Paralympic Games, and fundraising to support Paralympic-related sports development programmes, by cooperation with public and private entities.

The Comité Paralímpico de Portugal is comprised of 36 national sports federations and associations, assembled under its wing as members with voting power.

paralimpicos.pt

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OPTIMISING PLAYER POTENTIAL



Belgian firm that assesses, advises and educates (con)federations, leagues, clubs and individuals on optimising their talent development.

Based on a scientific model and proprietary algorithms, its experienced sports professionals help to implement tailor-made solutions supported by dashboards and digital solutions, leading to better run academies and an improved overall quality of the game.

www.doublepass.com



FEDERAÇÃO
DE ANEBOL
DE PORTUGAL



As the National Handball Association in Portugal, the FPA oversees the national teams that represent Portugal in the international handball competitions, as well as all the club competitions within the country.

It also runs the derivate forms of the sport in Portugal, namely beach handball and adapted handball.

portal.fpa.pt



As the governing body for all roller sports in Portugal, the FPP oversees the national teams that represent Portugal in the international competitions, as well as all the club competitions within the country

In its representation roster are included sports such as Rink Hockey, Inline Hockey, Figure Skating, and Speed Skating.

www.fpp.pt



One of the eight founding national member federations of FIBA, the FPB is the governing body for Basketball in Portugal.

It oversees the national teams that represent Portugal in the international Basketball competitions, as well as all the club competitions within the country.

www.fpb.pt



The FPV is the governing body for Volleyball in Portugal, since 1947.

It oversees the national teams that represent Portugal in the international competitions, as well as all the club competitions within the country.

www.fpvoleibol.pt



Portuguese professional sports club based in Porto, FCP is one of the “Big Three” Portuguese clubs and has played in the Portuguese top flight football competition in every season since its establishment.

Apart from football, its roster includes sports such as Basketball, Roller Hockey, Handball, among others, as well as an assortment of adapted sports.

www.fcporto.pt



Firm dedicated to connecting employers and talent, as well as promoting talent and career growth in Sports.

Its mission is to help the best employers in the sports industry to find the best candidates (& vice-versa), to promote education and to create mutually beneficial opportunities for all stakeholders in the field of career development.

www.iworkinsport.com



Portuguese professional sports club based in Vila do Conde, Rio Ave have cemented their position playing regularly in the Portuguese top flight football.

Rio Ave have qualified once for the UEFA Europa League, in the season 2014-15, and have for three times been the champions of the 2nd division league and once of the 3rd division.

www.rioavefc.pt



As the Players Associations, the Sindicato dos Jogadores has as its main goal to protect individual and collective interest, within the football player class.

Within their scope is the protection of players' rights, particularly in risk situations, where those rights may be compromised, from the legal and work conditions point of view.

www.sjogadores.pt



Based in London, Soccerex is an organisation that runs events for the Association Football Industry.

It brings together the global football industry to network in a unique commercial environment, from hosting industry leading networking events across the globe to market insight campaigns, they provide a platform to connect businesses with the game's key stakeholders.

www.soccerex.com



Portuguese professional sports club based in Lisbon, SLB is one of the “Big Three” Portuguese clubs, having played in the Portuguese top flight football competition in every season since its establishment, and being the club with the most league titles.

Apart from football, its roster includes sports such as Futsal, Roller Hockey, Handball, among others, as well as an assortment of adapted sports.

www.slbenfica.pt



Portuguese professional sports club based in Braga, SCB has been a regular presence in the fight for the top three places of Portuguese top flight football.

SCB's regular competitive performance, both in internal competitions and in European competitions, leads many to claim that the “Big Three” Portuguese clubs are now the “Big Four”.

www.scbraga.pt



Portuguese professional sports club based in Lisbon, SCP is one of the “Big Three” Portuguese clubs, having played in the Portuguese top flight football competition in every season since its establishment.

Apart from football, it is the Portuguese club with more active sports departments, from Futsal, Roller Hockey, Handball, eSports, among others, as well as an assortment of adapted sports.

www.sporting.pt



As the administrative body for football, futsal and beach soccer in Europe, UEFA is one of six continental confederations of world football's governing body FIFA and consists of 55 national association members.

UEFA runs nation and club competitions, such as the UEFA European Championship, UEFA Nations League, UEFA Champions League, among others, and controls the prize money, regulations, and media rights to those competitions.

www.uefa.com



Portuguese professional sports club based in Guimarães, VSC have cemented their position having played in Portuguese top flight football for the last 72 seasons, and having qualified for multiple times to European competitions.

Apart from football, its roster includes sports such as Futsal, Roller Hockey, Basketball, among others, as well as an assortment of adapted sports.

www.vitoriasc.pt

Sports Alliance

Organise

Unify your data in our 'Orange Box' Data Platform



Personalise

Personalise your relationship with every fan



Grow

Set and deliver on your ambitions



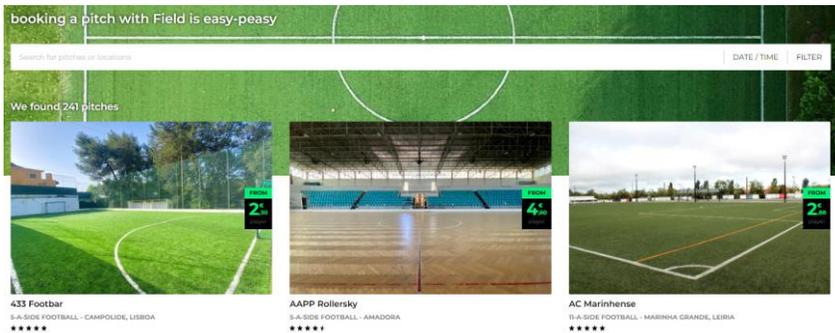
Driven by data

Everything we do is driven by data. Your relationship with your fans and their digital and real-world behaviour fills the data lake that then becomes an invaluable resource for us to continue to ensure best-practice, experience and learning is passed back to you and personally to your fans again.

We also continue to invest and innovate to underpin and leverage the insight and best-practice represented by this data – new partnerships, new products, new approaches – in order to deliver value to our clients.

www.sportsalliance.com

Field



Portuguese startup focused on using technology to facilitate transactions and enhance product visibility. With more than 15 thousand users and essentially all of the football infrastructures in the country in their app, Field is now looking to expand their business model abroad.

field.pt



This association has as its main target the promotion and dissemination of sports law, namely through the design and development of training actions, and the organization of colloquia, debates and other forms of gathering of jurists dedicated to the study and development of sports law, as well as the publication of texts of a legal-sports nature.

www.sportsalliance.com

PAST ENTITIES INVOLVED

The projects developed by Nova SBE students were supported by industry data, data from specific industry players and, in many cases, benefited from the cooperation of entities of the industry, or connected to the industry, such as:

- Adidas AG;
- Mimosas;
- PLUX Wireless Biosignals S.A.;
- Sport Lisboa e Benfica;
- Under Armour, Inc.
- Le Coq Sportif;
- NIKE, Inc.;
- The Polisport Group;
- RectoVerso Sports;



RECTORSER



PROJECTS DEVELOPED BY AREA OF EXPERTISE

- CUSTOMER RELATIONSHIP MANAGEMENT -

CRM at Sport Lisboa e Benfica: Examining the Potential of Machine Learning to CRM in football

- Analysis on the potential application of Machine Learning algorithms on the club's processes;
- Produces recommendations on the three areas that the club must develop to be capable of optimizing and enhancing the relationship with fans and members.

CRM at Sport Lisboa e Benfica: Proposing a Framework for Devising and Measuring Marketing Campaigns

- Analysis on the role of marketing campaigns, through e-mail and SMS channels, in the CRM of organizations;
- Provides insights on how to structure such campaigns;
- Provides a practical framework for implementation and measurement of such campaigns, based on *SL Benfica's* needs.

CRM at Sport Lisboa e Benfica: Internationalisation Strategies Leveraging on Digital Platforms

- Analysis on how the club can leverage its international position in strategic markets, such as China, USA and India, through the use of digital platforms;
- Produces recommendations on the "key messages" for each country, based on its cultural nuances, to better communicate.

CRM at Sport Lisboa e Benfica: Examining Customer Lifetime Value

- Analysis on the best approach to examine the customer lifetime value.
- Provides recommendations on the incorporate of churn analysis and Red Power revenues in *SL Benfica's* current lifetime value model.

PROJECTS DEVELOPED BY AREA OF EXPERTISE

- CUSTOMER RELATIONSHIP MANAGEMENT -

How Digital Transformation And Data Integration Are Fundamental For Sports Organizations, for Sports Alliance

- The importance of CRM and data in the sports industry, to help sports clubs, mainly in Portugal, to perceive this importance and help them start with their own developments in the area.
- Examples are presented from the clubs we were able to confer with, giving first-hand insight into their experiences. In the end, we conclude that clubs, along with Federations and step-by-step planning, can help clubs with their transformations

SI Benfica: Using Fan's Information To Better Engage And Build A Learning Relationship With Them, for SL Benfica

- Situation analysis, brand overview, analysis of website's usability and analysis of the current fan base
- Customer Data Analysis
- Recommendations and control and contingency measures.

PROJECTS DEVELOPED BY AREA OF EXPERTISE

- FINANCE -

NIKE Inc - Sportswear & Apparel

- Financial analysis on how *NIKE* can reach their objective of 50B\$ in revenues by 2020, consolidating its position as market leader;
- Recommends a strategy focused on the Women Sportswear market, the Chinese market and e-Commerce.

Determinants of Capital Expenditures in American Sportswear Companies

- Analysis of the American Sportswear market to determine the factors that lead the sector's main players to incur Capital Expenditures;
- Based on an econometric model and the financial data of *Adidas*, *NIKE* and *Under Armour*;
- Concluded that internal available resources, such as Cash and Cash Equivalents, play a major role on the determination of CAPEX.

Adidas AG - Sportswear

- Financial analysis based on *Adidas's* position as of January 2018, and of the momentum generated by their revenue and market share growth of the previous two years;
- Predicts a 18% stock price growth prediction for the subsequent fiscal year.

Football Scouting Department Evaluation And Compensation Model Applied To SL Benfica

- A new performance-based compensation model, specifically built for their scouting department, accounting not only quantitative but also qualitative criteria when evaluating professional football scouts' performance.
- Based on research about Human Resources Management, Performance Management and Compensation, on the analysis of the club's current Performance Evaluation model, some KPIs were set up to boost scouts' future performance.

PROJECTS DEVELOPED BY AREA OF EXPERTISE

- FINANCE -

Fan Funding: A Modernised Approach For Sports Organisations' External Financing

- Develop funding alternatives that explore supporters' distinctive features as financiers, granting the much-needed capital under more favorable terms than traditional capital providers would offer.

Redesigning a financial literacy program for professional football players, for Professional Football Players Union

- Redesign a financial literacy program, considering the challenges of COVID 19
- Identification of key drivers for program's success: players' lack of motivation, PNFF requirements, lack of HR availability and CNSF complexity
- Quantitative and qualitative analyses as well as an external benchmarking, from which several recommendations were developed

Equity Research: Juventus FC Overview and Valuation

- Provide a recommendation on whether to buy or sell Juventus's stock on December 3, 2021.
- Discounted Cash Flows, Multiples, and Multivariate methods were used.
- The firm is overvalued as the Market Quote = €0.4144, resulting in a sell recommendation.

Equity Research – Nike, Inc.

- The objective of this equity analysis was to determine the intrinsic value of NIKE, Inc. to recommend an investment decision.
- Utilizing quantitative and qualitative information, financial forecasts of NIKE, Inc.'s key metrics and performance were made.
- The report concludes that NIKE, Inc.'s business outlook is favorable, thus resulting in a buy recommendation, with a target share price of \$202.63 (December 2021).

PROJECTS DEVELOPED BY AREA OF EXPERTISE

- INNOVATION & ENTREPRENEURSHIP -

From Idea to Market - Developing a Product-Market Fit for Indiecoach

- Analysis of the demand-side of an online marketplace for sport coaching;
- Development of a value-proposition based on the identified needs of the targeted customer segment.

Finding a Business Model for a Sports Betting Platform

- Identification of a solid and sustainable business model for the creation of a start-up in the sports betting investment market;
- Analysis of the existing problems to identify possible solutions;
- Development of a prototype and, through it, design of the robust business model.

Innovation at Polisport: Discovering the Drivers and Impact on Performance at a Portuguese SME

- Analysis of the drivers of innovation at *Polisport*, a Portuguese SME operating in the plastics industry for two-wheeled vehicles;
- Identification of a set of relevant variables that positively affect its innovativeness;
- Analysis of the impact of the innovation strategy on the firm's performance.

PROJECTS DEVELOPED BY AREA OF EXPERTISE

- MARKETING -

Marketing plan for Le Coq Sportif Russia

- Development of a Marketing strategy in a complex market, with a low brand-awareness and penetration;
- Analysis of the differences in terms of behaviour, overall environment and climate of different Russian cities;
- Definition of the Marketing Mix based on the conditions identified.

How to Position a New High-End Sportswear Brand – Recto Verso Sports – Within the New Paradigm of the Luxury Fashion Market

- Analysis of the new paradigm of the *athleisure* trend – cross-sector convergence between sportswear brands and luxury fashion;
- Identification of the difficulties faced by a newcomer in such a highly competitive market, and in operating in different categories of the fashion industry;
- Recommendation on how to position as a “luxury sportswear/athleisure brand”, delivering superior quality and comfort.

Sports Sponsoring Effectiveness: An Analysis on the Partnership between Adidas and SL Benfica

- Analysis on the sentiment of a club’s fans to the sponsor’s non-licensed products;
- Concluded that sponsoring provokes enhanced buying behaviour of fans towards the sponsoring brand.

How Can Sponsoring of Sports Teams Influence Healthy Eating on Children?

- Evaluation of the impact of sports sponsorship of a healthy food brand (*Mimoso*) on children’s eating habits and on their consumer behavior;
- Measure how these efforts are perceived by children;
- Concluded that, although they do show some tendency towards healthy brands, that is not triggered by these efforts, and do not appear to understand the persuasive intent of the initiative.

PROJECTS DEVELOPED BY AREA OF EXPERTISE

- STRATEGY -

Sportswear Industry: Impacting Consumer Behaviour and Demand by Implementing the Right Omni-Channel Retail Strategy

- Analysis of consumer behaviour and preferences for sportswear brands among millennials living in Europe, with regards to online vs. offline retail channels;
- Concluded that, despite the technological advancements, and depending on the need, consumers prefer having both the online webstores and physical storefronts options available to them.

Plux: Designing a Solution for Growth in the Sports Sector

- Analysis of the Sports Sector in terms of context, environment, trends and players;
- Produced recommendations on how *Plux* could leverage its unique offering to position itself as a quality-perceived brand and increase its market share.

Two-sided Markets: The Case for (Or Against) a Free Sports Newspaper in Portugal

- Analysis of the evolution of the newspaper industry, its changes, its main players and the financial turmoil it currently faces;
- Interviewing key agents in the industry and surveying potential readers;
- Concluded that would not be an economically viable option, as it would not be able to achieve a successful competitive position.

Is China the future market of Adidas?

- Analysis on *Adidas's* prospects for growth through an investment strategy in the Chinese market;
- Analysis of the Chinese sportswear industry and its trends;
- Concluded that the Chinese market presents unexplored potential for the industry and be determinant in the competition with industry rivals.

PROJECTS DEVELOPED BY AREA OF EXPERTISE

- STRATEGY -

The Internationalization Of Portuguese Football: Constructing A Strategic Approach Through International Examples for Sports Alliance

- This projects looks at how Portuguese football, as a late mover, can internationalize, using other countries' examples and data as a basis.
- For being able to successfully manage the expected boom caused by the centralization of broadcasting rights, both teams and the league must put measures into place that combine national opportunities and strengths.

Best Practices In Disabled Football: An Analysis Of The Portuguese Industry, for the Portuguese Football Association

- Provide an understanding of the historical, organizational, and competitive framework of disability football, while characterizing Portugal's offering in the sport, comparing it to some of the best practices found at an international level.
- Reviewing these best use cases will hopefully serve as the basis for a national action plan to reinvigorate the sport.

10-year Portuguese Football Strategic Plan: Sustainable Growth, for the Portuguese Football Association and Deloitte

- Analysis of main pillars in the 10-year strategic plan for Portuguese football in partnership with FPF and Deloitte.
- Fan engagement and how to improve their experience. Women's football current development and how to incentivize the youth to practice.
- How to increase the numbers of participants, as most athletes drop the sport during university years.
- Which broadcasting rights model, decentralized and centralized, should be implemented in Portugal.

Collective Bargaining Of Media Broadcasting Rights In Portugal: Analysis And Creation Of Potential Distribution Model

- This projects looks at how Portuguese football, as a late mover, can internationalize, using other countries' examples and data as a basis.
- For being able to successfully manage the expected boom caused by the centralization of broadcasting rights, both teams and the league must put measures into place that combine national opportunities and strengths.

PROJECTS DEVELOPED BY AREA OF EXPERTISE

- STRATEGY -

Consolidating iWorkinSport's Position In The Emerging Virtual Event Industry, for iWorkinSport

- Analysis of the industry and the environment with qualitative and quantitative data
- Specific solutions to these challenges from a data, marketing, and strategic perspective.

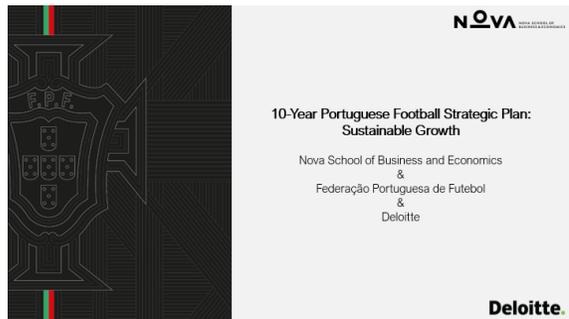
The framework for athletes to win in and outside of the classrooms, for the Portuguese Olympic Committee

- Challenges that high-performing athletes face when conciliating their sports activities with a second occupation and the skills develop during that time.
- Best practices from other countries as benchmarks, we contrast them with the experience of Portuguese athletes
- We find that there are considerable improvements at the financial, infrastructure, and regulatory levels to close the gap with our benchmark cases.

Strategic Initiatives To Increase The Player Base In Portuguese Women's Football, for the Portuguese Football Association

- Evaluating present and developing new strategic initiatives to broaden the player base in women's football in Portugal
- Benchmarking analysis of other European football federations and qualitative expert interviews with players, coaches and club management in Portugal to reach several strategic options
- The different solutions are evaluated and streamlined, allowing for a more detailed program design and a first outline of an implementation plan for the two most significant strategic options

PROJECTS DEVELOPED IN 2021/22



Analysis of main pillars in the 10-year strategic plan for Portuguese football in partnership with FPF and Deloitte. Fan engagement and how to improve their experience. Women's football current development and how to incentivize the youth to practice. How to increase the numbers of participants, as most athletes drop the sport during university years. Which broadcasting rights model, decentralized and centralized, should be implemented in Portugal. However, the choice remains arguable. International exposure and developing countries as an opportunity to increase viewership. This paper presents a comprehensive assessment of the strategy being created by FPF and Deloitte and makes recommendations.



This thesis aims to provide an understanding of the historical, organizational, and competitive framework of disability football, while characterizing Portugal's offering in the sport, comparing it to some of the best practices found at an international level. Reviewing these best use cases will hopefully serve as the basis for a national action plan to reinvigorate the sport. Pursuing growth in confidence, self-efficacy, and self-perceived high quality of life for disenfranchised individuals and communities, through the power of sports, proves to have extraordinary socioeconomic added-value potential.

PROJECTS DEVELOPED IN 2021/22

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

COLLECTIVE BARGAINING OF MEDIA BROADCASTING RIGHTS IN PORTUGAL:
ANALYSIS AND CREATION OF POTENTIAL DISTRIBUTION MODEL

André Filipe Domingos Zagalo Lopes

Work Project carried under the supervision of:
Professor Pedro Miguel Soares Brinca

18-01-2022

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In this project, the potential impact of the Collective Bargaining of Tv rights in the Portuguese League is analyzed, concluding that there is a lot of uncertainty on its impact on revenues and its likely to have a negative social welfare impact on the league. With the Collective Bargaining beginning in the 2028/2029 season, Comparative analysis of European Leagues was conducted to understand their respective distribution models. Said analysis was used to create assumptions that allowed the elaboration of two potential distribution models. The 2 models were then compared in a multitude of different scenarios to reach meaningful conclusions.



The team worked with iWorkinSport during this field lab, a company playing an intermediary role between students, schools, and companies, in the sport industry.

Thereby, we articulated our thesis using the following structure: a first part analyzing the industry and the environment with qualitative and quantitative data, a second part divided in three subtopics addressing more specific solutions to these challenges from a data, marketing, and strategic perspective. Finally, we addressed a part aiming to provide recommendations based on the research and analysis performed.

PROJECTS DEVELOPED IN 2021/22

WORK PROJECT PRESENTATION

Sports Management Field Lab:

The framework of how athletes perform in and outside of the classrooms

FRANCISCO MANUEL PONTES DIAS CANHOTO - STUDENT ID 41386
GUILHERME GOULÃO RIBEIRO CRISPIM - STUDENT ID 44718

IN PARTNERSHIP WITH:



UNDER THE SUPERVISION OF PROFESSOR PEDRO BRINCA

NOVA

This work aims to study the challenges that high-performing athletes face when conciliating their sports activities with a second occupation and the skills develop during that time. Having best practices from other countries as benchmarks, we contrast them with the experience of Portuguese athletes, in particular, concerning the ability to conciliate their sports activities with their academic careers. We find that there are considerable improvements at the financial, infrastructure, and regulatory levels to close the gap with our benchmark cases.

THESIS DEFENSE | JANUARY 2022

Equity Research: Juventus F.C. Overview and Valuation

Tigran Ananyan - 45794
Supervisor: Pedro Brinca



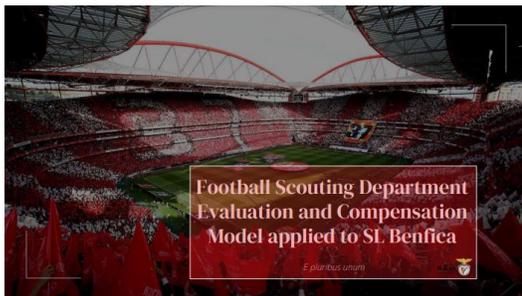
The purpose of this thesis is to provide a recommendation on whether to buy or sell Juventus's stock on December 3, 2021. The author chose to include Discounted Cash Flows, Multiples, and Multivariate methods. The author reached a target price of €0.35, €2.26, €0.25, €0.15 and €0.3331 respectively. As the results obtained from multiples valuation are not reasonable the price was determined by averaging 50%/50% the valuation findings from the Multivariate and DCF techniques with a target price of €0.3338. The firm is overvalued as the Market Quote = €0.4144, resulting in a sell recommendation.

NOVA

PROJECTS DEVELOPED IN 2021/22



Conducted between November 2021 and December 2021, the objective of this equity analysis was to determine the intrinsic value of NIKE, Inc. to recommend an investment decision. Utilizing quantitative and qualitative information, financial forecasts of NIKE, Inc.'s key metrics and performance were made. Upon completion of the forecasts, a Discounted Cash-Flow model was applied to reach a target price. The report concludes that NIKE, Inc.'s business outlook is favorable, thus resulting in a buy recommendation, with a target share price of \$202.63.



This Work Project aims to provide SL Benfica with a new performance-based compensation model, specifically built for their scouting department, accounting not only quantitative but also qualitative criteria when evaluating professional football scouts' performance. Based on research about Human Resources Management, Performance Management and Compensation, on the analysis of the club's current Performance Evaluation model and on interviews pursued with every member of the department, some KPIs were set up to boost scouts' future performance and to create the new compensation model. The following Dissertation was built to understand how employee acceptance impacts the success of a Performance Appraisal and Merit-based Pay Model.

PROJECTS DEVELOPED IN 2021/22



The overall development of professional football has placed considerable pressure on clubs' ability to remain competitive both on and off the field, being this effort envisaged by the recurring external capital injections. In Portugal, this funding has come mainly as a combination of Bank Loans and Corporate Bonds, however, it happens that the inflexibility from these instruments' reimbursements is often incompatible with the unpredictable profitability from sports organisations. As such, this Work Project intends to develop funding alternatives that explore supporters' distinctive features as financiers, granting the much-needed capital under more favourable terms than traditional capital providers would offer.

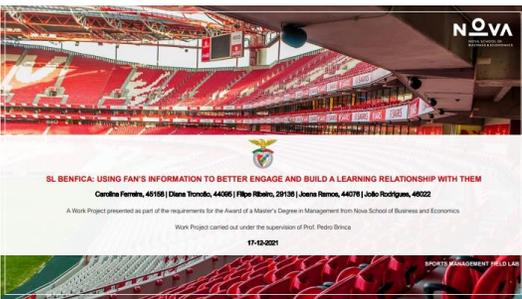


This thesis intends to understand the importance of CRM and data in the sports industry, to help sports clubs, mainly in Portugal, to perceive this importance and help them start with their own developments in the area. After going through several theoretical ideas and concepts that help clubs understand this and how they can use data, several examples are presented from the clubs we were able to confer with, giving first-hand insight into their experiences. In the end, we conclude that clubs, along with Federations and step-by-step planning, can help clubs with their transformations.

PROJECTS DEVELOPED IN 2021/22



The project's goal is to redesign a financial literacy programme in partnership with SJPF, considering the challenges of COVID 19. In fact, the programme could not be successfully implemented due to the players' lack of motivation, PNFF requirements, lack of HR availability and CNSF complexity. Taking into account the project's goal, internal and external factors were studied to assess the programme's current situation. These were followed by quantitative and qualitative analyses as well as an external benchmarking, from which several recommendations were developed.



To develop this consulting project for SL Benfica, three main issues were proposed by the club, all of them having the aim to improve the relationship with its supporters.

1. How to enhance fan engagement between the different segments of SL Benfica's fanbase?
2. What are the key pain points of the Website Customer Journey, and how should these be addressed?
3. How to raise awareness for the *Mais Vantagens* Program?

PROJECTS DEVELOPED IN 2021/22



The present project derives from the Portuguese Football Federation's 2015-2020 Women's Football Strategic Plan, with the purpose of evaluating and evolving its outcomes, specifically concerning the first strategic objective: broadening the player base in Portugal. Against the background of this objective, it focuses on the challenge of recruiting more players. In order to address this challenge, the project leverages on sports management literature to analyse the internal and external context, while benchmarking other football associations' successful initiatives, culminating on a set of recommendations to achieve the strategic evolvement in coordination with the Portuguese Federation's priorities and objectives.



Portuguese football is known for its quality and ability to sell some of the world's best players. Nevertheless, it seems far behind the 5 major European leagues in what concerns getting their brand recognized abroad and capitalizing on it. This work looks at how Portuguese football, as a late mover, can internationalize, using other countries' examples and data as a basis. For being able to successfully manage the expected boom caused by the centralization of broadcasting rights, both teams and the league must put measures into place that combine national opportunities and strengths.

PROJECTS DEVELOPED IN 2021/22

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.

FROM IDEA TO MARKET – DEVELOPING A BUSINESS PLAN FOR A SUSTAINABLE SKATEBOARD FOOTWEAR COMPANY

JOHNNY GELPI

Work project carried out under the supervision of:

Pedro Miguel Soares Brinca

This Work Project is an invitation to the new world of sustainable fashion, in which a company's entire value chain is thought out, taking shared value into consideration, making decisions not based solely on profits, but also considering social and environmental impacts. The environmental and social impact of fashion is addressed in this project through the development of a business plan of a sustainable footwear company, which considers these consequences in every aspect of the business, while also generating positive financial returns. The business plan contains four sections: opportunity, operations, roll-out, and numbers.

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

STRATEGIC FOOTBALL MANAGEMENT

Financial analysis of the "Big Three" Portuguese football clubs with a focus on strategy development and implementation plan for the financially most robust club.

Daniel Sebastian Perino (44662)

Work project carried out under the supervision of:

Pedro Brinca

This work combines a financial ratio analysis of the "Big Three" Portuguese clubs with the primary objective to develop and implement a strategy for the financially most robust Portuguese Club. Furthermore, the paper aims to identify if the Balanced Scorecard is a useful strategic tool for Club Managers to make well-founded decisions striving for competitive advantage among European Top Clubs. According to the analysis of the financial data and the inclusion of strategic frameworks as well as the existing literature there are indications that the Balanced Scorecard meets the requirements in this industry.

PROJECTS DEVELOPED IN 2021/22

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

The Impact of Organizing International Sports Events: a case study of three Portuguese sports federations

International Sports Events: Strategic Drivers and Outcomes

Tomás Sousa Faro e Silva Barreto
PEDRO MIGUEL FIGUEIREDO VALIDO

Work project carried out under the supervision of:

Pedro Brinca

This work project aims to assess the capacity of international sports events to impact sports participation and sports development in Portugal, generate financial resources for sports federations, and provide positive outcomes for local communities. For this purpose, three Portuguese sports federations were investigated, through semi-structured interviewees with key stakeholders, collection of event documents and reports, and the analysis of relevant sports data and statistics. The main findings point to an increase in the competitiveness and international experience of the national athletes. The organization of events does not seem to constitute a financial risk, as federations can benefit from additional public subsidies.

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

ON THE IMPACT OF SUBSIDIES ON FINANCIAL PERFORMANCE:
LESSONS FROM THE PORTUGUESE REGIONAL FOOTBALL ASSOCIATIONS

AN ROE APPROACH

MIGUEL DE SOUSA MAURÍCIO

Work project carried out under the supervision of:

Pedro Brinca

To promote football, the Portuguese Football Federation (FPF) allocates funds to the country's regional football associations (RFAs). Based on a multi-theoretical framework, this thesis applied a fixed effect model on financial data to examine the effect of FPF funding on the RFAs' financial performance, measured through ROA and ROE. Subsidies should have a positive impact on all RFAs. However, results suggest that only RFAs with certain financial vulnerabilities benefit from funding, whereas their robust counterparts are harmed by it. Conclusions warrant special attention from the FPF, who should understand that changes are necessary to improve the impact of subsidies across all RFAs.

PROJECTS DEVELOPED IN 2021/22

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

EQUITY VALUATION OF MANCHESTER UNITED

XAVIER BORSOT SALUDES

Work project carried out under the supervision of:

Pedro Brinca

The objective of this thesis is to analyse the financial statements of Manchester United and pursue an equity valuation in order to issue a recommendation to buy, sell or hold recommendation as of 30th of June 2021. To do so, the author decided to use the DCF model because Manchester United is not expected to change their debt-to-equity ratio and is a flexible model where all the assumptions about the company can be included. It also allows to do a sensitivity analysis what will help to understand the changes between the inputs and outputs. To support the result of the DCF model, the author has also employed a multiples valuation with the EV/EBITDA multiple. The author got a target price of Manchester United shares of 13.99£ through DCF valuation and 12.44£ using the multiples valuation, what indicate us that the share is undervalued since the market price was 10.94£.

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

OPPORTUNITIES IN ACTIVATING AND MONETIZING
MASCOTS IN SPORTS AS A MARKETING TOOL
- AT THE EXAMPLE OF FC PORTO

LENA AGNES KAUFMANN

Work project carried out under the supervision of:

Pedro Brinca

This project deals with the organizational challenge “how to activate and monetize mascots as a marketing tool of a professional sports club”. The challenge was provided by the marketing director of FC Porto, Tiago Gouveia. The paper is structured in a diagnosis, analysis, results plus solution, and a conclusion. First, the diagnosis introduces the client with its core values, mission, its two mascots ‘Draco’ and ‘Viena’ and contains a ‘SWOT’ analysis. Second, the analysis presents best practices from major leagues in the United States, European success stories, on-site and in-store observations. Third, the results evaluate which findings may be adapted to the Portuguese market, comparing countries with the Hofstede insights, and coming up with an action plan including mascot appearances, activations with children, opportunities with sponsors, merchandising, content marketing and digital. It is expected that mascots will be used more sophisticated in the future and by implementing this plan, FC Porto can act as an early mover in Europe.

A person in a dark coat is walking away from the camera on a path that leads to a bright light at the end. The path is flanked by grey walls. Overlaid on the image is blue, stylized text.

CONTRIBUTE

THEIR TIME

MOMENT