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HOW TO PREVENT VERBAL VIOLENCE IN FOOTBALL STADIUMS: CREATION OF A SOCIAL MARKETING PLAN FOR SPORTING CLUBE DE PORTUGAL

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Palavras-chave   Violência no futebol; Marketing Social; Sporting Clube de Portugal

Resumo   Hoje em dia, o futebol desempenha um papel vital na nossa sociedade, pois é o desporto mais praticado e consumido no mundo. Este desporto tem a particularidade de criar laços emocionais entre o desporto em si e seus adeptos. No entanto, ao longo dos anos, essa conexão emocional entre o futebol e seus adeptos tem sido um grande problema, a violência, especialmente o abuso verbal.

Com este trabalho, procuramos entender quais são os motivos da violência no futebol, qual o impacto e quais as iniciativas para combatê-lo. Após estudar alguns tópicos relacionados à violência verbal no futebol, este trabalho enfocará o aspecto do marketing social e da responsabilidade social corporativa das instituições e clubes de futebol, a fim de nos fornecer uma certa tipologia sobre como prevenir a violência verbal nos estádios de futebol. O objectivo deste trabalho será criar um plano de marketing social para o Sporting Clube de Portugal, para prevenir abusos verbais no estádio do clube.

Abstract   Nowadays, football plays a vital role in our society as it is the most practiced and consumed sport in the world. This sport has the particularity of creating emotional links between the sport itself and its supporters. However, over the years this emotional connection between football and its supporters has been a major problem, violence, especially verbal abuse. With this work, we seek to understand what are the reasons for violence in football, what is the impact and what are the initiatives to fight against it. After studying some topics related to verbal violence in football, this work will focus on the aspect of social marketing and the corporate social responsibility of football institutions and clubs in order to give us a certain typology on how to prevent verbal violence in football stadiums. The purpose of this work will be to create a social marketing plan for the Sporting Clube de Portugal to prevent verbal abuse in the club stadium.

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LIST OF ABBREVIATIONS

CCAC - Danish Association of Intercultural Projects

CSR – Corporate Social Responsibility

EAFF - East Asian Football Federation

EDSO – European Deaf Sports Organisation

EPFA – European Powerchair Football Association

FCP – Futebol Clube do Porto

FIFA - Fédération Internationale de Football Association

FPF – Federação Portuguesa de Futebol

FSE – Football Supporters Europe

IBSA – International Blind Sports Federation

LFP – Ligue de Football Professionnel

LPFP - Liga Portuguesa de Futebol Profissional

ONDRP – Observatoire National de la Délinquance et des Réponses Pénales

SCP – Sporting Clube de Portugal

SLB – Sport Lisboa e Benfica

UEFA - Union of European Football Associations

WFC - World Heart Federation

CHAPTER I: INTRODUCTION

1. Introduction

Football is the most popular sport in the world, practiced and seen by billions of people. Several agents are linked, directly or indirectly, to the performance of this sporting event: players, fans, technical commissions, clubs, federations and the media, among others. Though recognizing the importance of all these agents in the world of football, my work will focus mainly on the football supporter. The main role of the supporter of a football club has always been to show his/her unconditional support for the club s/he represents. Sport in general, and football in particular, has always been a place of distinction, aimed at the affirmation of sociocultural identities, which are expressed by the enthusiasm of a sense of belonging to local, regional or national communities, or by the affirmation of the fans' subcultures, who aggravatedly integrated their sense of identity.

In fact, this strong emotional involvement of the supporters can, in some cases, become a source of violence during and outside these sporting events. Unfortunately, physical and verbal violence has always been a component of the football world. Although both types of violence also exist in the field of play, the majority of violent acts take place outside the playing field. Physical violence in football is often characterized by confrontation between supporters, or even the use of objects in the stadiums to throw at the referee or the players of the opposing teams as well as carrying fire hazardous materials.

Despite this, verbal abuse is still the most common form of violence in football. In most of the cases, verbal abuse consists of rude or abusive language, threats and intimidation of players, referees, technical staff, club managers and supporters of opposing teams. Crude words also play a big part in the chants and songs sung by football fans at the stadiums. These songs, which generally serve as an incentive for the cohesion and glorification of their own teams, are often made up of intimidating and racist remarks aimed at destabilizing the opposing team and its supporters.

In the past few years, the phenomenon of violence in football has received significant attention and is now a real concern for the public authorities in particular and for contemporary society in general.

This is why society and public entities seek to exert pressure on corporate management and brand identities to take a more ethical and social stance. The goal is to put in place a multitude of sustainable measures aimed at the social well-being of society. Hence, corporate social responsibility. In the case of football clubs, especially in Portugal, this concern is very recent, which explains why football clubs have yet to put in place responsibility measures. Very few have been put to practice as of now. For these actions to have a better impact on the target audience, football clubs have to adapt their communication strategies.

The role of communication of information on social responsibility is strongly influenced by the relationship between the actions practiced by the club organization and the will to transmit these practices to society. This type of communication must be fuelled by a social marketing strategy. In order to guarantee a certain quality in this mass sports show, social marketing communication strategies from football clubs are essential. This is why it is important to understand which are the means used by football clubs for the disclosure of information and actions of a social nature.

2. Research objectives and relevance

This study has two main objectives. The first is to analyse and understand the factors associated to verbal violence in football. The second objective is to develop, design and propose a social marketing plan in order to reduce the levels of verbal violence inside the football stadiums during games.

To be able to take on this project it is important to have an overview of three main theoretical themes. First, it is important to understand the phenomenon of verbal violence in the football world while analysing the social-cultural side of supporters of football teams, as well as the forms and issues of verbal violence taken.

Secondly, I will also study certain aspects concerning the corporate social responsibility of football clubs. It is fundamental to know what are the motivations and benefits for a football club to adapt behaviours of social engagement. To reinforce the concept of corporate social responsibility, I will present illustrative examples of social actions and directives of some European football clubs and institutions.

Thirdly, social marketing will also be part of the theoretical framework for this project. Social marketing, more specifically social communication, is fundamental for a commercial entity that practices social responsibility in order to know their "social" communication target, which is often different from their commercial communication target. Based on this theoretical approach, I will develop an empirical analysis.

To begin with, I will pursue a documental research to analyse the fan chants of the Sporting Club de Portugal supporters. Those fan chants will help categorize the nature of the verbal abuse content in such songs. Further on, the documentary research also aims to compare the current state of communication of the social measures practiced by football teams, as well as the similarities and differences between them.

Afterwards, I will perform a qualitative research in form of in depth interviews with football supporters in order to complement the theoretical and documental key findings in terms of values, motives and a global view on supporters.

After having analysed all the results that will come from a documentary and qualitative research, it will be important to extract the major key findings of the information obtained to find a "communication insight". This insight will be fundamental to design the social marketing campaign in terms of strategy and actions. Before proceeding with the creation of this social marketing campaign against verbal violence in football stadiums, I will take on a preliminary analysis of the existing communication campaigns on this subject. For this purpose, I will analyse the various communication messages, the visual aspect and the different media used for these campaigns.

Key to this research is knowing why it is pertinent to combat verbal violence in football.

The reasons are many. The requirements derived from corporate social responsibility are increasingly pressuring organizations to have a positive social impact beyond the simple logic of profit. Also, corporate social responsibility adds reputation and value to organizations, potentially enhancing or improving their position on the market by improving their social image. Finally, the importance of this study is related to football as a global business in a global market. The profile of football supporters is very varied and, from the consumers' point of view, the products and services they consume (including the football itself as a sport and a show) have to take into account values of social nature.

3. Structure and Organization

This written project is composed by five chapters and is also divided into three main parts: the theoretical framework (Chapter 2, pages 8 - 41), the empirical research (Chapter 3, pages 42 – 71) and the social marketing campaign for Sporting Club de Portugal (Chapter 4, pages 72 – 92). The first chapter (pages 3-7) concerns the introduction while chapter five (pages 93-94) refers to the conclusion.

To meet the objectives pursued, this study starts by presenting the theoretical and conceptual framework that guides my research. This conceptual framework is composed of three main parts. First, a general approach to the place football occupies in our society, naming the various forms of violence that are associated with it, with special emphasis on verbal violence. The second part handles social marketing. I shall analyse social marketing as a specific orientation of this field of knowledge to pursue social welfare of individuals and groups. Lastly, I will talk about the concept of corporate social responsibility in football as a framework on how to develop actions related to social welfare.

The methodological strategy designed to achieve the objectives of this work has several components. The first component is the documentary analysis of empirical evidence of verbal violence in football, which in this case, has to do with violent

supporters' chants. The second component consists in in-depth interviews with football fans. The interviewed fans are people who attend the stadium regularly. Such interviews will allow a better knowledge of the qualitative and social aspects related to football supporters. The third component is a communication campaign analysis in to know what are the social marketing communication initiatives that have been undertaken to prevent violence related to football.

After conducting literature review and following the procedures of the methodology process, I will draw some fundamental conclusions, interpreted and structured to extract a communication insight. This insight represents the main foundations of a social marketing campaign for Sporting Clube de Portugal. This social marketing plan will be divided in four parts. The first part is a background analysis summarizing the main ideas from the conceptual framework as well as empirical research. The second part consists of marketing strategy, defining the marketing objectives, segmentation of the target and the positioning statement for the campaign. The aim of the third part is to settle the marketing tactics by taking the four "P's" of social marketing into account. The last part of the marketing plan handles monitoring and the budget for the communication actions.

CHAPTER II: THEORETICAL FRAMEWORK

1. THE ROLE OF FOOTBALL IN OUR SOCIETY

1.1. _Football, the most popular sport in the world_

Made up by the English in the middle of the 19th century, football is a team game, where two teams composed of eleven players each compete to score more goals than their opposer.

This sport has more than 3.5 billion fans around the world, thus being considered currently the most popular sport in the world (Sourdin, 2016). Its popularity is due to the simplicity of the sport, its accessibility and relatively simple rules. In addition, football has evolved as a sport that generates a lot of excitement in local communities and actually turned into a part of their popular culture.

1.2. _Football in Portugal_

In Portugal, football slowly settled in the late 19th century (Silveira, 2015). At that time, it was brought to the country by a group of Portuguese students who were returning home from their studies in England. The first one to exhibit this new game in national grounds was the student Guilherme Pinto Basto, in 1888. A few years after this first match, the first national football clubs were created.

Among the three clubs which have always been considered the most important football clubs in Portugal, "Futebol Clube do Porto" is the oldest, founded in 1893 by António Nicolau de Almeida. The club is considered the main one of the city of Porto. Concerning the capital city of Lisboa, the "Sporting Clube de Portugal" was founded in 1906 by José Alvalade. Its main adversary is the "Sport Lisboa Benfica". This club, also located in Lisbon, was founded in 1908. All these clubs also hold other sporting modalities but football remains their main focus. Until 1978 the Portuguese Football Championship was run by the "Portuguese Football Federation" (FPF), originally known as the Portuguese Football Union, which was founded on the 31st March 1914. Since then, the organization in charge of managing professional football in Portugal is the

"Portuguese Professional Football League" (LPFP). It organizes and takes care of the different football championships in Portugal.

1.3. Supporters groups and ultras in Football

As mentioned before, football is the most popular sport in Portugal, which leads to a strong participation of the locals, who become amateurs of this sport. Some sociologists believe the colors of football can be seen as an icon of identity in today's society because it is the sport that best demonstrates the meaning of the representativeness of territorial units. Hence, the identification process around teams as community representatives has become a feature of this modern sport (Elias & Dunning, 1999).

Still following the thoughts of Nobert Elias and Eric Dunning (1999), football shows channel strong emotional investment from an audience that identifies with the colors of their team, which ultimately represents their community, to which they feel they belong to. Victory or defeat on the field tends to be experienced as a victory or defeat for the community. It is important to understand that while on the one hand the social identity produced around football is an integrating element that reinforces the sense of belonging and social cohesion, on the other hand this identity is often built by strengthening the feeling of opposition to others, those who are not part of "us".

It should be noted that there are different ways to take an interest in football: regularity of following football news, frequency of going to the stadium, nature of the passion and its strength vary enormously depending on individuals. Supporters' ways change greatly, according to time and place (Mignon, 1990).

According to Patrick Mignon (1990), the fans have long been well integrated into their teams. Before the professionalization of the football teams, members of the fan associations provided valuable assistance to their teams and their support was not limited to encouragement at the stadium. When teams turned professional, between the years 1960 and 1980 depending on the countries, a growing distance between players and managers on one hand and supporters on the other hand took place.

Supporters lost possession of their previous influence on the team. They became confined to the unique function of supporting the team at the stadium.

Fans acquired new ways of showing their support then. Often quite young, they began to show ostensibly their presence at the stands. Fans were committed to supporting their teams, when playing at home and outside: they encouraged them consistently and loudly, and "put pressure" on rival players and on referees by insulting them. They tried to dominate the opposing supporters, singing louder than them, and even physically confronting them.

1.3. *Different types of supporters*

Throughout the years, new forms of supporters have emerged. The distinctions between them are based on several aspects.

The first aspect is related to the intensity of participation. The fans standing in the stadiums, singing constantly, are opposed to the more moderate seated fans. In the stands, there are two main ways of encouraging the team (Haynes, 1995). On the one hand, there is the British model, based on the fervor of the songs, the informal group membership and the spontaneity of the atmosphere. On the other hand, there is the Italian model, characterized by its organization: the fans are structured in groups, with leaders to launch the songs and frame the atmosphere; animations are made at the entrance of the players.

A second aspect has to do with the relationship between the supporters and the players plus team managers: they may allow themselves to criticize them or not. According to this particular, we can subdivide supporters into 4 groups (Limbergen, 1992):

- Supporters of the first type express their satisfaction or disappointment at the policy of the managers and the performances of the players, by applause or *boo*. They expect a lot of fighting from their team and feel very entitled to express dissatisfaction if their wishes are not met. Such reactions have a strong impact on the players, but they are restricted to the stadium and do not

structure themselves in an associative form. Often installed in seated stands, these supporters do not sing often.

- Supporters of the second type assert their loyalty to the team. Even though they do not think less about it, they never openly criticize players and managers; they call those who hiss "spectators" instead of fans. Formal associations, integrated with the team and defending the old model of proximity between supporters, managers and players, bring them together. More or less fervent in their encouragement, they oppose physical violence, and even the verbal kind. They try to forge links with the opposing fans.

- Supporters of the third type adopt the new forms of support that appeared in the 1960s and affirmed extremism as well as autonomy of fan behaviour. They seek to exert influence on the team by acting as a counter-power. These supporters demand both extreme loyalty to the club, which inhibits them from booing the team when it loses, and the right to criticize players sometimes violently in case of recurring bad results. They reject the idea of fair play which they consider hypocritical: after all, football is a confrontation between two adversaries. To discredit the opponent, fans compete imaginatively to find insulting slogans. Anxious to defend their territory against opposing supporters, they sometimes resort to physical violence, although they do not systematically seek it. This third type of supporters has a shared passion for football and for the act of supporting their team. They tend to focus more on the performance of their own group and on the rivalry between fan teams and clubs. The fans who belong to this third type are called "the Ultras".

- Finally, those who define themselves as hooligans constitute a fourth type, a small minority. Hooliganism may have been, in the beginning, a way of claiming authenticity of attachment to the team. Violence was then part of a popular culture of supporters: it extended the support to the team and all kinds of insults to the opponents. Over time, hooliganism has become a matter of study for concerned specialists, who see it as an affair of people obsessed with violence to the point of neglecting the encouragement of their team, or people who are even completely uninterested in football. The practice of hooligans is distinct from that of fans of the third type.

It is very important to note that there is still a slight difference between hooliganism and the ultras culture.

Hooligans are primarily concerned with the search for incidents with opponent hooligans or with police authority. They form informal groups, which often cultivate a certain secrecy. They invest modestly in supporting the team and even less in the life of their club: they seek little or nothing to give their opinion on the policy of the managers or on the performances of the players (Dunning, Murphy and Williams, 1988).

On the contrary, ultras sometimes resort to violence, but they do not focus on it. Their practice is much broader (Podaliri and Balestri, 1998). They engage strongly in support for the team, they try to sing throughout the game, they organize animations at the entrance of the players, they arrange systematically to attend matches outside their home field. They constitute identifiable associations, with spokespersons. These associations wish to have relations with the managers and to discuss with them the policies of the club.

The first groups of "ultras" in Portugal emerged during the second half of the 1970s (Marivoet, 1992b). The "Juve Leo", organization of supporters of Sporting CP was the first one in 1976, followed by the "Diabos Vermelhos" SL. Benfica and the "Dragões Azuis" of FC Porto. It was afterwards, during the 1980s and '90s, that many new organizations were created ("Insane Guys" of Vitória Guimarães or the "South Side Boys" of Sp. Braga) as well as sub-organizations, from already existing teams ("Torcida Verde" from Sporting, for example). In 2003, only in the main Portuguese football league, over 40 ultras organizations of official supporters were identified.

1.4. *Violence in Football*

Firstly, it is important to clarify the notion of "violence". There are many forms of violence, but in this case, I will talk mainly about verbal and physical violence in football.

Verbal violence is the most common form by far, encompassing a relatively large spectrum of behaviours, including accusing, undermining, verbal threatening, ordering, trivializing, constant forgetting, silencing, blaming, name calling, overtly criticizing (Borghini, 2017).

Physical violence is defined by the World Health Organization as "*the intentional use of physical force or power, threatened or actual, against oneself, another person, or against a group or community, which either results in or has a high likelihood of resulting in injury, death or psychological harm*" (Krug, 2002, p.5).

As mentioned before, the strong emotional involvement of supporters in football can sometimes lead to violent conflicts but that's not the only reason why violence exists in football. There are three theories that have been proposed to explain violence within sports (Abdal-Haqq, 1989). These are the biological theory, the psychological theory, and the social learning theory. According to Abdal-Haqq (1989), the biological theory suggests that violence is a fundamental inherent human behaviour. This theory maintains that sports have been perceived to be a socially suitable way through which humans can discharge violence that has been built up in them, thus defending the need for people to engage in sports because it helps them vent out their inner aggression.

As for the psychological theory, Abdal-Haqq (1989) holds that violence is caused by dissatisfaction, resulting as the effect emerging from a situation. Frustration is generated when a person is blocked from achieving a certain goal. According to Abdal-Haqq, the occurrence of violence in sports is dependent on the emotions that have been created in the minds of football supporters. For that reason, the psychological state created in the minds of supporters is fundamental to the prevention or occurrence of violence in sports.

Finally, the third theory concerns social learning. Abdall-Haqq sustains that violent behaviour may also result from learning. People learn new behaviours through modelling and through the use of punishments and rewards. In sports, football supporters perceive their sports heroes as role models and, as a result, they imitate

their behaviours. Therefore, violence in sports can occur due to young sports persons imitating the behaviours of their role models which may suggest aggression.

According to a report published in France in 2014 by the Observatory of Behaviour in Football (ONDRP, 2004), verbal aggression is the most common incident at football matches. This type of incident is characterized by rude or offensive remarks (67.9%), threats and intimidations (18.5%).

In 2015, the same Observatory recorded violent incidents (verbal and physical) in almost 50% of all football matches played in France. This study also showed that 42.5% of victims of incidents on a soccer field were referees. The players represented the majority being 53.7% of the victims. But when you compare these numbers to the number of referees, who represent only 1.25%, it is clear that a referee is far more likely to encounter violence on a football field than any other actor in the game. Looking at the nature of these incidents, we see that the referees suffer mostly verbal violence, which accounts for 85% of the aggressions concerning them.

In 98.1% of the matches in which the referee is the victim of violence or unruly behaviour, the aggressor was identified. However, managers accounted for a significant share of aggressors as they constituted more than one out of ten cases (10.1%). In total, team managers verbally assaulted referees in 92.3% of the cases (rather than physically attacking them).

In Portugal, the very first descriptive and quantitative approach to violence in football matches was discussed in the article "Violência nos espectáculos de futebol" (Marivoet, 1989). This article discusses the physical and verbal violence that took place between the '70s and' 90s during the main Portuguese football league. Events have been recorded by sports and public authorities such as the law enforcement department. The 80s' were marked mainly by the increase in the number of violent incidents (physical and verbal) in the Portuguese sports environment.

Between 1978 and 1987, football was the sport that accounted for the majority of violent incidents, 99.4%. In 1982, more than a third of football games at the main Portuguese football league had violent incidents. Most incidents during those games

were characterized by violent behaviours involving individual supporters. The intensity of that violent behaviour changed according to the development of the game and the level of tension created between the fans and the teams, as results were scored.

In 1988, 35.25% of violent incidents in football matches took place in the region of Porto and Lisbon. To be noted also that most violent incidents (35.40%) came from supporters who were attending the match. For Marivoett's research, three groups of supporters were studied mainly, the supporters of the "Sporting Club of Portugal", "Sport Lisboa Benfica" and "FC Porto". According to his observations, it was possible to determine that nearly 20% of the violent incidents involving supporters of these three teams were characterized by verbal aggression.

The most recent study concerning violence in Portuguese football has been made during the season 2011-2012 by interviewing people who regularly attended football games (Pereira and Martins, 2012). This study showed that nearly 60% of the interviewed people who attended a match during season 2011-2012, also witnessed violent acts (physical and verbal). 63% of respondents said the way "ultra" supporters acted during the matches was "too extreme". 66% of respondents stated that supporters' groups are primarily responsible for violent acts which occur during these sports encounters.

When we talk about verbal abuse, we are often referring to the chants in the football stadiums sung by the fans of the different teams. These songs are made by the fans during their meetings, usually to support their team or to celebrate their favorite players. However, sometimes these songs are composed to intimidate the opponents, often containing racist remarks which aim to destabilize the opposing team and its supporters. Some teams also have their own hymn.

Throughout the years, it was possible to detect three different kinds of chants[1] sang by the fans of the main teams (Marivoet, 1992b):

> ➤ Songs of glorification of their teams:

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[1] Attachment 1: Typology of fan chants in Portuguese football.

For supporters, this type of chant represents the affiliation with their team by carrying within them exaggerated values of identity, of total surrender a feeling of belonging to their team and defending their colours until the last minute.

> Songs of affirmation and cohesion to the team by demarcation of other teams:

This type of chants is characterized by provocative demarcation and hostility, triggering mechanical solidarities that guarantee the cohesion of the groups for support, quarrel with the opponent or fight.

> Chants against other teams or players:

This type of singing, which is essentially offensive, is intended exclusively for verbal aggression between groups of supporters.

2. SOCIAL MARKETING

2.1. *What is Social Marketing?*

The concept of "Social Marketing" first appeared in the scientific paper of Philip Kotler and Gerald Zaltman (1971) "Social Marketing: An Approach to Planned Social Change". According to these authors, social marketing can be defined as *"the design, implementation and control of programs designed to influence the adoption of social ideas while involving decision-making about product planning, pricing, communication, distribution and marketing research"* (Kotler and Zaltman, 1971, p.5).

It should be noted that there are differences between social marketing and commercial marketing. The main objective of commercial marketing is essentially to make an impact in the behaviour of consumers *per se*, while the goal of social marketing is to influence the social behaviour of consumers. In the commercial sector, the main objective is the sale of goods and services to gain financial gain (Hastings, 2007). In social marketing, the main goal is to influence consumer behaviour contributing to a "social" gain (Kotler and Lee, 2011).

An important aspect of social marketing is related to social change. These "social changes" can be classified in four categories (Minciotti, 1983):

- **Cognitive Change:** Changing people's knowledge of a given subject through public information or education programs. (example: awareness of global economic inequalities)
- **Change of action:** Encourage people to participate in mass action. (example: donating blood)
- **Behaviour change:** Behaviour change is about the well-being of others. (example: reduction of violent behaviours in schools)
- **Value change:** Changing consumer beliefs and values. (example: Diminishing racial prejudices in football)

2.2. Types of social marketing

There are different ways to implement a strategy in social marketing (Neto and Froes, 1999).

First, there is the concept of "Philanthropic Marketing" where a company collects goods, makes monetary donations or sends volunteers to a certain entity or association.

Secondly, we have the concept of "Social Campaign Marketing", which is based on the transmission of social messages on the packaging of a product or on television, for example.

Thirdly, the "sponsorship marketing of social projects to third parties" where a company sponsors one or more social actions in partnership with the government.

Fourthly, "relationship marketing based on social actions", where a company tries to get their customers to obtain a certain social service through its sales people.

Finally, the "social marketing promotion of a product or brand" where a company seeks to increase the volume of business by associating with entities or social campaigns in order to enhance its brand image.

2.3. The 4 P's of social marketing

The most common way to delineate the main components of marketing is represented by the "4Ps" of marketing. Each "P" represents one of the main elements of marketing: Product, Price, Place and Promotion (McCarthy, 1960). The use of any one of the four elements of marketing varies for a given social campaign, depending on the adopted strategy. Each strategy is what is called a "marketing mix" (Kotler & Lee, 2008).

However, we must know that there is no ideal "mix", there are only "mixes" that bring together all the chances of achieving the ultimate goal of behavioural change. In one case, there may be more focus on accessibility, which will require less monetary or psychological costs and less of a communication role. In another case, knowing that the recipients are more resistant to the desired change, we will ask for less effort,

making the "product" more accessible while focusing more on communication. In order to provide a global overview of the policy framework upon which communication is developed, each of the four social marketing "P's" will be presented (Kotler & Lee, 2008) now.

a) P-Product

In social marketing, the product refers to the desirable behaviour advocated as well as the benefits associated with it. These are related to various elements as they may concern a product, a service, an experience, an organization or constitute a form of psychological and social gratification, such as self-fulfilment. Kotler and Lee (2008) distinguish three product categories: the main product, the tangible product and the derivative product.

The "main product" refers to the benefits that one hopes to gain from the target audience when one adopts the behaviour suggested in the communication. Examples of the main product would be: protection against lung cancer, stress reduction, or the prevention of unwanted pregnancy.

The "tangible product" represents the behaviour as presented to the target audience, to obtain the expected benefits. Examples of tangible products would be: quitting, engaging in an exercise program, using a condom.

The "derivative product" refers to all derivative products and services that have been developed in a manner complementary to the main advocated behaviour. An example of a derivative product is the development of playful condoms to interest targets in using them.

b) P-Price

In social marketing, the notion of price is not restricted to the monetary aspect since it also takes into account the non-monetary costs, which are essential to the adoption of a new behaviour and the abandonment of a previous behaviour. These costs can be psychological (example: loss of pleasure of nicotine), physical (example: symptoms of

nicotine withdrawal) and social (example: temporary or prolonged isolation of friends who smoke). Although in some cases a monetary cost may be added, this financial cost generally represents a smaller drag than non-monetary costs.

It can be said that in social marketing, price is a much more determinant factor than in commercial marketing. The desired behavioural change can only be achieved when costs are perceived as less important than the expected benefits. It is, therefore, essential that a social marketing strategy be developed in such a way as to reduce the costs generated by the adoption of the new behaviour and the abandonment of the old one, but also in such a way as to increase the perceived benefits resulting from the choice of the new behaviour. For the marketing strategy to be effective, the price of a behavioural change must first be assessed according to its importance (low or high) but also according to the nature of the benefits mentioned (tangible or intangible, individual or collective).

c) P-Place

In commercial marketing the "place" is used to describe the path that a product or service takes to reach the consumer. To make a product or service accessible to consumers, it is important to decide on the number of stores and their location to see how goods will be displayed to barges. In social marketing, the "place" refers to accessibility. This accessibility is based on the establishment of opportunities that will enable the target audience to perform the desired behaviour. Creating opportunities means that people are provided with tangible objects related to the proposed behaviour. One of the strategies that can facilitate the accessibility of the prescribed behaviour is to improve the proximity and user-friendliness of the place.

d) P-Promotion

While the goal of marketing is to sell, the goal of advertising is to change attitudes or, in the longer term, to change behaviour. It becomes difficult to evaluate the effectiveness of advertising in these terms, mainly of social advertising. Social marketing communication is a complex area that must take into account a multitude of aspects such as the type of message (relational or emotional), the characteristics of the

target audience, the characteristics of the source (association or union) and the communication channels to ensure its success.

During the 1950s, a group of Yale School researchers showed the importance of the characteristics of the source, including its credibility. Hence, a message will be more persuasive if it is endorsed by a source perceived as being an expert in the field (Hovland, Janis & Kelley, 1953).

On the contrary, the remarks of a source, even if it is from an expert in the field, will be less persuasive if one knows that it can benefit from its intervention. The identification with the source also played an important role in the ability of an advertisement to change attitudes. According to Hovland, Janis and Kelley (1953), the persuasive strategy of highlighting the similarity between the source and the target audience is a widespread tactic in social advertising.

2.4. *A persuasive strategy*

The challenge of social marketing is to choose the best strategy to optimize the process of persuasion, usually with people who engage in risky behaviours. For that, it is important to know that an essential condition for changing attitudes and behaviours is to involve the recipient as much as possible (Petty & Cacioppo, 1981). One way to use persuasive strategy is "humour". Humour is a positive strategy that focuses on a scenario supposed to make people laugh, which leads the audience to remain attentive until the end. Although humour is effective in some cases, it does not work for all subjects (example: cancer prevention campaign). Misplaced humour may cause resistance to behaviour change rather than openness (Cossette & Daignault, 2011).

Another way to use persuasive strategy is "fear". Cossette & Daignault (2011) argue that fear, threat or any strategy that exposes negative emotions is undoubtedly the most popular type of persuasive strategy in social advertising.

The principle of fear-based social communication strategies is to "present a greater or lesser threat to which the individual will risk exposing himself if he continues to adopt the behaviour denounced by advertising" (Janis & Feshbach, 1953). Several "threats"

may be mentioned, such as death, illness, injury or social rejection. According to Janis and Feshbach, presenting these "threats" increases the recipients negative emotions which they seek to get rid of in order to regain their "psychological peace". The means proposed to achieve this is to abandon the behaviour which leads to it, leaving them to imagine that they are indeed protecting themselves by doing so.

However, a fear-based strategy may be tricky to use because if the level of anxiety is raised too high this can trigger various defence mechanisms such as stalling, denial, avoidance or even minimizing the severity of the threat (Daignault & Paquette, 2010). The same authors suggest referring to realism on social advertising focused on fear, rather than to higher levels of fear or threat. Daignault and Paquette call this the "level of realism". Thus, the term "level of realism" has been used to refer to messages that exhibit a similar threat but that use a different style of presentation.

It's possible to distinguish between three levels of realism: symbolic, realistic and hyper realistic. It is important to find a balance that favours the effectiveness of these threat strategies.

Moreover, for social advertising to be effective it must be done by integrating the following (Brader, 2009):

- Rational elements (facts, figures, etc.) that seem most important to society, although they are the least convincing.
- Affectional elements (beauty, humour, fear, etc.), also called "motivations". Affectional elements are considered the most persuasive.
- Nonverbal elements (colours, writing style, etc.) that are often treated at a "non-conscious" level and act in connection with the affective elements.

The media that broadcasts social advertising is the same that broadcasts commercial advertising.

Following, are the objectives and motivations which can change in the form of different models (Cossette & Daignault, 2011).

2.5. The classic model of persuasion

It is important to emphasize that changing attitudes is only the *"tip of the iceberg of a much broader persuasion process"* (McGuire, 1968). Assuming that persuasion is a process that takes place in six main stages, each of them must be completed before proceeding to the next stage. According to McGuire, for an advertisement to have an impact on the target audience, it must be seen broadly. Indeed, it is not easy to reach the target audience because advertisers must now face two constraints. First, the target audiences are dividing into smaller and smaller interest groups, and secondly the distribution channels are becoming more numerous. It is, therefore, necessary to know the characteristics of the target audience and to which media they are exposed in order to optimize the chances of effectively reaching targets.

The second step in the persuasion process is "attention". According to McGuire, although we can see and hear several ads a day, many commercials do not pass the show stage. These messages do not reach the seat of our conscience, the place where people take knowledge of the information presented to them. In this context, attracting the attention of the target audience is a significant challenge. McGuire distinguishes between types of attention: reflex attention and voluntary attention. "Reflex attention" is associated with the basic motivations of the human being (example: drinking, eating, reproducing, protecting oneself from danger, etc.). Thus, any advertising information allowing the individual to meet a primary need is much more likely to attract his attention. Voluntary attention is primarily associated with external motivations (example: curiosity, a personal interest, a desire to understand, etc.) For this, the presentation of complex images, visually problematic or aesthetically interesting can also help attract the voluntary attention of receivers.

The third step in the process of persuasion is "understanding". For the recipient to be able to decode the content of the message, advertisements must present intelligible lines. To facilitate the understanding of messages, advertising communication can use two strategies, which are the "rational approach" and the "affectional approach". According to McGuire, banking on the rational approach is trying to convince, whereas

to bet on the emotional approach is to try to persuade. To convince is to appeal to the reason of the recipients, their capacity to distinguish and to criticize.

To convince, it is necessary to present evidence that supports their own position and weaken those of the opposer. These arguments are normally presented in a certain order, keeping the strongest arguments for the end.

To persuade is to play on the emotions of the recipients by appealing to their feelings and emotions. According to McGuire, to persuade one must establish an emotional complicity with the recipients by appealing to their values such as authenticity, justice, happiness, honour, courage. To make the message more dynamic one can bet on the effects of rhetoric, using repetition, emphasis, metaphor, and so on.

The fourth step of the persuasion process is "acceptance". To persuade the target audience to adopt a certain behaviour, social advertising must be designed to facilitate its acceptance. According to McGuire, the acceptance phase is important for achieving the primary goal, which is behavioural change. In social advertising, acceptance goes through two phases. First of all, social advertising must prevail (for example, "eating healthily increases your life expectancy"). Secondly, social advertising also has to be of emotional interest. However, McGuire says that most of the time, the behaviour to be changed is a pleasure to give up, and that is why "acceptance" here is a synonym of renunciation. To circumvent this problem, the recipient must compensate for this loss by justifying it with his own arguments (for example, "my family would be so happy if I eat more healthily").

The fifth step of the persuasion process is "retention". According to McGuire, an individual may agree to modify his/her behaviour based on the "information" presented in the advertisement, but s/he must still remember the information given. The level of retention is linked to the "arguments" given by advertising, combined with those advanced by other sources, such as personal entourage, health professionals, etc. McGuire also says that if there were explanations that led to the acceptance of the desired behaviour, the retention of these arguments will be high, at least in the short term. In the long run, an individual will substitute their own arguments for the

explanations that led to change, which will consolidate their decision and anchor their new behaviour.

The last step in the process of persuasion is acting out the "adoption" of the behaviour advocated. As we stated before, the main goal of a social marketing strategy is a change in behaviour. According to McGuire, the probability that an advertising campaign will bring about the expected change is therefore infinitely smaller than that of being simply exposed to advertising.

2.6. *Strategy Plan in Social Marketing*

The development of a strategy in social marketing, must be done while respecting the different phases of the traditional marketing plan. The development of the strategic plan in social marketing is done through a ten-step process (Kotler and Lee, 2011):

- Background, Purpose, and Focus: What social issue is this plan intended to impact (e.g., water quality)? On what population (e.g., single-family homes) and/or solution (e.g., natural yard care) will we focus? Why? Who is the sponsor?
- Situation Analysis:
  - o SWOT: organizational Strengths and Weaknesses and environmental Opportunities and Threats.
  - o Key learnings from a review of similar prior efforts and additional exploratory market research.
- Target Audiences :
  - o Descriptions of priority target audiences, including demographics, geography, readiness to change, relevant behaviours, values and lifestyle, social networks, and community assets relative to the plan's purpose and focus.
  - o Market research findings providing a rationale for targeted audiences, including factors such as size, problem incidence, problem severity, defensiveness, reachability, potential responsiveness to marketing mix

elements, incremental costs, and organizational match relative to the plan's purpose and area of focus.

- Behaviour objectives and goals:
    - Behaviours that target audiences will be influenced to adopt that are single and simple with lowest current penetration, highest willingness, and most potential impact.
    - SMART (Specific, Measurable, Achievable, Relevant, Time-bound) goals quantifying desired behaviour outcomes as well as changes in knowledge, beliefs, and behaviour intent.
- Target Audience Barriers, Benefits, the Competition and Influential Others:
    - Perceived barriers and costs associated with adopting the desired behaviour
    - Potential unique and meaningful benefits that will help influence and sustain targeted behaviours.
    - Competing behaviours/forces/choices
    - Influence of importance to others
- Positioning Statement:
    - How we want the target audience to see the targeted behaviour, highlighting unique benefits and the value proposition.
- Marketing Mix Strategies (4Ps):
    - Product: Benefits from performing behaviours and features of goods or services offered to assist adoption.
    - Price: Costs that will be associated with adopting the behaviour and price-related tactics to reduce costs.
    - Place: Convenient access
    - Promotion: Persuasive communications highlighting benefits, features, fair price, and ease of access.
- Plan for Monitoring and Evaluation:
    - Purpose and audience for monitoring progress and evaluating results.
    - What will be measured: inputs, outputs, outcomes, and (potential) impact and return on investment (ROI).
    - How and when measures will be taken.

- Budget:
  - Costs of implementing the marketing plan, including additional research and monitoring/evaluation plan.
  - Any anticipated incremental revenues, cost savings, or partner contributions.
- Plan for Implementation and Program Management: Who will do what, when—including partners and their roles.

3. CORPORATIVE SOCIAL RESPONSIBILITY IN FOOTBALL

3.1. *The Concept of "Corporate Social Responsibility" in football business*

Currently, football has become a phenomenon in our society with a real social, economic and cultural impact. By many people, this sport is seen as an important communication tool between clubs and the community. The professionalization of football is no longer limited to the game itself but has become a commercial activity where there is interdependence between clubs and other actors involved in the process, such as the media for example (González 2007). For this, it is important for a club to consider itself a "brand" with well-defined missions and values. To maintain good commercial management, football clubs must put in place strategies that aim to improve the relationship with their stakeholders.

However, the pressure exerted by the stakeholders forces the clubs to grow, not only on a commercial level, but also on a social level. In this context, we must speak about the "Corporative Social Responsibility" of football clubs. Corporate social responsibility (CSR) is beginning to take a dominant position in the business management process. It encompasses three main areas (Marrewijk, 2003):

- **Environmental:** Natural resources are not infinite. This scarcity finiteness of natural resources is reflected in the need to protect these great ecological balances to preserve our societies and life on Earth.
- **Social:** The social pillar ties back into another poorly defined concept – social license. A sustainable business should have the support and approval of its employees, stakeholders and the community it operates in. On the employee side, businesses refocus on retention and engagement strategies, including more responsive benefits such as better maternity and paternity benefits, flexible scheduling, and learning and development opportunities. For community engagement, companies have come up with many ways to give back, including fundraising, sponsorship, scholarships and public investment at the local level.

- **Economic:** The goal is to reconcile the viability of a project, such as the protection of the environment, and the preservation of the social bond, following ethics.

The purpose of the CSR is to bond companies in a compromise to adopt ethical behaviour that contributes to internal and external social and economic development. As companies are currently experiencing high competition, CSR can therefore determine a true differentiating criterion of market positioning (Akansel, 2010).

In a sporting context, CSR is characterized by positive social efforts associated with sporting activities. CSR as a commercial strategy allows football clubs to improve their brand image by gaining visibility and reputation among their target audience by means other than the delivery of players each game. In summary, a good CSR strategy can greatly increase the media visibility of a football brand.

When considering the ethical and social responsibility aspect in creating a marketing strategy, two types of major targets must be considered (Crane and Desmond, 2002):

- First, concerned targets are consumers who are also citizens, fans and spectators of sporting events, and eventually paid workers. Beyond their personal consumption, they are individual who want to share common values and emotions with the brand of goods they have purchased – a brand owned by the sponsor.
- Second, repercussion of the ethical marketing of footballing figures has to do with the sponsors. Sponsors use football matches watched by millions of viewers as a showcase. In terms of image sponsoring, they show off their brands to be known and to generate closeness and emotions with the viewers.

3.2. *Implementation of CSR strategies trough football*

Recently, a norm in favour of integrating CSR into the operating logic of sports organizations has been integrated in football. This norm called "ISO 26000" guarantees the integration of principles of sustainable development into the management of organizations and indicates that social responsibility is reflected in the willingness of

organizations to assume it. Here are some examples of football teams (national and international teams such as Sporting Clube de Portugal, Sport Lisboa Benfica, Football Club Barcelona, Real Madrid Football Club and Chelsea Football Club) and football institutions (namely UEFA) which take social responsible initiatives. All the following examples given are not exhaustive, but mere examples.

- ✓ _UEFA:_ (http://www.uefa.com/)

"UEFA", which means "Union of European Football Associations", is the governing body of European football. Their main objective is to address all issues relating to European football by promoting football in a spirit of unity, solidarity, and fair play, without any political, racial, religious, or other discrimination.

UEFA also aims to preserve the values of European football and to maintain relations with all players involved in European football.

To better understand the concept of social responsibility within football organizations, I will illustrate the areas as well as some actions of social responsibility put in place by UEFA. All the information comes from the UEFA report on football and social responsibility (Gasser, 2016).

During the 2014/2015 season, UEFA invested € 5,860,000 in their social responsibility program. This amount has been distributed according to the different social segments that UEFA seeks to improve.

Figure 1.1: Distribution of the budget for UEFA's corporate social responsibility actions.

Budget allocation 2014/2015

- 8.55% — UEFA EURO 2016
- 6.67% — Dialogue with supporters
- 4.27% — Football First: Uefa We Care
- 32.12% — Solidarity
- 0.48% — Balance for allocation
- 19.34% — Diversity
- 5.99% — Environment
- 5.36% — Health
- 10.31% — Integration
- 6.91%
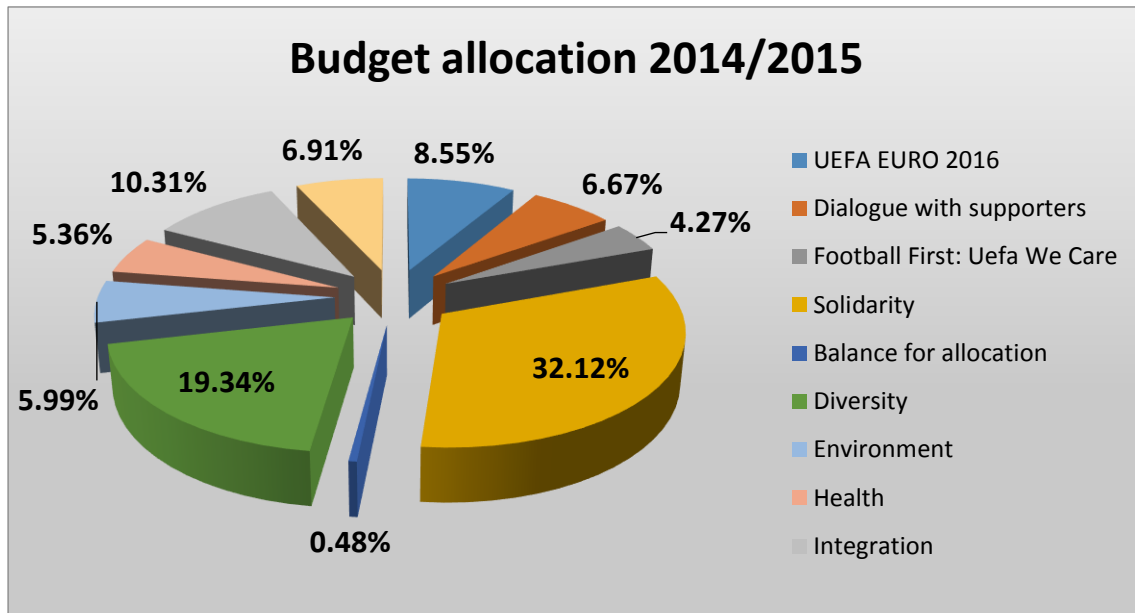
source: http://fr.uefa.com/MultimediaFiles/Download/uefaorg/General/02/55/80/27/2558027_DOWNLOAD.pdf

After noticing in detail how UEFA allocated its financial budget dedicated to social responsibility actions, it is important to cite some projects put in place by this organization.

In the heart of UEFA:

- **Reduced water and energy consumption.**
- **Human Resources Initiatives:**
    - "We Care About YOU! ": In line with UEFA's zero-tolerance policy on discrimination and harassment, and in order that each employee can work in a safe and healthy environment, the HR unit has launched the "We Care About You!" program to prevent any form of conflict, harassment or discrimination within UEFA and to establish a specific procedure and appropriate measures in case of incidents.
- **Captains of Change program:** This program is based on participants who assume the role of Captains of Change, committed and dynamic people who are willing to positively influence the culture of football organizations through initiatives that include recognized groups as minorities in the management of

football at a local, regional or national level. Each participant is committed to developing and implementing a diversity project within their organization. The Captains of Change receive support and feedback during a week of training.

Diversity

- **"Breaking the Glass Ceiling" Seminar:** In a joint effort between UEFA, the Netherlands Football Association (KNVB) and the FARE Network, footballers, politicians and academics gathered at the Olympic Stadium of Amsterdam in December 2014 to consider how to tackle institutional discrimination in football.

Integration

- **Football for all:**
  - European Football Association for amputees (EAFF)
  - European Organization for the Sports of the Deaf (EDSO)
  - European Footwear Association (EPFA)
  - International Federation of Sports for the Blind (IBSA)

Environment

- **Climate Friendly:** "Climate Friendly" is continuing its commitment to tackling climate change and has set a new ambitious five-year target, dictated by the need to take more urgent measures to reduce emissions by 50 million tons by 2020.

Health

- **World Heart Federation (WFC):** To address the challenges of growing prevalence of physical inactivity and obesity among children and youth, which makes them more vulnerable to cardiovascular disease, the five-year partnership between UEFA and the World Heart Federation (FMC) aims to promote a healthy diet and physical activity through football and to fight against smoking.

Peace and Reconciliation

• **Danish Association of Intercultural Projects (CCAC):** The approach taken by the Danish Association of Intercultural Projects towards Peace and Reconciliation derives from its conviction that peace must be promoted at local level through activities that promote dialogue and cooperation

Solidarity

- **Johan Cruyff Foundation:** The "Johan Cruyff" Foundation strives to initiate and support projects that promote sport and play. To do this, it collaborates with clubs, sports federations, NGOs, governments and societies, thus offering children the possibility of practicing sports, regardless of their origin or the handicap they are suffering from.

Dialogues with supporters

• **Pro Supporter project:** In 2008, UEFA officially supported the creation of Football Supporters Europe (FSE), a European association of independent football fans, organized in a representative and democratic manner. Since 2009, FSE has been recognized as the official contact point for all questions related to supporters. Project "Pro Supporters" aims at encouraging supporters' empowerment and dialogue and enabling the exchange of enlightened opinions, aiming to fight violence and discrimination.

Football first: UEFA We care

• **Good old days project:** The Good Old Days project uses football imagery and memories to facilitate peer discussion in a safe environment. It has been designed to help boost memory recall, self-esteem and self-confidence, and to allow people with dementia to reconnect with football. Numerous results show the positive change induced by the project.

The United Nations recognizes sport as an effective tool for promoting health, development and peace as well as social inclusion and equality. It is a unique tool for tolerance and empowerment of children and people with disabilities. These ideas are reiterated in the new 2030 Agenda for Sustainable Development, which emphasizes its essential role in social progress. Sports breaks down the barriers that divide people and communities and can be used to prevent conflict, promote tolerance and build peace. The FC Barcelona Foundation, created in 1994, promotes understanding among young people in the school and social environment and helps them to reduce tensions and establish dialogue while developing self-confidence and trust in others.

Since 2006, FC Barcelona has donated 0.7% of its budget to the FC Barcelona Foundation, having committed to fund various solidarity projects to instil positive values that they hope to transmit and put into practice. Since 2010, the players and coaches of the professional sports sections of the club contributed 0.5% of their income to finance and strengthen initiatives in Catalonia, Spain, and other countries that need help.

Football has become a mass show with a few stars and millions of fans. Aware of its influence, the FC Barcelona Foundation is committed to demonstrating that sport is more than just a game.

Football is the most egalitarian sport. It does not recognize any boundaries, classes or affiliations. FC Barcelona is aware of the hope that football generates in thousands of children and that its own players have become role models. The Club assumes this immense responsibility which leads it to orient and broaden their social objectives. The Foundation contributes to improving society by transmitting values. The Foundation's projects are based on the use of sport as a major development tool and on the promotion of education through the values embodied in sport. Currently, more than 490,000 people around the world benefit from the Foundation's projects.

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[2] The specific information about corporative social responsibility of the football clubs was reconstructed by searching the official websites of the clubs, in this case: https://www.fcbarcelona.com

✓ *CHELSEA FC* [3]

Founded in 2010, the Chelsea Foundation brings together Football in the Community and the Education department along with the club's other charitable and community activities, including environmental and anti-discrimination projects. The foundation constitutes the charitable side of Chelsea FC, an English professional football club based in Fulham, London, that plays in the Premier League. Founded in 1905, the club's home ground since then has been Stamford Bridge. As one of the world's leading football social responsibility programmes, Chelsea Foundation uses the power of sport to motivate, educate and inspire. Chelsea FC Foundation believes that the power of football can be harnessed to support communities and individuals both at home and abroad. A key success of the foundation has been the strong link-ups with funding partners, local authorities, schools and agencies. In all programmes, the foundation works in consultation with the partners themselves, constructing innovative and tailor-made programmes to respond to local needs. On top of their outstanding football development programmes, the Chelsea Foundation works on a broad range of initiatives focusing on employment, education, social deprivation, crime reduction, youth offending and much more.

✓ *REAL MADRID FC:* [4]

The Real Madrid Foundation is the instrument by which Real Madrid is present in society and develops its social and cultural awareness programmes. Its main objective is to promote the values inherent to sport and its role as an educational tool capable of contributing to the comprehensive development of the personalities of those who practice it both in Spain and abroad. In addition, it intends to be a means of social integration to those who find themselves suffering from any form of marginalisation, whilst promoting all the cultural aspects linked to sport. The Real Madrid Foundation exists thanks to the collaboration of the different public authorities, the generous support it receives from important national and international companies through patronage and sponsorship agreements and, in particular, thanks to the individual

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[3] https://www.chelseafc.com/
[4] https://www.realmadrid.com/

donations made by thousands of Madrid's fans, who wish to express their support and strengthen their bond with Real Madrid. The Foundation is audited annually and the results are presented to their Board of Trustees, to the Governing Authority for Foundations of the Ministry of Education and Sport, being subsequently published in the club's annual report and in the Foundation's magazine.

The Foundation divides its activities in the following main areas:

- Sports activities
- Educational and cultural activities
- Social welfare activities
- International cooperation
- Institutional activities

The "Fundación Real Madrid" focuses its activities on infants and youths. Even though they are their priority, it also cares for adults, as well as people in hospitals, prisons, shelters and detention facilities, where it aims to teach values that will accompany the participants throughout their lives.

- ✓ *SPORTING CLUBE DE PORTUGAL* [5]

Sporting CP takes on solidary actions, both through its own initiatives and in partnership with other entities. In 2006, Sporting created a section called "Sporting Solidário" which took on a series of very worthy actions until the Sporting Foundation came to be.

Both "Sporting Solidário" and the "Sporting Foundation" aim to continue to develop a wide range of actions that join the history and relationship of the club with the community. The main target groups of the foundation are people considered to be at risk, children, youngsters and the elderly.

One of their most recent projects is called "Desporto para todos". This project consists in giving children and young people who are considered to be at risk a possibility to

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[5] http://www.sporting.pt/

practice within Sporting's different sports. This project involved more than 8500 children across the country.

Another component of this project is also an aid program for the Portuguese penitentiary services. The purpose of this social responsibility action is to prepare prisoners for their future integration as they return to full living in society.

  ✓ *SPORT LISBOA BENFICA* (https://www.slbenfica.pt/)

The Benfica Foundation develops integrated projects that highlight early intervention on exclusion factors in certain society groups. The foundation's main concern is the prevention of deviant behavior and the promotion of the educational success of children and young people as determinant keys for social change.

The organization intends to be recognized, in the short term, as a reference institution in the field of innovation and European social responsibility, leader in the socio-sport segment, with a cross-cutting presence in Portuguese society and its diaspora. The Foundation acts with a strong intervention profile, outreaching in situations of social exclusion or fragility.

The objective of the "Benfica Foundation" is to become a social partner of the state and of civil society, to mobilize people and institutions, catalyzing local dynamics of social development and individual as well as community empowerment. Recognizing, however, that "Sport Lisboa e Benfica" is a universally recognized club, the "Benfica Foundation" is committed to developing an international positioning, covering the geo-sociological, cultural and ethnic background that characterizes their club.

The "Benfica Foundation" aims to design, plan and implement various social, educational, environmental and health projects as a means of contributing to the quality of life of human beings, especially children and youth considered to be at risk.

3.3. *Typology of initiatives against verbal violence in football*

The persistent use of verbal abuse in football is not compatible with the values that this sport represents and wishes to pass along. The multitude of stakeholders who

oversees the smooth running of this sport has promoted a wide range of initiatives to engage respect and fight this type of violence. According to the report of United Nations Educational, Scientific and Cultural Organisation (UNESCO) about fighting discrimination and racism in football (2015), these two main types of initiatives are defined by their objective: prevention or punishment. A third type, focused on the idea of inclusion, is also beginning to be developed (UNESCO, 2015).

a) The applicable sanctions:

Traditionally, punishment is probably the first resort. It includes, on the one hand, general sanctions that apply to all types of offenders found guilty of discriminatory acts or behaviours, and, on the other hand, sanctions specific to the sport or to the football community. The sanctions foreseen in football are as follows:

- **Fines:** they can be imposed on sports agents (players, coaches, clubs, etc) and more rarely on viewers or media commentators. In Portugal, during the football season of 2016/2017, all the football clubs of the first league were sentenced in a total of more than 810.000€[6] in fines, due to the bad behavior of their supporters during games. The total amount of those fines were 30% higher than the year before.

- **Immediate expulsion from stadiums:** coaches, players and spectators may be ordered to leave the venue or be expelled from the field, benchs or grandstands in case of an infraction.

- **Stadium bans:** Although stadium bans and travel bans are usually issued only by administrative and judicial instances, clubs may prohibit supporters from returning to their own fields. In Portugal, according to the "Jornal de Notícias"[7], there are two dozen people banned from entering football stadiums because they have been sentenced in court or as a preventive action by order of the Portuguese Institute of Sport and Youth.

- **Prohibitions imposed on visiting supporters:** clubs or governing bodies may decide to deny access to supporters of the opposing team by refusing to sell

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[6] https://observador.pt/2017/03/09/futebol-tres-grandes-ja-pagaram-363-mil-euros-em-multas/
[7] https://www.sabado.pt/desporto/detalhe/ha-20-adeptos-proibidos-de-entrar-em-estadios-de-futebol.

them tickets, and by asking anyone who exhibits signs of support for the opposing team to leave the stadium and its surroundings.

- **Partial Stadium Closure:** Discriminatory behavior by some of the members of a grandstand may result in the closure of that grandstand for a number of games. In 2017, a Russian football team called "Zenit St Petersburg"[8] have been ordered to partially close their stadium by UEFA after fans displayed a banner praising former Bosnian Serb military leader Ratko Mladic during a home win in the Europa League. The Russian club was found guilty of 'racist behaviour' under UEFA's disciplinary regulations and was sentenced to 'close the entire sector in the stadium where the discriminatory banner was displayed' during their next European match.

- **Games played without spectators:** this sanction consists of closing the entire stadium and prohibiting all spectators from attending the match. This is a very heavy penalty imposed not only on the few perpetrators but also on the non-guilty majority of home supporters, supporters of future opposing teams and other unrelated individuals, such as players and coaches. In May 2009, the Italian football team Juventus Turin was sentenced to a behind-closed-doors game[9] with Lecce because of their fans' racist abuse on former Inter Milan striker Mario which had taken place a month earlier.

b) Prevention:

Prevention is based mainly on the idea of educational behavious, which can be achieved through campaigns as well as educational activities. Prevention campaigns can be directly led by a governing body or by a club. The format of these campaigns is crucial, as it affects their message: many of these campaigns have been poorly received by the target audience. Participant observation over several years revealed two main types of reaction. Campaigns which focused on an abstract idea seemed to preach to converts. They are so general that someone might be convinced that discriminating is bad and yet they would still discriminate because they do not

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[8] http://www.dailymail.co.uk/sport/football/article-5161569/Zenit-hit-partial-stadium-closure-racist-banner.html
[9] http://www.dailymail.co.uk/sport/football/article-2301033/Rio-Ferdinand-racism-Five-examples-football-matches-played-closed-doors.html

understand exactly what constitutes verbal abuse, for example. On the other hand, campaigns that adopt a moralistic tone are ineffective and gave way to negative reactions. It is often the educational aspect that is lacking in campaigns that go beyond simply supporting a cause.

One of the most well known prevention campaigns in football is the "Say no to racism" campaign[10] launched in 2006 by UEFA. The campaign started at the football World Cup of that same year. During the tournament, large 'Say no to Racism' banners were displayed during pre-match formalities. The "Say No to Racism" campaign message aims to increase public awareness of intolerance and discrimination in football, as well as developing strategies on how to fight them.

c) Education:

According to the same report, education for the general public is the most demanding form of education, but it is also the most important because it is the ultimate goal of any prevention initiative. Rather than communicating vague generic messages, education conveys specific messages. It's about making sure people understand why a behavior that was once considered acceptable, is actually insulting to a part of the population and constitutes a discriminatory practice.

The role of mass media in educating passionate fooball fans should not be underestimated because it can show how competition in sport is healthy by promoting the development of "fair-play" skills, for example (Jamieson & Orr, 2009). Unfortunately, according to Lynn Jamieson and Thomas Orr (2009), mass media also plays a role in promoting sports while triggering violence in sports. Because the main aim of the media is to provide its recipients, i.e. sports fans, with entertainment, they often encourage rough and violent behaviour by giving violent plays a larger broadcast compared to more non-violent plays.

General "behaviour" guidelines or other information documents of football authorities may also have a soothing effect. For example, British entities like the British Footbal

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[10] https://www.uefa.com/insideuefa/social-responsibility/respect/no-to-racism/index.html

Federation are developing their own publications to explain to all British clubs how to fight against discrimination, even the one taking place within them.

CHAPTER III: METHODOLOGY OF INVESTIGATION

1. RESEARCH OBJECTIVES

It is necessary to define the type of research for the scientific investigation of this project which concerns the creation of a communication strategy in order to prevent verbal abuse during football shows. There are different types of scientific studies whose purpose is to understand a specific phenomenon more specifically or to discover the relationships between different phenomena (Ramos, Serafim, Carvalho, Ampudia de Haro, Faria, Costa & Roque, 2016).

The type of study chosen for the development of this project is the "non-experimental" descriptive study. In non-experimental investigation, the researcher does not manipulate the variables of his investigation. This type of research focuses on the description and interpretation of certain phenomena or of the problems associated with these phenomena (Ramos, Serafim, Carvalho, Ampudia de Haro, Faria, Costa & Roque, 2016). This project will be based essentially on a descriptive study. The descriptive study makes it possible to describe a phenomenon, a population or a concept, without determining relational links between the variables which are being studied (Quivy & Campenhoudt, 2013).

As mentioned before, the aim of this study is characterised by two main objectives. The first objective is to know and to analyse the factors associated with the production of verbal violence in football. Further on, this will help me to determine which are the motives, reasons and values that lead a football supporter to adapt a more social responsible behaviour during the matches.

The second objective is to develop, design and propose a social marketing campaign geared to reducing the levels of verbal violence in the football stadiums during the games. To better visualize such a communication plan, I shall adapt it to a specific club of the main football league in Portugal, namely "Sporting Clube de Portugal". The choice for this particular club was based on two reasons:

- First, the main purpose of this social marketing plan will be the change of some of the violent behaviours of football fans in the stadiums. According to the study conducted by "Universidade Europeia" Sporting is the Portuguese club having the most committed supporters to its team (Hedlund & Biscaia Carmo Leal, 2016). This study shows that, in Portugal, on a scale of 0 to 10, Sporting supporters have the highest value (9.2) in terms of the fans' commitment to their club. This commitment can be translated by a greater willingness of the supporters of Sporting to change some of their inappropriate behaviour during games only to improve the image of their club and of the sport in general while compared to supporters of other clubs .

- Second, between September and February during the 2016/2017 season, Sporting Clube de Portugal was sanctioned at nearly € 80,000 by the disciplinary council of the FPF[11]. The bad behaviour of its supporters in football stadiums, verbal abuse accounting for a large part of it, was responsible for 91% of the total amount of financial penalties. The amount of financial penalties for Sporting during the 2016/2017 season was 28% higher than the season before.

To achieve these objectives, I developed three main methodological strategies: a documentary research, complementary in-depth interviews and an analysis of social communication campaigns related to verbal violence in football stadiums.

These strategies will be explained in the following sections in more detail.

2. METHODOLOGICAL RESEARCH STRATEGY

2.1. Documentary Research

In this section, a documentary search will be carried out to determine the content of the chants that are set up by the supporters of the various football clubs in Portugal. The main purpose of this analysis is to determine and qualify the nature of the content that constitutes these violent songs practiced by supporters in football stadiums. This analysis will only focus on chants with violent lyrics associated with supporters of

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[11] http://ligaportugal.pt/pt/epocas/20162017/comunicados/

Sporting Clube de Portugal. The search will be done on the online platform "fanchants.com". This platform represents the largest database of supporters songs in football.

2.2. *Communication campaigns against violence in football*

To design a new communication campaign, I will analyse a few social communication campaigns that call for a change of behaviour in society with regards to sport, mainly football. This research will be done online using different search engines, bearing on mind the main objective of this project which is to set up a social marketing plan that aims to reduce verbal violence in football stadiums. The analysis of such communication campaigns will be done in a descriptive way. In addition, this descriptive analysis will not be graphical, for only the message and the type of campaign will be subject to analysis.

2.3. *Qualitative Research*

It's also important to explain how the collection of empirical and relevant information will be made. To facilitate it, a multitude of tools can be used, e.g. surveys. These surveys are often presented as a questionnaire or an interview (Ramos, Serafim, Carvalho, Ampudia de Haro, Faria, Costa & Roque, 2016).

For this project, I have chosen to collect information via interviews. The interview is a technique which consists in obtaining data in the form of a "conversation" with a scientific purpose in mind (King & Horrocks, 2010).

The main objective of this modality of dialogue is to obtain qualitative data (Denzin & Lincoln, 2000). Hence, the main purpose of the interview is to obtain data on the motivations, attitudes, feelings, opinions and mental representations of the interviewees in relation to a specific subject. Since the interview is not a standardized instrument for collecting information, it does not allow comparison and generalization of the results obtained. Moreover, due to its characteristics, the interview also does not allow us to obtain representativeness of probability samples (Ampudia de Haro et al, 2016).

It is important to emphasize that the main purpose of a qualitative study is to generate social speeches that represent how groups or individuals see the meaning of facts and reality (Callejo, 2001). Bearing this in mind, group or individual discussions engage in a type of representation called structural representativeness.

Structural representativeness is seen as a set of discourses with different individual and collective points of view concerning a certain social context (Ibáñez, 1979). It is assumed that individual discussions and focus groups assume that the participants' individual discourses reflect social frames according to their level of involvement within societal structure.

Before the interviews, I had to choose the type of interview. I based my choice on the degree of freedom of conversation that the interviewer has with the interviewee (Ramos, Serafim, Carvalho, Ampudia de Haro, Faria, Costa & Roque, 2016). My option was for the semi-structured interview, it being a very free model, done by applying a thematic guide. The interviewer makes suggestions / proposals to fuel the conversation and, at the same time, directs the interview so that all planned topics are addressed.

Henceforth, between 6 to 8 interviews with supporters of different professional Portuguese football teams will be interviewed. As mentioned before in the objectives of this research, the aim of those interviews is mainly to find out the factors associated with verbal abuse in football. Further on, this will help me to determine which are the motives, reasons and values for a football supporter to adapt a more social responsible behaviour during football matches.

Qualitative interviews will be conducted in a semi-directive manner. The first step in this qualitative study will be to create an interview guide mentioning the topics that will be studied. Secondly, the interviewee will be pre-tested to adjust the topics and the questions. The whole interview will be recorded with a mobile recorder, as an audio file.

Here are the topics that will be discussed during the interviews:

➢ Supporters in Portuguese football: Understanding the "emotional" links between supporters and their clubs.

➢ Verbal violence in football in Portugal: To find out about the experiences and practices of fans about verbal abuse during sports events.

➢ Social responsibility of clubs and their stakeholders: Determining the perception of supporters about the importance of CSR in their clubs.

➢ Social communication in football: Determining how supporters feel about the specific initiatives developed by football clubs.

  o Knowing the fans' opinion concerning the social broadcasting of their clubs against verbal violence in football according to the criteria of social marketing.

  o Identifying the different aspects that a communication plan must have, in order to be more effective.

2.4. *Characterization of the sample*

First, it is important to clarify the concept of "sampling". Sampling is "a set of subjects, cases or observations extracted from a population based on the study of a specific "phenomenon" (Miaoulis & Michener, 1976, Smith, 1975). As we proceed on an investigation, it is possible to collect data from the entire population or select a sample from this population (Almeida & Freire, 1997). Samples should illustrate the characteristics of the whole population, allowing the researcher to extract results or deduct generalizations about the whole of it. The process of creating the sampling is called "sampling technique". There are two methods to build a sample (Aday 1989, Dommermuth 1975, Miaoulis & Michener 1976, Smith 1975):

a) Probability or random sampling.
b) Non-probability or non-random sampling.

If the objective of the investigation is to obtain representative results in relation to the population on which the study is based, the researcher must chose a representative

sampling method such as probability sampling. Otherwise, he can adopt the non-probability sampling method.

The sampling method which I have chosen is the non-probability sampling. This sampling method is used when there is a deliberate choice of the elements that will make the sample. Subjects of the population do not have the same probability of integrating the sample, which is why it is not possible to generalize the results for the entire studied population (Dommermuth, 1975).

The non-probability sampling method is characterised by a set of pragmatic or intuitive procedures. This method has the advantage of being able to obtain some results quicker and at a lower cost (Almeida & Freire, 1997, Barreiro & Albandoz, 2001, Fortin, 2009).

The most suitable solution to develop this project is a technique called "convenience sampling". A convenience sample is a technique where the elements, which are selected for inclusion in the sample, are the easiest to access. The sample is selected in no specific order until the number of elements for the sample is completed (Almeida & Freire, 1997, Barreiro & Albandoz, 2001, Fortin, 2009).

My sample will be made up of Portuguese football team supporters. To have a variety of different opinions regarding "the world of football", those football supporters are from different Portuguese teams (SL Benfica, Sporting CP, FC Porto). The interviewed supporters are essentially men, between 20 and 40 years old, who attend football matches at stadiums at least twice a year. To reduce the risk of external influences by supporters of different teams, interviews will be conducted individually.

2.5. Data processing

The method used to analyse the qualitative data obtained for this study is that of thematic content analysis. The content analysis technique can be integrated into any logical procedures of empirical research and can be used at all levels of empirical investigation, first during the descriptive phase to describe the data and secondly in the explanatory phase to establish relationships between the data (Vala, 1986).

Content analysis is a set of methodological tools for extremely diverse "discourses" based on deduction and inference. It is an effort of interpretation that sways between two poles; on the one hand, the rigor of objectivity, and, on the other hand, the fertility of subjectivity (Bardin, 1977). For the realization of this work, I have chosen the technique of qualitative thematic content analysis whose objectives I have just presented previously.

After conducting individual qualitative interviews, I can move on to exploring the results of the collected material. The aim pursued during this phase consists in "applying treatments to the corpus of data that allow access to a different meaning responding to the problem but not distorting the initial content" (Robert & Bouillaguet, 1997). This phase consists mainly of coding, counting or enumerating operations according to the previously formulated instructions. It is based in two key steps:

- The first step is the categorization operation. The categorization operation consists in elaborating a category grid, that is to say, items containing elements having common characteristics under a generic title, and then mensuring the qualitative data therein (Bardin 1977).
- The second step is the coding or counting of the units where the analysis grids are filled according to, on the one hand, the selected recording unit, i.e. the determined segment of content that the researcher has decided to retain it to enter it into the analysis grid, and on the other hand, the numbering unit, i.e. how the analyst will count units when he chooses to use quantification (Robert & Bouillaguet, 1997).

The categorization operation for this work is settled in relation to the main topics discussed during the interviews. The themes are essential for the design of this project and have been defined in the qualitative interview guide[12].

First, there are categories related to the theme of "football supporters in Portugal". Through them, we seek to understand more what the reasons are for choosing to belong to a football team and the sentimental values that it represents. In addition, we

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[12] Attachment 2: Qualitative interview guide

also seek to determine the perception concerning the role and place of the supporters in football.

Secondly, there are categories related to the theme of "violence in football". Through these, we seek to determine the type of violence in football stadiums and by what acts it is represented. In addition, we want to know what are the reasons for its existence, the actors involved in it and the impact that violence can have in football, especially in football stadiums.

Thirdly, there are categories related to the theme of "corporate social responsibility of football clubs". While checking these, we try to understand the importance of a socially responsible posture of football clubs among their supporters. We also want to know what are the social responsibility actions that are being done by clubs and what is the nature of these actions. Awareness of these actions will help us to determine which type of actions are most common, but also by what means they have been put into place and how they have been communicated to the public. We also want to know what could we propose as a socially responsible action that a club could put into place to fight against the problem of violence in football. These proposals can then be used to build the first foundations of a creative insight on which the social marketing campaign will focus.

Fourth, there are the categories related to the theme of "social advertising in football". Through these, we seek to determine the awareness among supporters about social advertising campaigns aimed at reducing or preventing violence in football stadiums. This will help select a small number of social advertising campaigns with the same purpose, to analyse their strategies and the tactics which were developed for these campaigns. Moreover, we also want to know what communication tools fans used to stay informed about football clubs and the sport itself. This will allow us to know what are the communication channels we should use for the creation of this social campaign.

3. DOCUMENTARY ANALYSIS

As mentioned before, this documentary research is carried out to determine the content of the songs that are set up by the supporters of the various football clubs in Portugal. The main purpose of this analysis is to determine and qualify the nature of the content of these violent songs sang by supporters in football stadiums. Since the aim of this work is to create a social social marketing campaign for the "Sporting Clube de Portugal" football team, this analysis will focus mainly on violent fan chants associated with their supporter groups. The songs will be analysed in two of the three different categories mentioned in the first chapter of this study (Marivoet, 1992b).

> ➢ Category 2: Songs of affirmation and cohesion to the club by demarcation of other teams.
> ➢ Category 3: Chants against other teams or players.

3.1.Supporters' chants in Portuguese football: The case of Sporting Clube de Portugal.

3.1.1.   Chants against other players or teams

Para a mãe do Simão	***For Simão's mother***
"A mãe do Simão é uma puta,	*"Simão's mother is a whore!*
a mãe do Simão é uma puta,	*Simão's mother is a whore,*
A mãe do Simão, a mãe do Simão,	*Simão's mother, Simão's mother,*
a mãe do Simão é uma puta ..."	*Simão's mother is a whore!*

> ➢ Song about former Benfica player Simão Sabrosa, who also used to play in Sporting. In this song, Sporting's supporters insult him by calling his mother a prostitute.

A gozar com o Simão	***Playing around with Simão***
*«Simão, escuta: és um filho da p*ta,*	*«Simão, listen : you're a son of a bitch,*
*Simão, escuta: és um filho da p*ta,*	*Simão, listen : you're a son of a bitch,*
*Simão, escuta: és um filho da p*ta,*	*Simão, listen : you're a son of a bitch,*

Simão, escuta: és um filho da p*ta… »	*Simão, listen : you're a son of a bitch…"*

➤ Another song about "Simão's" mother.

Pai da criança	***The father of the child***
«Mas quem será? Mas quem será?	*« But who could it be? But who could it be?*
Mas quem será? O pai da Mariana,	*But who could it be; the father of Mariana?*
eu sei lá, sei lá… Eu sei lá, sei lá…»	*I don't know, don't know… I don't know…"*

➤ Song about Simão's daughter, Mariana. In that song the supporters ask who could be Mariana's father, thus assuming that Simão's wife had sexual interactions with other men, who could presumably be Mariana's father.

Quando vou à Bimbolândia	***When I go to Bimboland***
«Quando vou à Bimbolândia jogar,	*"When I go play at Bimboland,*
Sei que o gravador vão usar,	*I know which record player they'll use,*
Queriam que a m*rda da vossa cor,	*You wish that your shitty colours,*
Fosse tão grande como a do nosso amor,	*Would be as great as ours,*
Vêm a Alvalade,	*They come to Alvalade,*
E metem o REC,	*And they press REC,*
Aos 90' já cantam c'a gente,	*At the 90' minutes of game, they sing with us,*
Raça de corruptos,	*You're all corrupt,*
Gostam é de fruta,	*You like "fruit",*
Vocês são uns filhos de um p*uta.. ».	*You're a bunch of sons of bitches…"*

➤ This is a song against the supporters of FC Porto. In that song, Sporting's supporters are accusing the rival supporters of copying their songs. They call them "Bimbos" (dumb people), telling them that they bring recording devices to the games in order to record them and to later reproduce their own version of chants.

Benfica é merda	Benfica is shit
«Sintam o cheiro que afugenta os cães,	"Feel the smell of dogs,
São os lampiões e as putas das suas mães,	It's the "lamps" and their mother- whores,
Que cheiro a merda que prá li vai,	What a shit smell is in there,
É tão intenso que nem com ácido sai,	It's so intense that even acid can't wash it out,
Lampião porco, lampião paneleiro,	Filthy lamps, gay lamps,
és a vergonha de Portugal inteiro,	You're the shame of Portugal,
És miserável, atrasadinho,	You're miserable and retarded,
E ao Eusébio tens de dar o teu cuzinho	You give your ass to Eusébio,
Benfica é merda, benfica é merda,	Benfica is shit, Benfica is shit,
Benfica é merda, benfica é merda… »	Benfica is shit, Benfica is shit,…"

> In this song, Sporting supporters are saying that their rival team (Benfica commonly known in pejorative slang as "Lampiões", meaning "Lamps) is the shame of the whole country. Furthermore, they refer to them as "retarded" (mentally handicapped) and make homophobic comments.

Aonde é que está o Eusébio?	Where is Eusebio?
«Aonde é que está o Eusébio?	"Where is Eusebio?
Ele já não está,	He isn't here anymore,
A onde é que está o Eusébio?	Where is Eusebio?
Ele já não está,	He isn't here anymore,
A onde é que está o Eusébio?	Where is Eusebio?
Ele já não há! »	He doesn't exist anymore!"

> This song talks about Eusébio, a national football legend who played almost his whole career at Benfica. By saying "where is Eusébio? He isn't here anymore!", the supporters are referring to the death of the former player.

Super Dragões	Super Dragons
«Ninguém vos ouve,	« No one hears you,
Niguém vos escuta,	No one listens to you,
Super Dragões, filhos da puta»	Super Dragons, you're sons of a bitch…"

> Song against the "Super Dragões" , the main supporters group of FC Porto.

No Name Gays	No Name Gays
"A puta, a puta,	"The whore, the whore,
A puta da vossa mãe"	Your mothers are whores"

> Song against the supporters of SL Benfica

Viva España mas pouco	« Viva España» but not long
" Oh oh lo lo lo lo,	" Oh oh lo lo lo lo,
É puta le Espanha,	It's fucking Spain,
Oh oh lo lo lo lo,	Oh oh lo lo lo lo,
É puta le Espanha,	It's fucking Spain,
Oh oh lo lo lo lo,	Oh oh lo lo lo lo
É puta le Espanha,	It's fucking Spain,
Oh oh lo lo lo lo,	Oh oh lo lo lo
É puta le Espanha »	It's fucking Spain. "

> This song represents the rivalry between Spanish and Portuguese football teams. Sporting supporters sing this song every time the team plays against a Spanish team.

3.1.2. Songs of affirmation and cohesion to the club by demarcation of other teams or institutions

Abrir uma tocha e cantar bem alto.	Getting a torch and singing loudly
«Eu quero ir á bola ao domingo á tarde,	"I want to go to football on Sunday afternoon,
Eu não quero ver na TV,	I don't want to watch it on TV,
Abrir uma tocha e cantar bem alto,	Getting a torch and singing loudly,
Força Sporting Allez!	'Common Sporting, Allez!
Mas porquê, Mas porquê?	But why, But why?
Não posso porquê?	Why can't I?
A culpa é da Sporttv!	It's SportTV's fault!
Mas porquê, Mas porquê?	But why, But why?
Não posso porquê?	Why can't I?
A culpa é da PSP! »	It's the police's fault!"

➢ Sporting supporters maintain that they can't go to the game holding a torch and singing loudly, because of the PSP (Portuguese Police) and of the TV channel SportTV (Main Portuguese television sports channel).

Grande canção de fãs do Sporting	Great Sporting Fan Song
«E quem não salta é lampião,	"Those who do not jump is a "lamp",
E quem não salta é lampião-ohhhhhhh… »	And those who do not jump is a "lamp"-ohhhhh…"

Cá estaremos,	We will be here
"Cá estaremos,	"We will be here,
Cá estaremos,	We will be here,
Cá estaremos outra vez,	We will be here again,
No campeonato da mentira,	In this league of liars
O campeonato português…"	This Portuguese league…"

- After losing the Portuguese first league championship during the season 2015/2016, supporters wrote this song to state that their team lost due to referees' mistakes. They also say that even if the whole league is a "lie" they will still be there next season.

Leão como símbolo	*The Lion as a token*
«*Sporting, um leão como símbolo,*	**"***Sporting, the lion as our token,*
Sporting, verde e branco a tua cor,	*Sporting, green and white are your colours,*
Sporting, sempre o melhor do mundo,	*Sporting, always the best in the world,*
És tu: Sporting Sporting, Sporting,	*It's you, Sporting, Sporting, Sporting,*
Força Sporting, vence por nós,	*Go ahead Sporting and win for us,*
Viemos só para te ver ganhar,	*We just came here to see you win,*
A Juve Leo não te abandona mais,	*Juve Leo never leaves you alone,*
Aqui estamos para te apoiar… ehohehoh	*And here we are to support you… ehohehoh*
E QUEM NÃO CANTA, É TRIPEIRO,	*ANDTHOSE WHO DO NOT SING ARE "TRIPEIROS"*
E QUEM NÃO CANTA, TRIPEIRO É,	*AND THOSE WHO DO NOT SING ARE "TRIPEIROS"*
E QUEM NÃO CANTA, É TRIPEIRO»	*AND THOSE WHO DO NOT SING ARE "TRIPEIROS…"*

- FC Porto fans are often called "Tripeiros". The word "tripeiro" goes as far back as the 18th century, referring to the fact that the population of Porto used to eat the guts of animals while leaving the outer meat to the troops that fought Napoleon's invasions.

Lampião	*Lamps*
«*Sporting meu grande amor,*	*"Sporting my great love,*
Graças a deus eu não nasci Lampião,	*Thank god, I wasn't born a Lamp,*
Sporting ALLEZ, Sporting ALLEZ»	*GO Sporting, GO Sporting"*

> ➢ In the 30's, beginning of the 40's, Sporting fans began to call Benfica supporters "lamps" (Lampiões), because "Lampião" was at that time a famous thief from the northeast of Brazil. At that time, Sporting supporters began to think that their rival, Benfica, was very benefited by the referees. Hence, the term "lampião" was born.

After analysing the offensive songs used by SPORTING supporters, I can say that more than half of these songs directly offend the opponents' supporters. It is also noticeable that most of these songs is directed to the fans and players of their main Lisbon rival, SL Benfica. The chants verbally attack the families of the players and supporters as well as the values of the club. As for songs promoting club affirmation and cohesion, we note that they are less offensive than songs that directly attack players or clubs. Most of the time, the purpose of these songs is to reproduce an action (jump, clap, sing, etc) clearly demonstrating that the home team does not support in any way the opponent team.

4. Analysis of communication campaigns against violence in football

As mentioned before, to design a new communication campaign, I will analyse some social communication campaigns that call for a change of behaviour of society with regards to sport, mainly in football. Let's recall that the analysis of these communication campaigns will be done in a descriptive way. In addition, it should be noted that the descriptive analysis will not be a graphical analysis, but only the message and the type of campaign will be analysed. However, after conducting a thorough research, it is possible to maintain that there is no communication campaign that aims primarily to reduce verbal violence in stadiums. The few social communication campaigns that exist in football are mostly limited to physical violence, racism and intolerance related to the players in this sport and not focused on verbal violence in football as a general topic. Nevertheless, there is a connection between the topics of those campaigns and verbal violence in football. All the communication campaigns that will be analysed were created between 2006 and 2017 and are based on the European territory.

Figure 2.1: Campaign 1 - Say no to racism

Source:https://www.uefa.com/insideuefa/social-responsibility/respect/no-to-racism/index.html

In 2006, UEFA launched its 'Say no to Racism' campaign. The campaign started at the football World Cup in that same year. During the tournament, large 'Say no to Racism' banners were displayed during the pre-match formalities. At the same time, anti-racism mini-spots were made available to all the television broadcasters of the tournament.

The "Say No to Racism" campaign message aims to increase public awareness on intolerance and discrimination in football, as well as developing strategies on how to fight them.

To promote the message in the football stadium, team captains wore "No to Racism" armbands, anti-racism messages were played over clubs' public address systems like websites or social media channels and a video containing player testimonials backing the campaign was shown in stadiums. A "No to Racism" flag was also prominently on show, held by the most iconic players. At the start of every match, 'No to Racism' banners were overly displayed over the entire pitch.

UEFA's football and social responsibility focuses mainly on strengthening the health and integrity of football as a sport and of society. To underline the core pillar of their social responsibility campaigns, which is "respect", UEFA launched a new campaign during the 2017/18 season.

The new campaign, called *"#EqualGame"*, brings a new dimension to UEFA's promotion of diversity, inclusion and accessibility. It has been built upon the successful and long-standing "No to Racism" campaign which has been present since 2006.

The "*#EqualGame*" campaign was designed to spread the positive spirit of inclusion and to amplify a clear message about the benefits that football brings to the community.

This new campaign aims to help to bring the football community closer together, by ensuring that values such as inclusion and equality remain the core pillar of UEFA's vision and beliefs in football.
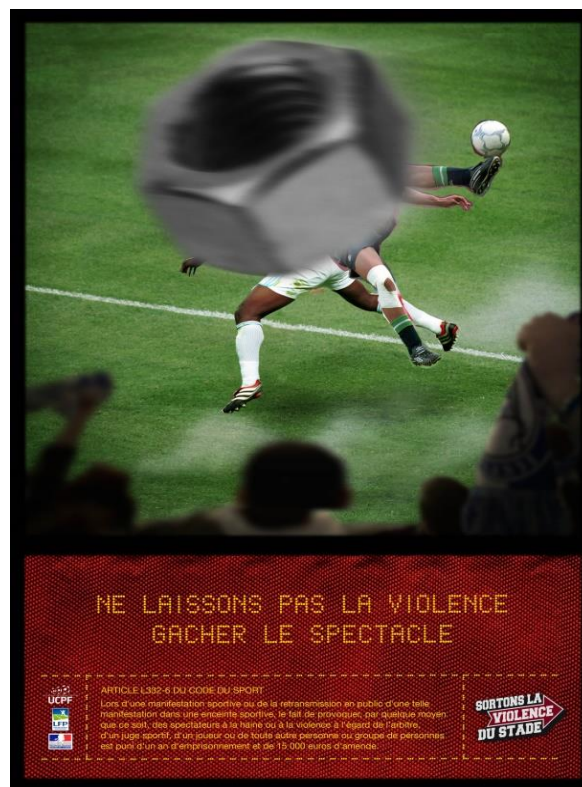
The campaign has been mainly promoted through a television spot with the participation of some iconic football players such as Cristiano Ronaldo, Lionel Messi, Paul Pogba and Ada Hegerberg, alongside other players from different European

countries. This campaign was supported by a large, European-wide multi-media awareness programme.

Figure 2.3: Campaign 3 - Sortons la violence du stade

After several serious incidents during the seasons of 2008 and 2009, and particularly the death of a Paris Saint Germain supporter on February 28, 2010, a zero-tolerance policy against verbal and physical violence was taken on by the French football federation. To strengthen the policy, a prevention campaign was also conducted.

This information campaign underlines the common commitment of sports authorities and public authorities in the fight against violence. The message of the campaign is clear: "Let's get violence out of the stadium".

Source: https://www.interieur.gouv.fr/Archives/Archives-des-actualites/2011-Actualites/Lancement-de-la-campagne-sortons-la-violence-du-stade

This slogan, which is the signature of the campaign, aims to marginalize violent supporters who harm the show, targeting the inadmissible behaviours while recalling that they are punished by the law. This campaign is aimed primarily at all audiences attending football stadiums, telling them that certain behaviours are dangerous and that they are liable to criminal prosecution.

To promote this campaign, posters and a commercial have been produced. However, the tone was different for the two of them. The posters presented a visual impact based on repression, reminding supporters of the law. In addition, the posters were signed by the three parties responsible for this initiative, the LFP and the UCPF.

Meanwhile, the film aims to show that the attendance of a stadium is synonymous with celebration; therefore, violent behaviour isolates the perpetrator. The film has

been broadcasted on television, on the Internet, on the websites of the three partners and clubs, and on giant stadium screens. The poster has been shown by clubs in stadiums and in various public places.

Figure 2.4: Campaign 4 - Show racism the red card

Source: http://www.theredcard.org/education/

"Show Racism the Red Card" is an anti-racism campaign and educational charity which was established in 1996. It shows footballers as anti-racist role models. This campaign intends to fight racism through educational ways where professional footballers show the way by making a stand fighting racism.

During the years, the campaign has involved hundreds of top footballers and managers, while harnessing the high profile of these role models to fight racism. The campaign wishes to underline that football is the ideal vehicle for anti-racism messages, for not only does it grab the interest of the majority of young people, but the game itself is also a shining example of how people of different ethnicities, origins, languages and religions can work together.

To achieve the objectives of this campaign a couple of anti-racist educational resources were produced, including videos, dvds, educational packs and posters. Also, high-profile anti-racist events were organized to promote the idea publicly. Notwithstanding these actions, the core action of the campaign is running community educational programmes for young people with training teachers and other

professionals about anti-racism. The main objectives of the campaign's educational programmes are:

- To familiarize young people with a range of facts and skills that will enable them to challenge racism;
- To promote young people's participation as active and responsible citizens in a growing multi-racial society;
- To increase young people's understanding of issues of diversity and identity, their rights and responsibilities.

Figure 2.5: Campaign 5 - Kein Bier für Rassisten

During the season of 2015, Borussia Dortmund's football club noticed that more and more right-wing supporters were present at matches in their stadiums. To fight against this phenomenon, the club developed a communication campaign in collaboration with its association of supporters. The slogan of this campaign was: "No beer for racists".

The goal of this campaign is to fight against xenophobia and racism in football. Beer rugs were made with the phrase "No beer for racists". More than a million beer rugs have been distributed in cafés and restaurants in the city of Dortmund.

In addition, each beer mat has a QR code. These codes give access to the most "cult" racist phrases as well as statistics on stadium violence. These statistics show

that most of the violence perpetrated in football stadiums does not come from foreigners but from locals.

Figure 2.6: Campaign 6 - Let's Kick Racism Out of Football

Kick It Out is an English social organisation which promotes equality and inclusion in society trough football. In 2012, the organisation launched a social media campaign called "Let's Kick Racism Out of Football", to challenge football-related discrimination across social media and raise awareness on the impact of online abuse. Their objective was to highlight the impact and consequences of discrimination online and to encourage people to report it.

Source: http://www.kickitout.org/campaigning/

To ensure their objectives were met, the campaign used social media to educate supporters about the consequences of discriminating online. The campaign also promotes clear reporting processes. To facilitate the reporting processes, a mobile application has been created. This free app allows users to confidentially report incidents they have seen, hear or witnessed at a match. The app provides users with the ability to attach video, photo and audio evidence to complaints to help support investigations of discriminatory abuse and behaviour across football.

"Kick it Out" also highlights the impact online discrimination can have on those who are abused.

During the campaign, "Kick It Out" encouraged social media users to take photos of themselves and their message, as to why football needs to 'Kick It Out'.

Figure 2.7: Campaign 7 - Liga-nos o futebol

The Portuguese professional football league (Liga Nos), launched this new campaign during the 2016/2017 season. It aims to highlight the new positioning of the league which is reflected in the ambition to unite all football players under a common goal: respect for healthy competition and the celebration of positive values in football. One of their actions is the making of the "anthem of the league".

This "anthem", which is a cover of an existing song, was performed by 18 supporters of the various clubs playing in the first league. Joining these 18 fans different fans in the same song represents the sporting spirit of a healthy rivalry. The purpose of this unique union is creating a social experience, generating various contents designed specifically for social networks and television.

This is a multimedia campaign that celebrates the competitive side of football. Apart from the creation of the "anthem", the campaign is also made of commercials, content teasers, posters, radio spots and brand activation actions in the stadiums.

Table 1.1: Communication campaigns launched between 2006 and 2017

Nr.	Name of the campaign	Organisation	Year	Type of campaign
1	Say No To Racism	UEFA	2006	**Advertisement:** • TV spots • Prints • Banners • Radio spots **Public Relations:** • Conferences • Special Events **Interactive Media:** • Social Media • Web Site
2	#EqualGame	UEFA	2017	**Advertisement:** • TV spots • Prints • Banners • Radio spots **Public Relations:** • Conferences • Special Events **Interactive Media:** • Social Media • Web Site
3	Sortons la violence du Stade	LFP	2010	**Advertisement:** • TV spots • Prints • Banners **Public Relations:** • Conferences **Interactive Media:** • Social Media
4	Show Racism the Red Card	S.R.R.C.	2004	**Advertisement:** • Prints **Public Relations:** • Conferences • Special Events **Interactive Media:** • Social Media • Web Site

				Merchandising: • DVD's
5	Kein Bier für Rassisten	BVB Dormund	2015	**Advertisement:** • Prints **Public Relations:** • Conferences **Interactive Media:** • Social Media • Web Site • QR Code **Merchandising:** • Beermats
6	Let's Kick Racism Out of Football	Kick It Out	2012	**Advertisement:** • Banners **Public Relations:** • Conferences • Special Events **Interactive Media:** • Social Media • Web Site • Mobile Application
7	Liga-nos o Futebol	Liga Nos	2016	**Advertisement:** • TV spots • Prints • Banners • Radio spots **Public Relations:** • Conferences • Special Events **Interactive Media:** • Social Media • Web Site

5. QUALITATIVE DATA ANALYSIS

As mentioned before in this chapter in 2.4. (characterisation of the sample), my chosen sample is constituted by 6 Portuguese football team supporters. To have a variety of

different opinions regarding "the world of football", these football supporters are from different Portuguese teams (SL Benfica, Sporting CP, FC Porto). The interviewed supporters are men, between 20 and 40 years old, who go at least twice a year to a football stadium to attend a match. Interviews were conducted individually to reduce the risk of external influences by supporters of different teams.

The interviewd	Age	Professional situation	Civil Status	Supporting Team
Hugo	38	Employed	Married	S.L. Benfica
Tiago	30	Unemployed	Single	Sporting C.P.
Leandro	25	Employed	Single	S.L. Benfica
João	26	Student	Single	FC. Porto
Afonso	25	Student	Single	FC. Porto
Marcelo	28	Employed	Single	FC. Porto

As mentioned before in 2.4. of this chapter, the method used to analyse the qualitative data obtained for this study is thematic content analysis. This content analysis will be done through a qualitative content analysis grid. The information collected during the interviews will then be classified in the various categories related to the various themes in the development of this study.

Table 2.2: Qualitative analysis grid

Theme	Category	Interpretive Synthesis	Interviewer's speech
Supporters in Portuguese football	Factors that influence the choice of being a supporter of a club	The family circle plays an important role and represents a first approach in the choice of belonging to a certain group of supporters of a football club. The first personal contact with the team, (e.g. first visit to the stadium) is still the determining factor which can either strengthen the sense of	*…the reason I'm a supporter of this club, originally comes from my family….the first contact with the club came through my grandfather and my father…… at the beginning it was a simple transmission of values but later I developed my personal passion for this club….* **Hugo (Entrev. 2)** *…when I was very young, I was a supporter of Benfica…that came from my family….. I spent more time with my mother's family, I*

		belonging to a specific group of supporters, or divert it towards belonging to a group of supporters different from that first one.	*was "emotionally closer" to Benfica… when I was 6 years old I went to watch a "derby" match with my parents, for the first time: it was Benfica against Porto…The atmosphere in the stadium and the style of Porto have impressed me so much that I became "converted" since then…* **Joao (Entrev. 5)**
	The role of football supporters	The role of the football supporter is based in two main axes, one being slightly more important than the other. On the one hand the role of the supporter is characterized by giving "moral support" to the team. Moral support can be achieved through motivational support during games, which is often represented by songs of club membership and glorification. On the other hand, the role of the supporter is also characterized by financial support towards the club. Financial support is often linked to the purchase of merchandising or club affiliation. Moral support is considered more important than financial support.	*….a supporter is a person who dedicates himself fully to his club…a person who loves football, who "follows" his club and who supports it unconditionally…. there are different ways to "follow" your club…. to stay informed about club management and news…watching the games, either by going to the stadium or on television… helping the team financially by buying merchandising or by being affiliated to the club… "Moral" support can be given by all supporters, regardless of their financial status….* **Marcelo (Entrev. 6)** *…not all supporters can support their clubs in the same way, especially when it comes to the financial aspect. To all extent possible, a supporter must help the club financially as best as it can, go watch the games, join the club or purchase merchandising such as club jerseys or club scarves, etc..."moral" support to the team remains for me the most important form of supporting your team….* **Tiago (Entrev. 1)**
Violence in Portuguese football	Characterization of the type of violence during football games	Verbal and physical violence is still strongly present in football even though physical violence has decreased considerably over time. Physical violence is characterized by physical confrontations (fights) but also by using illicit objects against other spectators or players. Verbal abuse is	*I have witnessed acts of violence in football, such as verbal and physical violence…lately, for example, there have been physical fights as well as racist songs by supporters during a match between "SC Braga" and "Rio Ave"…. The last time I went to see a "classic" between FC Porto and Benfica, 90 minutes of the match were characterized by violent*

			characterized by provoking or using direct insults.	songs between the different groups of supporters.
				Afonso (Entrev. 4)
				…physical violence has decreased over the years…20 years ago there were cases of homicide during football shows…controls, nor the police manage to eradicate completely the contribution of illicit objects in the stadiums like "flash lights" for example…. these items are subsequently used to be casted upon players and supporters….
				Leandro (Entrev. 3)
	Offenders and victims?		Violence comes mainly from supporters, more specifically, groups of "ultras". Violent acts are mainly intended for supporters of opposing teams but sometimes also for players and referees. When talking about verbal violence, I noticed that the directional structures of clubs (e.g. leaders) and the media also play a major role because I consider these actors the origin of many verbal conflicts.	*…regarding physical violence, I think that it comes mainly from the groups of "ultras" and is directed towards the groups of opponent supporters….the verbal violence comes from everyone involved in the show and is directed towards the opposing supporters, leaders, players, referees, etc….*
				Marcelo (Entrev. 6)
				…club leaders and the media have an impact on the violent behaviour of fans, because most of the time they are the ones who feed the negative and violent spirits of fans...
				Leandro (Entrev. 3)
	Reasons for violence in football		There are several reasons that could explain the presence of violence in football. On the one hand the fans live a strong emotional relationship with football as this is the most popular sport in Portugal. This strong emotional relationship from the fans can lead to fanaticism that can subsequently lead to violent behaviour. On the other hand, the rivalry between the different groups of individuals in football reflects a geographical rivalry that	I would say that it depends on the social and general culture of the different supporters…there are groups of people claiming to be football fans, but who do not understand the sport…others are more interested in football as a sport in itself… *fanaticism and violence in football comes initially from a feeling of competition between different neighbourhoods or regions, represented by football clubs….*
				Hugo (Entrev. 2)
				…there is a strong emotional relationship of supporters with the clubs they support… a strong emotional involvement for a club

		was present well before the rivalry in football.	*can lead fans to drift into "extremes"…. This rivalry between supporters is a geographic rivalry that existed long before the rivalry in football. I find that the northern region conveys the feeling of being set apart from all other regions of the country….* **Joao (Entrev. 5)**
	Impact of verbal abuse in football	The impact of violence in football can occur at two levels. The first level is related to the quality of the game as a sporting show. Violence inside stadiums can have a negative impact on the "good" course of play, especially when violence is directed towards the players. The second level is related to the financial aspect of the club. Violence in football stadiums involves financial sanctions against football clubs.	*…Supporters try verbally by all means to destabilize the players and supporters of the opposing team. In the long run, verbal abuse can be harmful to a footballer's quality of play, mainly because of the concentration of the player during the match….* **Tiago (Entrev. 1)** *…the violence can also have a huge financial impact for the clubs… Matches are monitored by the league's disciplinary councillors. The disciplinary council applies financial sanctions to the clubs for bad behaviour on the part of the supporters.* **Afonso (Entrev. 4)** *…a negative image of the club can be passed on to people.* **Marcelo (Entrev. 6)** *…I think that verbal abuse can have a very negative impact on the performance of the sports show… the risk of "mistakes" increases considerably which, in the end, can hinder the smooth running of the game. The insults make that the team that is losing feels even more aggressive…* **Leandro (Entrev. 3)**
Social responsibility of football clubs	Implementation of social responsible strategies in football	Football clubs have a real impact and power to contribute to the well-being of society. It is considered that the prevention of violence in football is a responsibility that football clubs hold in a large part. A club that opts for a social responsibility perspective enhances their	*..social responsibility actions can benefit the image of the club but mainly the image of football in Portugal. Now, football in Portugal has a very bad image, because clubs are associated with just wanting to make money….* **Hugo (Entrev. 2)**

		brand image by giving a distinctive character to the club but also to the image of national football.	73
	Awareness about social responsible actions in football	Supporters are aware that football clubs practice social responsibility actions. Most of the actions can be summarized as the collection of material or financial goods through the organization of social solidary events related to football. However, the notoriety concerning specific actions and the clubs that are behind these actions, remains very low.	…there are clubs that do this kind of actions but I do not remember which clubs did what actions…the clubs organize solidary matches. Financial revenues from these games are then used to fuel social projects such as "helping the victim" or "fighting diseases"… **Afonso (Entrev. 4)**
	Measures against violence	It is very difficult to reduce violence in football stadium. The best way to achieve this is through sanctions that can be social (for supporters) or financial (for clubs). In addition, advertising prevention and education is also important in order to change the violent behaviour of supporters.	*…it's clearly impossible to stop it completely… the emotional involvement that engenders violence in football is part of the Portuguese culture…the reduction of violence in football will always depend on the personal character and the will of each individual to want to change his behaviour...* **Marcelo (Entrev. 6)** *…to reduce the violent abuses football clubs and associations must sanction heavily the supporters... …there must be more severe financial penalties, but also "social" sanctions such as closing stadiums to them during risk games…I think that sanctioned supporters will change their behaviour to avoid that same penalty…* **Joao (Entrev. 5)** *…clubs need to have more communication strategies and social advertising to educate fans and to clearly demonstrate the impact of violence in football…* **Afonso (Entrev. 4)**
Social communication in football	Awareness about social communication campaigns in	Awareness about communication campaigns in Portugal aimed at preventing violence in	*…in Portugal I have not yet seen a communication campaign aimed at specifically reducing verbal or even physical violence in*

	football	football stadiums is almost non-existent. The only communication campaign aimed at this goal that the supporters know is UEFA's communication campaign: SAY NO TO RACISM.	*football…the only communication campaign with this social goal is UEFA's: "SAY NO TO RACISM".… This communication campaign is made up of several posters and advertising spots where we see the "stars" (football players) who call the supporters to fair play and mutual respect in football…* **Tiago (Entrev. 1)**
	Communication channels for football supporters	Football communication channels for supporters are mainly online media such as the internet website of clubs, social networks and digital sports papers. Supporters also use off-line media like television, radio and printed sports papers.	*…I stay informed about football by checking all possible means of communication such as online channels (websites, social networks, online newspapers, etc.…) and offline media such as radio, television or newspapers in paper...* **Joao (Entrev. 5)** *…I mainly use online communication media such as social networks, club websites or the online press (A bola, O record, etc.)… Sometimes I watch television or buy printed newspapers to stay informed….* **Marcelo (Entrev. 6)**

CHAPTER IV: SOCIAL MARKETING PLAN - Sporting Clube de Portugal

1. MARKETING RESEARCH

1.1. Background and situation analysis

Before one proceeds to develop a social communication campaign, it is important to define a social marketing plan on which the communication campaign will be based. The first step is to take on a marketing research, analysing the environment related to the harmful behaviour that we wish to change. A marketing research seeks to collect and organize information to acquire knowledge and understanding of a certain problem or phenomenon. As part of this project, my marketing research was done with all the information collected and analysed as part of the literature review (Chapter 1) and using the investigation methodology (Chapter 2). It should also be recalled that the conceptual framework covered three different topics, such as the role of football in our current society (pages 7-15), social marketing (pages 16-26) and corporate social responsibility (pages 27-40). My investigation methodology also covered three topics, these being literature review (pages 48-54), social communication campaigns analysis (pages 49-64) and qualitative study (Page 65-70).

Regarding the conceptual framework, I came up with the following information:

The role of football in society: Nowadays, football has become the most popular sport in the world, practiced and watched by more than 3.5 billion people around the world. However, football has always been confronted with a major social problem, the violence linked to it. This violence can be both physical and verbal. A recent study, concerning violence in football in France, has shown that violent incidents occur in nearly 50% of professional football matches in France. Most of these incidents are characterized as verbal abuse. In fact, almost 70% of verbal violence in football is characterized by rude and offensive remarks. This verbal abuse comes mainly from team supporters and is directed towards the opponent team supporters, the players as well as managers such as the coach or the club's President. Violence exists in football for several reasons. Most football fans have a strong emotional connection with their

football team. But there are also other theories that explain why violence is part of football. One of those theories is the biological theory that suggests that violence is a fundamental inherent human behaviour. This theory says that it violence has been perceived has socially acceptable. Another theory is the psychological theory holding that violence is caused by dissatisfaction resulting from a particular situation. Frustration is generated when a person is blocked from achieving a certain goal. Finally, the third theory which is about social learning, suggests violent behaviour can also result from acquisition. People learn new behaviours through modelling and using punishments and reward.

As stated before, most of the verbal violence comes from fans who are attending the game at the stadium. It is perpetrated by two types of supporters (supporters of types 2 and 4).

Social Marketing: The main goal of social marketing is the change or adoption of certain behaviours, while aiming for the well-being of society. However, unlike commercial marketing, social marketing is done by adopting strategic and tactical concepts different from those found in traditional marketing. A company may therefore have a different social target than its commercial target. When it comes to social marketing, the marketing mix concepts are also different from those found in commercial marketing. In social marketing, the "product" is related to the change or adoption of a certain social behaviour. Thus, "price" is related to the psychological cost of changing the desired behaviour. Therefore, it is important to show the target that the benefits of behavioural change are greater than the costs of abandoning the old behaviour. Communication in social marketing also represents a challenge. The aim of social marketing advertisement is to choose the strategy that optimizes the process of persuasion, usually with people who engage in risky behaviours. For this project the most adequate persuasive strategy is that of "fear". The principle of fear-based social communication strategies is to present a greater or lesser threat to which the individual will risk exposing himself if they continue to adopt the behaviour shown in advertising. Several "threats" may be mentioned, such as death, illness, injury or social rejection. These "threats" increase the recipients' negative emotion which they would

seek to get rid of to regain their "psychological peace". Moreover, social advertising is done by integrating important aspects like rational elements (facts, figures, etc.), nonverbal elements (colours, design, etc.) and emotional elements (beauty, humour, fear, etc.).

Corporate social responsibility in Football: A football club is also considered a "company" and is, therefore, concerned with corporate social responsibility issues. The very important mediatisation of this sport gives even more responsibility to football clubs. They become well-known brands around the world, benefiting from considerable financial means but above all from an extraordinary influence on the world's public opinion. The biggest football clubs are now among the most powerful and influential institutions in our society. For this, it is vital for clubs to exercise their responsibilities towards their communities by promoting actions and initiatives that have the power to change people's lives. Nowadays, most of social responsibility actions in football are limited to the economic field (fight against poverty) or the social field (social integration through sport). There are very few social responsibility actions that specifically target the prevention of verbal violence in football.

My investigation methodology made it possible to come up with the following information:

Documentary research: The purpose of the documentary research is to analyse the words of the violent chants sung by the supporters of "SPORTING CLUBE DE PORTUGAL" inside football stadiums. This analysis allowed determining and qualifying the violent content of these words, showing that the content of insults is rather general rather than based on race, religion or sex of those to whom these violent words are intended. Since the content is not linked to the socio-demographic aspects of the "victims", it can be assumed that the reasons for verbal abuse in football are not rational. This lack of rationality can later make behaviour change more accessible.

Analysis of social advertising campaigns in football: To make social marketing communication more effective it is important to analyse other social communication campaigns that have been very successful. Further analysis has shown that there are

no other social communication campaigns that focus on the prevention of verbal violence during football matches. Most communication campaigns are aimed at preventing racism in football, of which verbal violence is only a small part.

Qualitative research: The qualitative study was conducted by interviewing various supporters of several football clubs in Portugal. The themes that were discussed in this study are related to football in general and to the prevention of verbal violence around it. My observations show that people consider the main role of supporters to be to support their teams morally but also financially especially if the clubs are in a lower spot, failing to offer good sports results. People also consider that violence in football is a major problem in Portugal. They all claim to have been witnesses or victims of verbal violence in football stadiums. Supporters in general believe that most of the verbal violence in stadiums comes from groups of "ultras" and is shown in the lyrics of their chants most of the time. They believe the mass media and club management also play a role in allowing violence. Interviewees claim that verbal abuse has a very negative impact on football. First, verbal abuse can have financial consequences for the club (in the form of financial penalties). Secondly, verbal violence impacts the quality of the game as a sporting show as well as the quality of performance of the players. Lately, verbal abuse has also shown an effect on club branding and the general image of football as a sport. Supporters maintain that it is the clubs' obligation to fight against verbal violence in football while creating a healthy rivalry between the different teams. However, they also say that the prevention of violence should be done more through the application of sanctions and less through social advertising campaigns. It is also important to underline that the participants declared that they do not know any or very few social responsibility actions taken by football clubs in Portugal.

1.2. S.W.O.T

After conducting an internal and external analysis related to verbal abuse in football we can now proceed to a SWOT matrix. The SWOT matrix (Strengths - Weaknesses - Opportunities - Threats) is a strategic analysis tool that combines the study of the strengths and weaknesses of an organization with the opportunities and threats of its environment to help define a development strategy (Kotler and Lee, 2011).

Strengths	Weakness
• Sporting supporters are the most committed to their club. • One of the clubs with greater national prestige. • Sporting has a wide range of its own communication channels.	• Low experience concerning the implementation of communication campaigns to change negative behaviour of its supporters. • Very low notoriety concerning social responsible actions in football. • Negative social image of the club's managers.

Opportunities	Threats
• People believe that football clubs can change society. • No communication campaigns to prevent verbal violence in football stadiums.	• Legislation [13] which can provide strong punishments to the clubs because of misconduct of their supporters. • Social pressure to prevent violence in football. • Verbal violence is bad for the business image of the club and can have a negative economic impact (Ex. sponsorships.)

2. SOCIAL MARKETING STRATEGY

2.1. *Segmentation*

According to Philipe Kotler (2016), market segmentation is the division of the total market into relatively homogeneous and distinct segments. Segmentation is mainly used to identify target audiences and strengthen a campaign's effectiveness in

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[13] Attachment 3: Legislation to prevent violence related to football in Portugal

reaching selected segments. Philipe Kotler also says that segments usually respond to campaign elements differently and different techniques are required to reach and motivate several segments. For this project, segmentation was done according to the following segmentation criteria:

- **Demographically**: Age, gender and level of education.
- **Psycho-graphically**: Consumers' attitudes towards football.
- **Behaviourally**: Level of violence linked to football.

2.2. Target

After segmenting the market, I can now define the target of this project.

- The main target for this project are men between 20 to 45 years old.
- These men are supporters of Portugal's SPORTING CLUBE and attend the club's stadium to watch games twice a year.
- Supporters of the second type:
  - Supporters with a high level of emotional link towards the club and a mid-level involvement in violence in football stadiums.
- Supporters of the third type:
  - Supporters with a high level of emotional link towards the club and a high-level involvement in violence in football stadiums.

The supporters of the first and fourth type cannot be considered for this project because the fans of the first type have a strong emotional link with the club but a low implication in the violence in the stadiums. The supporters of the fourth type have a weak emotional link with the club but a high involvement in the violence in the stadium.

2.3. Positioning Statement

According to Philipe Kotler (2015), social marketing products are harder to promote than commercial marketing product. Behaviours and attitudes require long-term commitments. In social marketing, product positioning determines how people of a certain audience think about a specific product as compared to the competition. Social

marketing positioning is usually based on either the benefits of the product or removal of barriers. For this project the positioning statement is:

"SPORTING CLUBE DE PORTGAL wants their target audience to see that verbal violence impacts negatively the club and that more appropriate supporter behaviour can lead the club to better sport results."

3. MARKETING MIX

3.1. *P-Product*:

As mentioned before, in social marketing, the product refers to the desirable behaviour advocated as well as the benefits associated with it. For this project, the main product and the core benefit of the product are defined as:

- **Main product**: Adoption of a more socially responsible behaviour of football supporters to reduce and prevent verbal abuse in football stadiums.

- **Core benefit of the product:** By adopting the new behaviour, (which can be translated by the eradication of insults and violent chants towards other groups of supporters, the players, the referees or the managers), the supporters help their clubs to reach better sports and economic results and to improve the external image of the club and football in general.

3.2. *P-Price:*

As we mentioned before, when we talk about the "P-Price" in social marketing product we refer to monetary and non-monetary cost that individuals associate with adopting the new behaviour. These include the cost of giving up the old behaviour and the cost of taking up a new behaviour. The following table shows what are the costs and benefits of renouncing to the old behaviour and adopting the new one.

Table 3.2: Table of P-Price

	Costs		Benefits
Psychological	More responsive and an instant way to show disappointment for bad results.	**Social**	Social Valorisation and self-esteem
Social	Image of being less engaged to the club.	**Financial**	Less monetary sanctions for football teams
		Sports-manship	Increase the quality of the game as a mass sports show and in terms of players' performance.

The goal of a price strategy in social marketing is to ensure that the benefit that is suggested for the target audience is equal to or greater than the costs they will have to give up for their previous behaviour. In order to achieve that goal I will opt for those specific social marketing pricing strategies:

- Increase non-monetary benefits for the desired behaviour.
- Increase non-monetary costs for the competing behaviour.

3.3. P-Place:

In commercial marketing, the distribution channel integrates organizations and / or individuals who participate in the process that takes a product or service from its manufacturer to its intended recipient - such as physical distributors or retailers (Leal, 2016).

In social marketing, the situation is less straightforward since we are not talking about stores or physical distributors. In social marketing, the "P-Place" (distribution) refers to the place where the target audience will be able to change its behaviour and access information, products and services related to the new desired behaviour.

As part of this project, the place where the target audience will have to demonstrate their behaviour change and access the information, products and services related to the desired new behaviour will be in the football stadium of SPORTING CLUBE DE PORTUGAL, "José Alvalade XXI" located in Lisbon.

Picture of SCP Stadium. Source: https://www.forumscp.com

The choice to change behaviour in the SCP football stadium was made for a wide range of reasons.

First, a football stadium is where the target audience acquires and consumes (i.e. watches) the sports (i.e. equivalent to 'service'). As with any service, the consumer hopes to take full advantage of the quality of the service acquired.

Secondly, verbal abuse has a negative impact on the club when it takes place in football stadiums.

Thirdly, it is easier to obtain and measure the results of a social marketing campaign aimed at preventing verbal violence in football that takes place inside the stadium rather than outside.

In the foreground, communication efforts will take place when the team plays at home. For economic and legal reasons, it turns out that it is much more difficult to integrate a social advertising campaign of a club in the football stadium of another club.

3.4. *Promotion (Communication):*

In social marketing, promotion is a very persuasive communication tool that is designed and delivered to ensure that the target audience will be inspired to act. At this moment, it is important to determine communication objectives and communication target, as well as the messages' content, creative strategies and the communication support that will be used to achieve marketing goals.

3.4.1. Communication objectives:

- To change the perception of supporters regarding verbal violence in the football stadium of SCP.
- To educate and inform SCP fans about the consequences of verbal abuse in football stadiums.
- To create an image of "healthy rivalry" between the different supporters / clubs.
- To involve SCP supporters in the process of verbal violence prevention in football.

3.4.2. Communication target:

For this project, the communication target is the same as the marketing target. These being:

- The main target are men between 20 to 45 years old.
- These men are supporters of Portugal's SPORTING CLUBE and attend games at their stadium at least twice a year.
- Supporters of the second type:
  - Supporters with a high-level of emotional link towards the club and a mid-level involvement in violence in football stadiums.
- Supporters of the third type:
  - Supporters with a high level of emotional link towards the club and a high-level involvement in violence in football stadiums.

3.4.3. Communication channels and media strategy:

A) Advertising:

Insight: According to my previous research, verbal violence in football stadiums has a negative impact. On one hand, verbal violence in football stadiums has an impact on the financial and institutional aspect of the club such as sanction fines and a reputation loss for the club as a business. On the other hand, verbal violence also has a negative

impact in the quality of the game as a mass sports show as well as on the players' performance.

Concept and Creative strategy: According to the insight, verbal abuse in football stadiums has a negative impact. It's possible to assume that SCP supporters do not recognize and are not aware of the repercussion of the offensive words and violent chants they utter when they are in football stadiums. The offensive words and violent chants in football stadiums in specific moments during the game can have disastrous consequences for the club, its players and supporters. Therefore, I can maintain that depending on the nature of words or chants performed, those words or chants can change the reputation of a club. The concept of this campaign is to demonstrate the impact of a word used in chants during the game, through the confrontation of two scenarios that could occur during the game.

Key message and slogan: The key message of this prevention can be defined this way: *"By adopting the right verbal behaviour, SCP supporters can lead their team to sports and institutional glory."* Otherwise, the consequences for the club, the players and supporters can be disastrous. Visually, the key message will be a call to action, represented in one simple phrase: *"As tuas palavras influenciam o nosso rumo"* which means: *"Your words influence our course".*

The slogan for our prevention campaign is the slogan created for a commercial campaign of SCP in the 2017/2018 season. The slogan was: *"O Sporting é feito de ti e tu és feito do Sporting"* meaning: *"Sporting is made out of you and you are made out of Sporting"*. This slogan reinforces the real importance that SCP supporters have in the success of their club.

Media strategy and actions:

a) Television:

TV has always been a popular media because of its persuasive power in influencing human behaviour through the use of sight, colour, sound and motion. The main advantages television advertising offers are:

- **Creativity:** TV offers a better possibility for creative advertising.

- **Credibility:** Advertising on television can give a product or service instant validity.

- **Easy to target markets:** TV advertising can easily allow us to reach the targeted audience depending on the television channel we are advertising on.

Bearing in mind all these advantages of TV advertisement, I have decided to create a few television spots to promote the prevention of verbal abuse in football stadiums. The television channel I will use to implement the videos spots is SCP own sports channel: **SPORTING TV**. The first reason why I chose this channel is because an important part of our target audience watches it. The second reason is that SCP owns the channel "SPORTING TV", and therefore the club doesn't need to pay any broadcasting time when advertising on their own TV channel. Also, according to SCP business report[14] (2015), the club has a cumulative television audience of over 1M viewers over a sporting season (10 months). The main objective of the TV spots is to educate and inform SCP supporters about the consequences of verbal abuse in football stadiums. To introduce the creative concept into the TV spots, the spots will focus on stories played by real actors and introduced in a single screen until the moment where supporters in the spot find themselves in a negative situation happening the game in which they can respond to the "problem" in two different ways. Then the screen divides vertically, showing simultaneously the two variations of this story, depending on the different behaviours the supporters can opt for. A more precise structure of the spots is found in Attachment 1.

Here are the TV spots that I wish to show:

<u>TV Spot 1 :</u> ***"The monetary value of words"***[15]

Objective: To demonstrate the financial impact of fans' verbal abuse on the club they support.

Between September and February of the 2016/2017 season, Sporting Clube de Portugal was sanctioned at nearly € 80,000 by the disciplinary council of the FPF. The bad

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[14] https://business.sporting.pt/pdfs/201501131033.pdf
[15] Attachment 4a : Structure of the video ad's

behaviour of supporters in football stadiums, of which verbal abuse is largely a part, is responsible for 91% of the total amount of financial penalties. During this same period, Sporting was the third club which was the most sanctioned in Portugal due to the bad behaviour of its supporters.

Characteristics of the video:

- **Tone:** demonstrative and informative
- **Rational approach**: The goal is to convince, appealing to "reason" supporters to change their behaviour in football stadiums.
- **Scenario:** We see groups of fans singing and supporters insulting players while other supporters do not. Whenever there is rude vocabulary, it is hidden by the "money sound" of a "cash register". This sound means that each insult has a "monetary value". The "total prize" represents the financial sanction to which the club is submitted by the football regulation board in Portugal. At the end, a message appears which shows the total amount that the club will pay because of the supporters' verbal abuse, followed by a call to change their behaviour when inside the football stadiums.

TV spot 2: « *Let's focus on football* »

Objective: To demonstrate that verbal abuse in stadiums can have a negative impact on the quality of football as a sport show.

According to the results of the qualitative study, the interviewed football supporters state that verbal violence in football stadiums can disturb other fans and, therefore, decrease the quality of the game as a sports show.

Characteristics of the video:

- **Tone:** Demonstrative
- **Emotional approach:** To convince supporters that verbal violence can impact spectators and therefore have a negative impact in the quality of the game as a mass sports show.

- **Scenario:** This video starts with a father going with his son to the SCP football stadium to watch a game. The father is sitting with his son in the middle of SCP supporter groups. At that moment, something goes wrong in the game (example: a player of SCP misses an important goal). We then see the father again with his son in the middle of the supporters.

  The TV screen splits in half. On one side of the screen, we see how the supporters start singing violent chants and verbally teasing the players. The child starts to feel uncomfortable and scared. The father, realizing that, also feels uncomfortable; hence, he takes his son and leaves the stadium. On the other side of the screen, supporters start to sing motivational songs to cheer up the team and the players. The child sees that and immediately starts to sing along with them, and so does his father.

TV spot 3: **"Do not let football change you, you can be a change for football"**

Objective: To demonstrate the impact of fan behaviour on the psychological mood of players and to show that verbal violence in football stadiums can affect players' performance.

Throughout the years, authors have studied various indicators and factors of sport performance to improve the training of football players or selecting new talents. In this context, three types of performance and performance indicators can be put forward (Gómez & Mendo, 2012). The psychological performance indicator analyzes contextual factors based on the environment and the context in which the football player operates, influenced by his emotional state and personality. A large number of psychological studies show that certain variables can have an impact in obtaining high sports performance (Escudero, Balagué & Garcia-Mas, 2002). The psychological aspects are closely related to the social and institutional conditions of the athlete's environment and play an important role in the development of their career. According to Sánchez Pérez (2001), "moods" and "external influences" before and during the competition influence the performance of a football team especially when the team plays at home.

Characteristics of the video:

- **Tone**: Explicative

- **Emotional Approach**: To persuade and appeal to supporters' feelings to demonstrate that their behaviour can impact players' performance.

- **Scenario**: A group of players make a few mistakes and fans slowly begin to show their dissatisfaction towards the players. Dissatisfaction increases as the number of mistakes grows. Bad performance is a negative amplifier for fans. However, the demonstration of fan dissatisfaction does not motivate players and shows on the poor quality of the game. This loss of quality is reinforced in the video's image whose colour changes to black and white. Then, the "reverse" happens at the starting point: fans start to encourage their team so that the image starts to get colours again. In this case, the fan's motivation amplifies the players' motivation, increasing their quality of play and, thus, also the quality of the show.

b) *Prints, outdoors and displays*

Print advertising remains an effective means of communicating a specific message to a specific audience. The main advantages of print advertising are:

- **A captured audience:** Print advertising[16] assuredly reaches targeted audience. People are exposed to it whether they like or not.

- **Easy coordination with other forms of advertising:** Print advertising is an excellent adjunct to other types of advertising.

Considering these advantages of print advertisement, I have also decided to create a few print ads to promote the prevention of verbal abuse in football stadiums. The main objective of the print ads is to educate and inform SCP supporters about the consequences of verbal abuse in football stadiums.

Print ads will be a graphic representation of the different consequences of verbal abuse in football stadiums. The advertising tools we have chosen to implement the

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[16] Attachment 4b: Structure of the print ad's

print ads are the sports newspaper "**JORNAL DO SPORTING**" as well as the **outdoor displays in the stadium of SCP**. Both advertising tools are owned by the club; therefore, there is no need to pay fees for this advertising.

"**JORNAL DO SPORTING**" has a relatively large audience. According to the SCP business report (2015), every week more than 12.000 copies of this newspaper are printed which allows the club to have a reading audience of near one million people.

As mentioned before, I will also proceed to outdoor and display advertising at SCP stadium. It is very important to implement prevention actions in the stadium because that's the place where I want to see the supporters performing the new desired behaviour. According to SCP business report, the audience in the stadium is estimated at more than one million spectators in a season, which represents an average of nearly 39.000 spectators in every home match day.

To illustrate my concept, the printed ads in the newspapers and on the outdoors would be divided vertically, suggesting at the same time the consequences of adopting a violent verbal behaviour and the benefits of adopting the new behaviour. A more precise structure of the print ads is in Attachment 2.

B) Public Relations:

For football teams in general, public relation actions are very important because they influence and shape how supporters (and other actors directly or indirectly related) view the corporation in terms of reputation, brand perception and culture. Therefore, I will implement a few public relations actions at SCP bearing in mind the prevention of verbal violence in football. Their main objective is to promote and to entail the values of fair play and the image of "healthy" rivalry between the football supporters of the different teams engaged. Hence, the first step will be to create a partnership with the L.P.F.P (Liga Portuguesa de Futebol Profissional) to plan and conduct events to accomplish the proposed goals. Below, the events:

- **"Pre-game":** Before every beginning of a football game, the team captains have to go through a few pre-game formalities which include handshaking between

them. This is a sign of respect and fair-play between both teams. I will implement the same concept during the pre-game but focusing on the football supporters. During the pre-game formalities, representatives of the different supporter groups will go on to the pitch and greet each other with a handshake as well as a club flag trade between them. The main benefit is that these actions will allow SCP supporters and stakeholders to feel involved in the process of verbal violence prevention in football and shall improve the image and reputation of the supporters groups as well as of football in general.

- **"Award for the best supporter group"**: An award will be introduced at the end of a season for the best supporter group in Portugal, in partnership with LPFP. The selection criteria will depend on they supporters' groups behave during the season. A public online voting will also help to determine which supporter group will win the award.

C) Internet:

Online media, such as social media, are nowadays the main tools for football clubs to communicate with their fans. Some of the reasons for this are that online communication is financially much cheaper and requires less time and effort than offline advertising tools. The biggest advantage of online communication, especially in social media, is the high engagement and interaction level between the consumers and the brand. A recent study concerning the future of sports' fans[17] (2016) shows that 95% of the football fans access to sports content related to their club across the official webpage of the team or other specialized webpages. The same study shows that 81% of football fans also follow their team on social media, such as Facebook and Instagram and 34% of them follow the news and interact on a daily basis with their club.

1. *Webpage*

Firstly, online communication action will be done on the official website of SCP: "*www.sporting.pt*". According to SCP business report, the club's webpage has more

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[17] https://www.fotball.no/globalassets/dommer/the-future-sports-fan_spilleregler_english.pdf

than 600.000 monthly visits. The objective of webpage communication is to inform the supporters about the initiatives concerning preventing violence in football. To achieve this goal, the website has to be redesigned, creating and implementing a section in it about social responsibility. Such a section aims to explain and to give information about the already existing social prevention actions and campaigns. I will also create a "fan behaviour guide", which will be called "**O GUIA DO ADEPTO SPORTINGUISTA**", in order to give some tips to supporters on how to adapt their behaviour. The guide will be available for download free of cost.

2. *Social Media*

Secondly, online communication actions will be taken on SCP official social media pages such as Facebook[18] and Instagram[19]. Again, referring to SCP business report (2015), their Facebook account has more than 2.500.000 likes while their Instagram account has more than 500.000 followers. The objective of social media communication is to create relevant content related to verbal abuse prevention in order to engage the audience in the prevention process. Therefore, SCP must opt for a different social network management strategy. Indeed, I noticed that the social network communication is made in a unilateral way, which means that the club does not really improve interpersonal communication with their audience. Later in this study, SCP social media will also be used in order to give continuity to offline advertising as well as promoting the public relation actions.

3. *Direct Marketing: Newsletters*

To complete the online part of the communication plan, I have also decided to implement a series of newsletters. The aim of the newsletters is to inform fans about this campaign and to obtain qualitative data about the brand equity of SCP. According to SCP business report (2015), the club has more than 85.000 valid email addresses on its database. To accomplish this objective, I have decided to send three newsletters to

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[18] https://www.facebook.com/SportingClubePortugal/?ref=br_rs
[19] https://www.instagram.com/sportingclubedeportugal/?hl=pt

the supporters during the season. The first one should be sent during the pre-season to inform supporters about the "fan behaviour guide" which they can download for free on the website. The second newsletter should be sent in the middle of the season in to thank supporters for their behavioural efforts. The final newsletter should be sent at the end of the season and should include a qualitative survey to collect data from the supporters to improve the brand equity of SCP.

4. IMPLEMENTATION PLAN

Regarding the calendarization plan, the communication campaign was planned for a sports year. This sports year will be divided into three parts, the pre-season (July - August), the season (September - May) and the post-season (June).
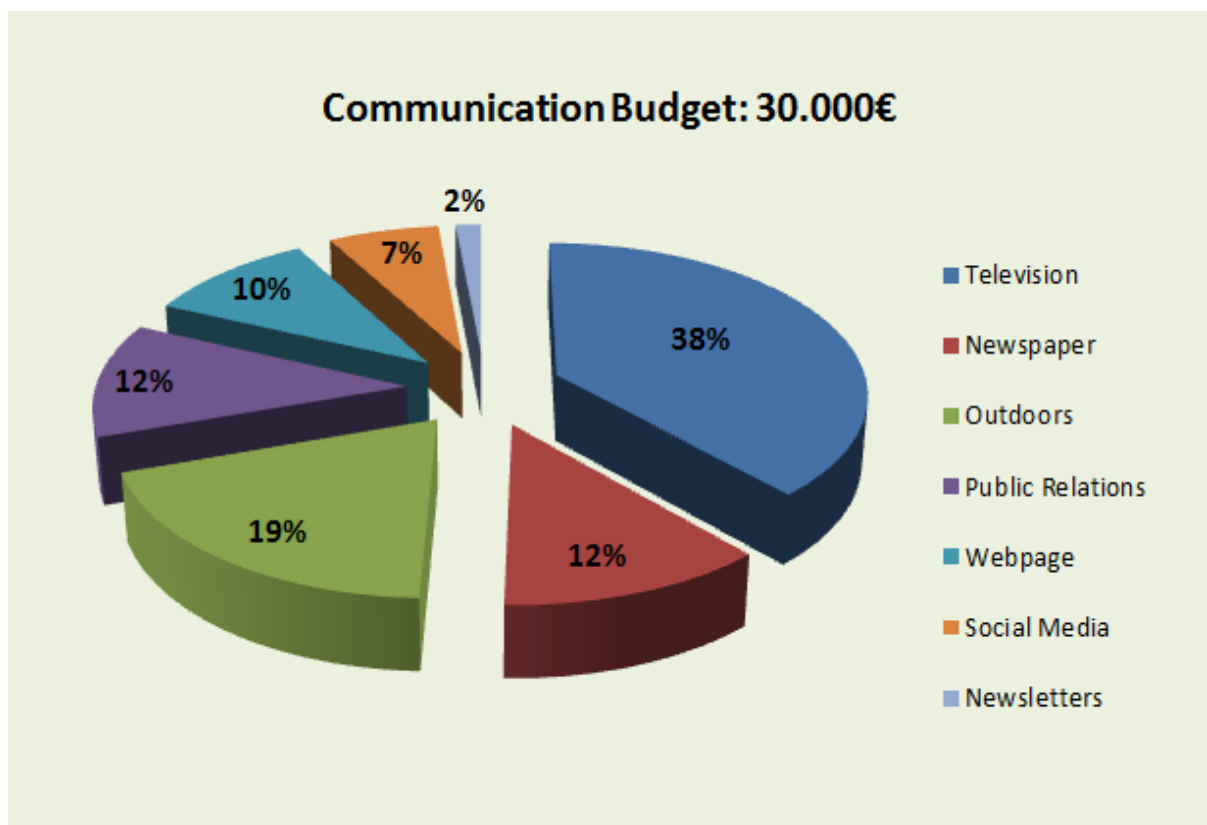
Figure 3.1: Implementation plan

CHANNELS	ACTIONS	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.
Television	Tv spot 1: Creation of the video	░											
	Tv spot 1: Broadcast		█	█									
	Tv spot 2: Creation of the video				░								
	Tv spot 2: Broadcast					█	█						
	Tv spot 3: Creation of the video								░				
	Tv spot 3: Broadcast									█	█		
Prints and outdoors	Creation of the printed support related to TV spot 1.	░											
	Implementation of the print in newspaper		░										
	Implementation of the print in the stadium		█	█									
	Creation of the printed support related to TV spot 2.				░								
	Implementation of the print in newspaper					░							
	Implementation of the print in the stadium						█	█					
	Creation of the printed support related to TV spot 3.								░				
	Implementation of the print in newspaper									░			
	Implementation of the print in the stadium									█	█	█	
Public relation	Planning "Pre-game" formalities	░											
	Implementation of the "Pre-game" event		█	█	█	█	█	█	█	█	█	█	
	Planification and information about "Supporter Awards"	░											
	Implementation of the event											█	
Website	Implementation of the new section in the website	░											
	Creation of the "fan behaviour guide"	█											
Social media	Creation and implemention of content related to verbal violence	░	░	░	░	░	░	░	░	░	░	░	
	Give continuity to the offline advertising					█		█			█		
Newsletters	Creation and sending of the first newsleter	█											
	Creation and sending of the second newsleter								█				
	Creation and sending of the third newsleter												█

5. BUDGET

First of all, it is important to note that the communication budget is speculative given that it was not possible to finish a real budget nor the actual costs related to communication actions. In addition, since the club's main activity is commercial and not social, it was not realistic to plan an extremely high budget for a set of actions that do not directly benefit the club's commercial activity. Remember also that the budget does not include the internal human resources for this project.

Figure 3.1: Communication Budget

Communication Budget: 30.000€

- 2%
- 7%
- 10%
- 12%
- 19%
- 38%
- 12%

Television
Newspaper
Outdoors
Public Relations
Webpage
Social Media
Newsletters

6. EVALUATION PLAN

Table 3.3: Evaluation plan

Type of objectives	Objectives	Evaluation measures
Communication objectives	Change the perception of the supporters regarding verbal violence in SCP football stadium.	Reports from the Disciplinary Council of LPFP on the number of incidents related to verbal violence in stadiums.
	Educate and inform SCP fans about the consequences of verbal abuse in football stadiums.	Awareness of the campaign both assisted and spontaneously.
		Number of clicks and time spent on the new section of the web page.
		Number of fan behaviour guide downloads.
		Number of likes and views of social content on social networks.
		Opening rate of newsletters.
	Involve SCP supporters in the process of verbal violence prevention in football.	Number of comments on social networks.
		Number of social network content sharing.
		Number of comments on the blog of the new section of the web page.
		Response rate of the satisfaction questionnaires.
	Create an image of "healthy rivalry" between the different supporters / clubs.	Number of representatives of the fan groups participating in the "Pre-game" formalities.
		Number of participants in the "supporters' awards"

CHAPTER V: CONTRIBUTIONS, LIMITATIONS AND SUGGESTIONS FOR FUTURE RESEARCH

1. Contributions:

The main objective of this project is the prevention of verbal violence in football stadiums. Following this line, the goal was to determine what initiatives were put in place to address this problem. Throughout my research, I have found that the prevention of violence in football has been done mainly through disciplinary sanctions and a few educational actions rather than through a set of advertising communication actions. In addition, existing initiatives are mainly based on violence in general or on physical violence in football. Thus, one can argue the main contribution of this project is the creation of a social marketing plan with advertising communication components. In addition, this project focuses mainly on verbal violence in football stadiums.

2. Limitations:

Throughout this project, I identified some points that may have limited the development of this work.

First, the information gathered during the literature review is largely based on violence in general rather than verbal violence related to football.

Second, this work is based on the creation of a social marketing plan with a focus on advertising communication, while the qualitative study clearly demonstrates that people think that the prevention of verbal violence in football is more effective with the implementation of disciplinary sanctions and through educational actions.

Thirdly, the development of the social marketing plan has proved more difficult, as there are no references or contributions in the field of social marketing aimed at reducing verbal abuse in football stadiums in Portugal.

Finally, as this project was developed individually without the cooperation of SPORTING CLUBE DE PORTUGAL, the increase of the communication budget and the schedule of actions of the communication plan remains speculative.

3. Future investigation:

This project has also shown that there is a need for future research in this area. As the qualitative study has shown, verbal violence in football does not often originate in fans but is often created and fuelled by club managers as well as mass media. For a club to really stand for the prevention of verbal violence in football, its inner organization must be the first party to convey this change in behaviour. It is, therefore, fundamental for SCP to establish standards of internal and external behaviour for its own managers as well as to define an action plan related to its mass media presence.

It will also be important to establish a quantitative study to quantify the current state of violence as well as the type of violence in football stadiums in Portugal.

Finally, it will be important for the clubs to unite with each other and in collaboration with other sports institutions work together to improve the current and the future situation of football in Portugal.

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ATTACHMENTS

ATTACHMENT 1: Typology of fan chants in Portuguese football

➢ Songs of club glorification and engagement:

Juve Leo	*Juntos vamos vencer,* *Tu és a nossa fé* *Sempre até morrer* *Força Sporting álea*
Diabos Vermelhos	*Benfica, gritamos o teu nome,* *Somos Diabos até morrer,* *Benfica vamos lutar,* *Para glorificação nacional* *Força Benfica, álea, álea*
Panteras Negras	*Boavista, Força Boavista* *Vamos vencer* *Cantaremos até morrer*
Super Dragões	*Deixei a namorada* *O emprego deixei* *Para te dizer, Porto* *Que sempre te amarei* *Nós somos os Super Dragões,* *Super Dragões até morrer!*

- Songs of affirmation and cohesion to the club by demarcation of other teams:

	Afirmação	Demarcação
V. Guimarães	Querem saber quem nós somos? Pois vamos vos dizer: Somos os Insane Guys Somos os White Angels, áiea, áiea	E quem não salta é tripeiro E quem não bate palmas é tripeiro E quem não bate palmas é marroquino, marroquino
FC Porto	Quem bate palmas, é tripeiro, é tripeiro, é tripeiro // E quem não bate palmas não é tripeiro Quem nós somos? Quem quer saber? Nós vamos dizer: Nós somos os Super Dragões, Super Dragões até morrer	Quem não salta é lampião
Boavista	E quem não salta não é tripeiro E quem não bate palmas não é tripeiro Panteras Negras	Quem não salta é lampião
Benfica	Todos querem saber quem nós somos. Nós vamos dizer quem nós somos: Diabos Vermelhos até morrer Quem somos nós? Quem quer saber? Nós vamos dizer: Somos os No Name No Name, No Name até morrer	E quem não salta é lagartão, uuu E quem não bate palmas é lagarto E quem não bate palmas é tripeiro E quem não salta é tripeiro
Sporting	Juve Leo, Juve Leo, Juve Leooo Juve Leo, Juve Leo, Juve Leooo Juve Leo, Juve Leo, Juve Leooo Juve Leo Juve Leo	E quem não salta é tripeiro E quem não salta é lampião

- Chants against other teams or players

Super Dragões	Em cada No Name há um cabrão Ninguém vos ouve, Ninguém vos escuta, No Name, filhos da puta No Name gays Eu vi um No Name a correr Com um caralho no cu a bater Quanto mais o No Name corria Mais o caralho no cú lhe batia A Juve é merda a Juve é merda Juve Juve, filhos da puta
Panteras Negras	Em cada No Name há um cabrão, Ninguém vos ouve, Ninguém vos escuta, No Name, filhos da puta
Diabos Vermelhos	Filhos da puta, Juve é só merda Ninguém vos ouve, ninguém vos escuta Super Dragões, filhos da puta Panteras chungas
No Name Boys	Juve merda Ninguém vos ouve, Ninguém vos escuta, Super Dragões, filhos da puta Ninguém vos ouve, Ninguém vos escuta, Panteras Negras, filhos da puta
Juve Leo	No Name Gays A puta, a puta, a puta da vossa mãe Ninguém vos ouve, Ninguém vos escuta, Super Dragões, filhos da puta

ATTACHMENT 2: Qualitative interview guide

1. ***Qualitative investigation strategy***

The main objective of this study is to understand the factors that influence the social behaviour of a supporter of a football club during a sporting event. The qualitative study will then help to determine the motivation of a supporter to adapt to socially more "responsible" behaviour during football matches.

2. ***Collection of information***

- Interviews or Focus groups

As part of this qualitative investigation, between 6 to 8 interviews with supporters of different professional Portuguese football teams will be put in place. In order to reduce the risk of external influences by supporters of different teams, interviews will be conducted individually. Qualitative interviews will be conducted in a semi-directive manner. The first step in this qualitative study will be to put in place an interview guide mentioning the topics that will be studied.

Here are the topics that will be discussed during the interviews:

- ➢ Supportism in Portuguese football: Understanding the "emotional" links between supporters and their clubs.
- ➢ Verbal violence in football in Portugal: Know the experiences and practices of fans about verbal abuse at sports events.
- ➢ Social responsibility of clubs and their stakeholders: Determine the commitment and importance of CSR in the world of football.
- ➢ Social communication in football:
    - o Analyze, according to the criteria of social marketing, the opinion of the fans concerning the social communication of the clubs against verbal violence in football.
    - o Identify the different aspects that a communication campaign must have, in order to make them more effective.

3. Interview guide

Headings	Questions
Contact	Welcome the people who will be interviewed.
Presentation	Personal presentation and the main purpose of the study.
Theme 1: "Supportism" in Portuguese football.	Which club are you supporting? What is the role of a supporter? What does football / your club represent for you? What do you think of supporters in Portuguese football / opponents clubs? Where does the emotional connection with your club come from?
Theme 2: Verbal violence in football in Portugal.	Have you ever witnessed violence at football matches? What types of violence? By whom and against whom? Possible reasons? Have you ever heard violent football songs? What was the nature of these songs? for whom? Have you ever sung this kind of song? Which do you know?
Theme 3: The social responsibility of clubs and their stakeholders.	What do you think of the social responsibility of the different clubs? Is it important to you? Do you know of social responsibility actions that your club practices? If so why ?; What can clubs do to combat verbal abuse in football? What can the fans do?
Theme 4: Social communication in football.	Do you know about a football club's campaign against verbal abuse? If yes which one ?; What did you like / did not you like? How do you think a club could best communicate with these fans?; ...
Conclusion	Thank you for taking part in the questionnaires.

ATTACHMENT 3: Laws against violence in Portuguese football

Artigo 9.º
Ações de prevenção socioeducativa

Os organizadores e promotores de espetáculos desportivos, em articulação com o Estado, devem desenvolver ações de prevenção socioeducativa, nas áreas da ética no desporto, da violência, do racismo, da xenofobia e da intolerância nos espetáculos desportivos, designadamente através de:

a) Aprovação e execução de planos e medidas, em particular junto da população em idade escolar;

b) Desenvolvimento de campanhas publicitárias que promovam o desportivismo, o ideal de jogo limpo e a integração, especialmente entre a população em idade escolar;

c) Implementação de medidas que visem assegurar condições para o pleno enquadramento familiar, designadamente pela adoção de um sistema de ingressos mais favorável;

d) Desenvolvimento de ações que possibilitem o enquadramento e o convívio entre adeptos;

e) Apoio à criação de «embaixadas de adeptos», tendo em vista dar cumprimento ao disposto na presente lei.

Artigo 33.º
Ofensas à integridade física atuando com a colaboração de outra pessoa

Quem, encontrando-se no interior do recinto desportivo, durante a ocorrência de um espetáculo desportivo, com a colaboração de pelo menos outra pessoa, ofender a integridade física de terceiros é punido com pena de prisão de 6 meses a 4 anos, ou com pena de multa até 600 dias, se pena mais grave lhe não couber por força de outra disposição legal.

Contém as alterações dos seguintes diplomas:
- Lei n.º 52/2013, de 25/07

Consultar versões anteriores deste artigo:
-1ª versão: Lei n.º 39/2009, de 30/07

SECÇÃO II
Ilícitos de mera ordenação social
Artigo 39.º
Contraordenações

1 - Constitui contraordenação, para efeitos do disposto na presente lei:

a) A introdução, venda e consumo de bebidas alcoólicas no anel ou perímetro de segurança e no interior do recinto desportivo, exceto nas zonas criadas para o efeito, nos termos da alínea f) do n.º 2 do artigo 7.º;

b) A introdução, transporte e venda nos recintos desportivos de bebidas ou outros produtos contidos em recipientes que não sejam feitos de material leve não contundente;

c) A introdução, venda e aluguer ou distribuição nos recintos desportivos de almofadas que não sejam feitas de material leve não contundente;

d) A prática de atos ou o incitamento à violência, ao racismo, à xenofobia e à intolerância nos espetáculos desportivos, sem prejuízo de outras sanções aplicáveis;

e) A utilização nos recintos desportivos de buzinas alimentadas por baterias, corrente elétrica ou outras formas de energia, bem como quaisquer instrumentos produtores de ruídos instalados de forma fixa, com exceção da instalação sonora do promotor do espetáculo desportivo;

f) A utilização de dispositivos luminosos tipo luz laser, que, pela sua intensidade, seja capaz de provocar danos físicos ou perturbar a concentração e o desempenho dos atletas;

g) A introdução ou utilização de substâncias ou engenhos explosivos, artigos de pirotecnia, ou objetos que produzam efeitos similares, sem prejuízo de outras sanções aplicáveis;

h) O arremesso de objetos, fora dos casos previstos no artigo 31.º

2 - À prática dos atos previstos nas alíneas d), f), g) e h) do número anterior, quando praticados contra pessoas com deficiência e ou incapacidades, aplica-se o regime contraordenacional previsto na Lei n.º 46/2006, de 28 de agosto.

Contém as alterações dos seguintes diplomas:
- Lei n.º 52/2013, de 25/07

Consultar versões anteriores deste artigo:
-1ª versão: Lei n.º 39/2009, de 30/07

Artigo 39.º-B
Contraordenações relativas ao regime dos grupos organizados de adeptos em especial

1 - Constitui contraordenação a prática pelo promotor do espetáculo desportivo dos seguintes atos:

a) O incumprimento do dever de zelar por que os grupos organizados de adeptos do respetivo clube, associação ou sociedade desportiva participem do espetáculo desportivo sem recurso a práticas violentas, racistas, xenófobas, ofensivas, ou que perturbem a ordem pública ou o curso normal, pacífico e seguro da competição e de toda a sua envolvência, nomeadamente, no curso das suas deslocações e nas manifestações que realizem dentro e fora de recintos, em violação do disposto na alínea m) do n.º 1 do artigo 8.º;

b) O incumprimento do dever de manter uma lista atualizada dos adeptos de todos os grupos organizados do respetivo clube, associação ou sociedade desportiva, ou o não fornecimento da mesma às autoridades judiciárias, administrativas e policiais competentes, em violação do disposto na alínea n) do n.º 1 do artigo 8.º;

c) O incumprimento do dever de reservar, nos recintos desportivos que lhe estão afetos, uma ou mais áreas específicas para os filiados dos grupos organizados de adeptos, em violação do disposto no n.º 2 do artigo 16.º;

d) A cedência ou venda de bilhetes a grupos organizados de adeptos em violação do disposto no n.º 3 do artigo 16.º;

e) A permissão de acesso ou ingresso em áreas destinadas aos filiados dos grupos organizados de adeptos, em violação do disposto no n.º 4 do artigo 16.º

2 - Constitui contraordenação:

a) A atribuição de qualquer apoio, nomeadamente através da concessão de facilidades de utilização ou cedência de instalações, de apoio técnico, financeiro ou material, em violação do disposto no n.º 2 do artigo 14.º;

b) A atribuição de qualquer apoio a grupos organizados de adeptos que adotem sinais, símbolos e ou expressões que incitem à violência, ao racismo, à xenofobia, à intolerância nos espetáculos desportivos, ou a qualquer outra forma de discriminação, ou que traduzam manifestações de ideologia política, em violação do disposto no n.º 5 do artigo 14.º;

c) Não assegurar a fiscalização devida, em violação do disposto no n.º 6 do artigo 14.º;

d) A atribuição de qualquer apoio por qualquer outra entidade que pretenda concedê-los a grupo organizado de adeptos, em violação do disposto no n.º 9 do artigo 14.º;

e) A violação da obrigação de confirmação prévia junto do IPDJ, I. P., da suscetibilidade de atribuição de quaisquer facilidades ou apoios a determinado grupo organizado de adeptos, em violação do disposto no n.º 10 do artigo 14.º;

f) A atribuição de qualquer apoio a grupos organizados de adeptos que não se encontrem previamente registados ou cujo registo tenha sido suspenso ou anulado, em violação do disposto no n.º 6 do artigo 15.º

Aditado pelo seguinte diploma: Lei n.º 52/2013, de 25 de Julho

Artigo 39.º-A
Contraordenações referentes a promotores, organizadores e proprietários

1 - Constitui contraordenação a prática pelo promotor do espetáculo desportivo dos seguintes atos:

a) O incumprimento do dever de assunção da responsabilidade pela segurança do recinto desportivo e anéis de segurança, em violação do disposto na alínea a) do n.º 1 do artigo 8.º;

b) O incumprimento do dever de proteção dos indivíduos que sejam alvo de ameaças e os bens e pertences destes, designadamente facilitando a respetiva saída de forma segura do complexo desportivo, ou a sua transferência para setor seguro, em coordenação com os elementos da força de segurança, em violação do disposto na alínea d) do n.º 1 do artigo 8.º;

c) O incumprimento do dever de adoção de regulamentos de segurança e de utilização dos espaços de acesso público do recinto desportivo, em violação do disposto na alínea e) do n.º 1 do artigo 8.º;

d) O incumprimento do dever de designação do coordenador de segurança, em violação do disposto na alínea f) do n.º 1 do artigo 8.º;

e) A violação do dever de garantir o cumprimento de todas as regras e condições de acesso e de permanência de espetadores no recinto desportivo, em violação do disposto na alínea g) do n.º 1 do artigo 8.º;

f) A violação do dever de impedir o acesso ao recinto desportivo, relativamente a quaisquer indivíduos aos quais tenha sido aplicada medida de interdição de acesso a recintos desportivos, pena de privação do direito de entrar em recintos desportivos ou sanção acessória de interdição de acesso a recintos desportivos, em violação do disposto na subalínea i) da alínea h) do n.º 1 do artigo 8.º;

g) A violação do dever de impedir a obtenção de quaisquer benefícios concedidos pelo clube, associação ou sociedade desportiva, relativamente a quaisquer indivíduos aos quais tenha sido aplicada medida de interdição de acesso a recintos desportivos, pena de privação do direito de entrar em recintos desportivos ou sanção acessória de interdição de acesso a recintos desportivos, em violação do disposto na subalínea ii) da alínea h) do n.º 1 do artigo 8.º;

h) O incumprimento dos deveres de correção, moderação e respeito relativamente a outros promotores de espetáculos desportivos e organizadores de competições desportivas, associações, clubes, sociedades desportivas, agentes desportivos, adeptos, autoridades públicas, elementos da comunicação social e outros intervenientes no espetáculo desportivo, em violação do disposto na alínea i) do n.º 1 do artigo 8.º;

i) O incitamento ou a defesa públicas da violência, do racismo, da xenofobia, da intolerância ou do ódio, nomeadamente através da realização de críticas ou observações violentas, que utilizem terminologia desrespeitosa, que façam uso da injúria, difamação ou ameaça, ou que afetem a realização pacífica e ordeira dos espetáculos desportivos e a relação entre quaisquer entidades, grupos ou indivíduos envolvidos na sua concretização, ou a adoção de comportamentos desta natureza, em violação do disposto na alínea j) do n.º 1 do artigo 8.º;

j) O incumprimento do dever de zelar por que dirigentes, técnicos, jogadores, pessoal de apoio ou representantes dos clubes, associações ou sociedades desportivas ajam de acordo com os preceitos das alíneas h) e i);

SECÇÃO III
Ilícitos disciplinares
Artigo 46.º
Sanções disciplinares por atos de violência

1 - A prática de atos de violência é punida, conforme a respetiva gravidade, com as seguintes sanções:

a) Interdição do recinto desportivo, e, bem assim, a perda dos efeitos desportivos dos resultados das competições desportivas, nomeadamente os títulos e os apuramentos, que estejam relacionadas com os atos que foram praticados e, ainda, a perda, total ou parcial, de pontos nas classificações desportivas;

b) Realização de espetáculos desportivos à porta fechada;

c) Multa.

2 - As sanções previstas na alínea a) do número anterior são aplicáveis, consoante a gravidade dos atos e das suas consequências, aos clubes, associações e sociedades desportivas intervenientes no respetivo espetáculo desportivo cujos sócios, adeptos ou simpatizantes pratiquem uma das seguintes infrações:

a) Agressão aos agentes desportivos, elementos das forças de segurança em serviço, ponto de contacto para a segurança, coordenador de segurança, assistentes de recinto desportivo, bem como a todas as pessoas autorizadas por lei ou por regulamento a permanecerem na área do espetáculo desportivo que levem o árbitro, juiz ou cronometrista, justificadamente, a não dar início ou reinício ao espetáculo desportivo ou mesmo dá-lo por findo antes do tempo regulamentar;

b) Invasão da área do espetáculo desportivo que, de forma justificada, impeça o início ou conclusão do espetáculo desportivo;

c) Ocorrência, antes, durante ou após o espetáculo desportivo, de agressões às pessoas referidas na alínea a) que provoquem lesões de especial gravidade, quer pela sua natureza, quer pelo tempo e grau de incapacidade.

3 - A sanção de realização de espetáculos desportivos à porta fechada é aplicável às entidades referidas no número anterior cujos sócios, adeptos ou simpatizantes pratiquem uma das seguintes infrações:

a) Agressões sobre as pessoas referidas na alínea a) do número anterior;

b) Ocorrência de distúrbios ou invasão da área do espetáculo desportivo que provoquem, de forma injustificada, o atraso no início ou reinício do espetáculo desportivo ou levem à sua interrupção não definitiva;

c) Agressões sobre os espetadores ou sobre os elementos da comunicação social, dentro do recinto desportivo, antes, durante ou após o espetáculo desportivo, que determinem lesões de especial gravidade, quer pela sua natureza quer pelo tempo de incapacidade.

4 - Sem prejuízo das sanções previstas nos números anteriores, a sanção de multa é aplicada nos termos previstos nos regulamentos dos organizadores da competição desportiva ou dos promotores do espetáculo desportivo, quando se verificar a prática das seguintes infrações:

a) Agressões previstas na alínea c) do número anterior que não revistam especial gravidade;

b) A prática de ameaças e ou coação contra as pessoas ou entidades referidas na alínea a) do número anterior;

c) Ocorrência de distúrbios que provoquem, de forma injustificada, o atraso no início ou reinício do espetáculo desportivo ou levem à sua interrupção não definitiva.

Artigo 40.º
Coimas

1 - Constitui contraordenação, punida com coima entre (euro) 250 e (euro) 3740, a prática do ato previsto na alínea c) do n.º 1 do artigo 39.º

2 - Constitui contraordenação, punida com coima entre (euro) 500 e (euro) 5000, a prática dos atos previstos nas alíneas b), e) e f) do n.º 1 do artigo 39.º

3 - Constitui contraordenação, punida com coima entre (euro) 750 e (euro) 10 000, a prática dos atos previstos nas alíneas a), d), g) e h) do n.º 1 do artigo 39.º

4 - Constitui contraordenação, punida com coima entre (euro) 1000 e (euro) 50 000, a prática dos atos previstos na alínea j) do n.º 1 do artigo 39.º-A, bem como dos previstos no n.º 2 do mesmo artigo por referência ao disposto na referida alínea j) do n.º 1, assim como daqueles previstos na alínea c) do n.º 1 do artigo 39.º-B.

5 - Constitui contraordenação, punida com coima entre (euro) 1500 e (euro) 100 000, a prática dos atos previstos nas alíneas c), e), g) e h) do n.º 1 do artigo 39.º-A, dos previstos no n.º 2 do mesmo artigo por referência ao disposto na alínea h) do n.º 1, dos descritos na segunda parte do n.º 2 e no n.º 3 do mesmo artigo, bem como daqueles previstos nas alíneas b), d) e e) do n.º 1 e na alínea e) do n.º 2 do artigo 39.º-B.

6 - Constitui contraordenação, punida com coima entre (euro) 2500 e (euro) 200 000, a prática dos atos previstos nas alíneas a), b), d), f), i), k) e l) do n.º 1 do artigo 39.º-A, dos previstos no n.º 2 do mesmo artigo por referência ao disposto na alínea i) do n.º 1, bem como daqueles previstos na alínea a) do n.º 1 e nas alíneas a), b), c), d) e f) do n.º 2 do artigo 39.º-B.

7 - Os agentes desportivos que, por qualquer forma, praticarem ou incitarem à prática dos atos a que se refere o n.º 1 do artigo 39.º são punidos com coimas elevadas, nos seus montantes mínimo e máximo, para o dobro do previsto nos números anteriores, respetivamente.

8 - A tentativa é punível, sendo os limites mínimo e máximo da coima aplicável reduzidos de um terço.

9 - A negligência é punível, sendo os limites mínimo e máximo da coima aplicável reduzidos a metade.

Contém as alterações dos seguintes diplomas:
 - Lei n.º 52/2013, de 25/07

Consultar versões anteriores deste artigo:
 -1ª versão: Lei n.º 39/2009, de 30/07

ATTACHMENT 4: Structure of the video and print ads

Concept and Creative strategy: According to the insight, verbal abuse in football stadiums has a negative impact. It's possible to assume that SCP supporters do not recognize and are not aware of the repercussion of the offensive words and violent chants they utter when they are in football stadiums. The offensive words and violent chants in football stadiums in specific moments during the game can have disastrous consequences for the club, its players and supporters. Therefore, I can maintain that depending on the nature of words or chants performed, those words or chants can change the reputation of a club. The concept of this campaign is to demonstrate the impact of a word used in chants during the game, through the confrontation of two scenarios that could occur during the game.

Key message and slogan: The key message of this prevention can be defined this way: *"By adopting the right verbal behaviour, SCP supporters can lead their team to sports and institutional glory."* Otherwise, the consequences for the club, the players and supporters can be disastrous. Visually, the key message will be a call to action, represented in one simple phrase: *"As tuas palavras influenciam o nosso rumo"* which means: *"Your words influence our course"*.

The slogan for our prevention campaign is the slogan created for a commercial campaign of SCP in the 2017/2018 season. The slogan was: *"O Sporting é feito de ti e tu és feito do Sporting"* meaning: *"Sporting is made out of you and you are made out of Sporting"*. This slogan reinforces the real importance that SCP supporters have in the success of their club.

In order to visualize the creative concept, I will show how the structure of the video and print ads could be realized.

Example: *Action nr. 2: « Let's focus on football »*
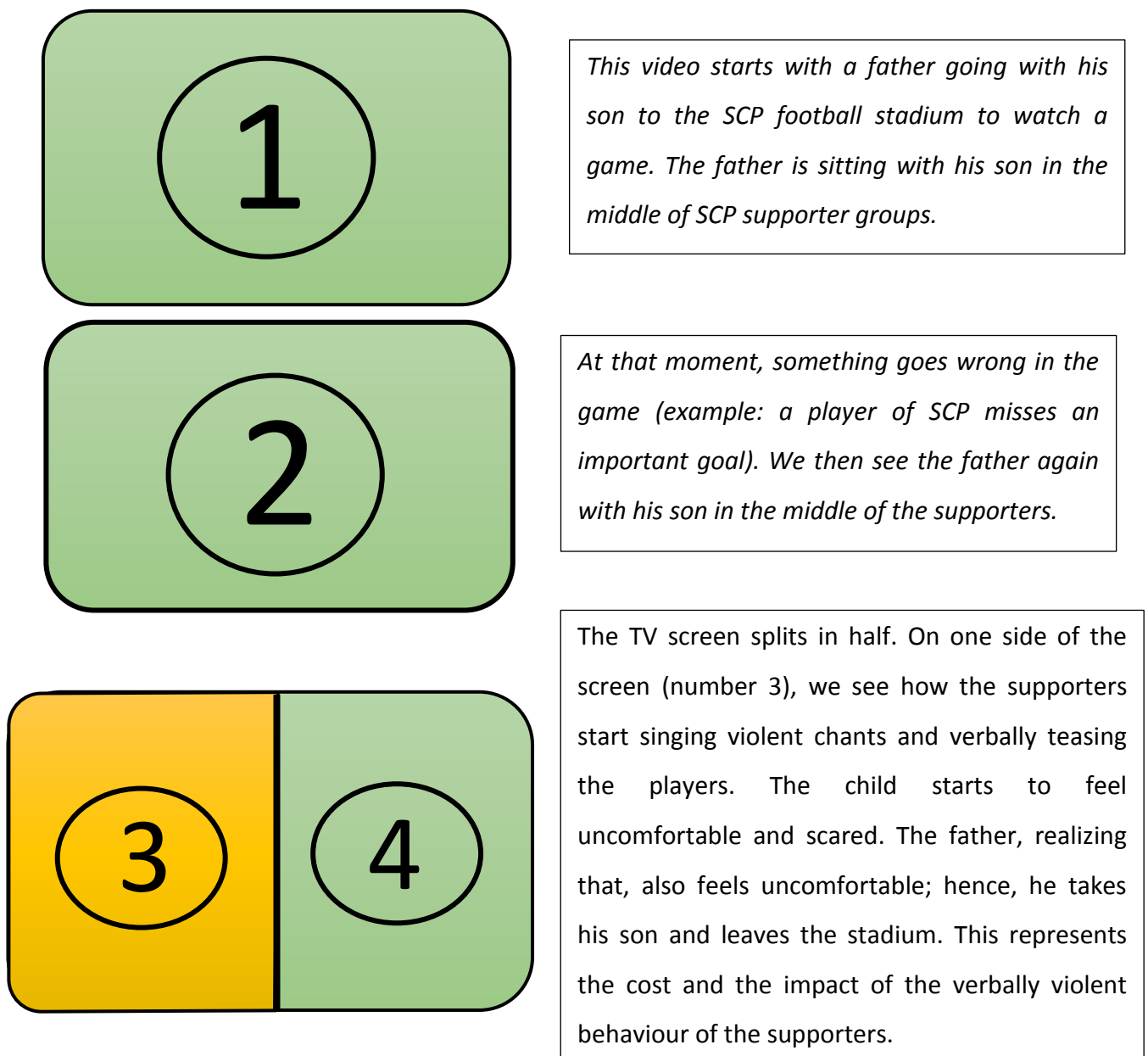
Objective: To demonstrate that verbal abuse in stadiums can have a negative impact on the quality of football as a sport show.
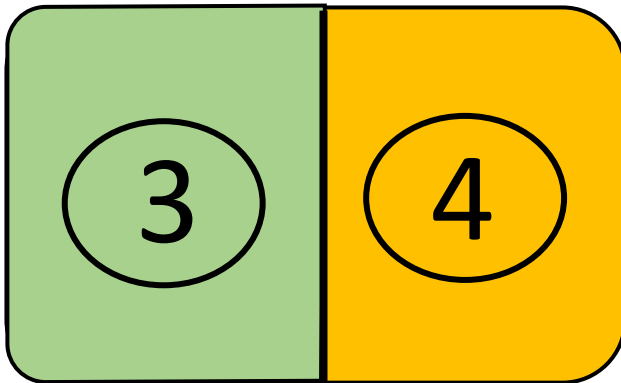
According to the results of the qualitative study, the interviewed football supporters state that verbal violence in football stadiums can disturb other fans and, therefore, decrease the quality of the game as a sports show.

Characteristics of the video:

- **Tone:** Demonstrative
- **Emotional approach:** To convince supporters that verbal violence can impact spectators and therefore have a negative impact in the quality of the game as a mass sports show.

  A) *Video scenario:*

This video starts with a father going with his son to the SCP football stadium to watch a game. The father is sitting with his son in the middle of SCP supporter groups.

At that moment, something goes wrong in the game (example: a player of SCP misses an important goal). We then see the father again with his son in the middle of the supporters.

The TV screen splits in half. On one side of the screen (number 3), we see how the supporters start singing violent chants and verbally teasing the players. The child starts to feel uncomfortable and scared. The father, realizing that, also feels uncomfortable; hence, he takes his son and leaves the stadium. This represents the cost and the impact of the verbally violent behaviour of the supporters.

3 **4**

At the same time on the other side of the screen (number 4), supporters start to sing motivational songs to cheer up the team and the players. The child sees that and immediately starts to sing along with them, and so does his father.

5

After all the happening a black screen appears with a written message explaining that verbal abuse in stadiums can have a negative impact on the quality of football as a sport show fallowed by the key message: "*As tuas palavras influenciam o nosso rumo*".

6

The slogan of the campaign appears: "*O Sporting é feito de ti e tu és feito do Sporting*".

B) Print:

Concerning the print's, the will be created by integrating the same concept of the duality. The print's will also be divided in two parts where in one side we can see other the "costs" of the old verbally violent behaviour and on the other side we can see the "benefits" of the new non-verbally violent behaviour. In order to show the structure of the print's will take as an example action 1 which consists in showing the financial impact of verbal violence in football stadiums.

Example:

1. "Cost" and impact related to the old verbally violent behaviour of the supporters.

2. "Benefits" and impact related to the new verbally non-violent behaviour of the supporters.

3. Key message of the campaign.

4. Slogan of the campaign.