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RESEARCH ON BASKETBALL TRENDS AND EVOLUTION
METHODOLOGIES IN COUNTRIES WITH LOW POPULARITY OF
THE SPORT: THE CASE OF PORTUGAL AND THE COMPAL AIR
(3V3) SCHOOL TOURNAMENT

by

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ABSTRACT

Panagiotis Chatziavgoustidis: Research on basketball trends and evolution methodologies in countries with low popularity of the sport: The case of Portugal and the Compal Air (3v3) school tournament

(With the supervision of Dr. Athanasios Kriemadis, Associate Professor)

The scope of the current thesis is to analyze and understand the reason why basketball is a sport of low popularity in Portugal. Moreover, already applied strategies will be observed and ideas that could provide a greater level of help to the Portuguese Basketball Federation will be given. In the current study, the following entities agreed to participate: 17 out of 21 association managers and 11 club directors from teams that are currently active for the season of 2014-2015. More precisely, the clubs which participated in the survey are: 2 clubs from the female league (Vagos, Olivais), 1 from the female first division (ADESCU), 3 from the male league (Clube do Povo de Esgueira, Benfica, Sampaense), 3 coming from the male pro-liga (Ginasio Cluba Figuerence, Texeira basket, Dragon Force), and 2 from the male first division (Academica, A.D. sanjoanense). While trying to figure out the state of sponsorship in the field of Portuguese Basketball, we came up to the conclusion that only the two biggest clubs of the country (Benfica and Porto's Dragonforce) do actually have a professional marketing department. In the meanwhile, Academica from Coimbra is also doing small but steady step towards that direction. Within the current thesis, we researched the 3 on 3 Compal Air tournament and realized that is actually effective in attracting new –players, but not enough for the basketball philosophy. Lastly, after analyzing and plotting the survey results in SPSS, we gave replies to the initial research questions and proposed solutions to the existing problems.

Keywords: basketball, basketball popularity, Portugal,

ΠΕΡΙΛΗΨΗ

Παναγιώτης Χατζηαυγουστίδης: Έρευνα πάνω στις τάσεις και μεθοδολογίες ανάπτυξης της καλαθοσφαίρισης σε χώρες με χαμηλή δημοτικότητα του αθλήματος: Η μελέτη περίπτωσης της Πορτογαλίας και του σχολικού τουρνουά (3x3) Compal Air (Υπό την επίβλεψη του κ. Αθανασίου Κριεμάδη, Καθηγητή)

Ο σκοπός της παρακάτω μελέτης είναι να αναλυθεί ο λόγος για τον οποίο τα ποσοστά δημοτικότητας του αθλήματος της καλαθοσφαίρισης είναι τόσο χαμηλά στην χώρα της Πορτογαλίας να καταγραφούν οι ήδη υπάρχουσες στρατηγικές προώθησης και τέλος να δώσουμε ιδέες οι οποίες θα μπορούσαν να βοηθήσουν την Ομοσπονδία καλαθοσφαίρισης της Πορτογαλίας. Οι άνθρωποι οι οποίοι συνεργάστηκαν για αυτήν την μελέτη είναι: 17 από τους 21 τοπικούς συνδέσμους καλαθοσφαίρισης όπως έχει χωρίσει η ομοσπονδία ανα γεωγραφικά διαμερίσματα, καθώς και πρόεδροι ή τεχνικοί διευθυντές από 11 ομάδες από τις εξής κατηγορίες όπως αγωνίζονταν την σεζόν 2014-2015: 2 από liga females (Vagos, Olivais) 1 από 1st division females (ADESCU), 3 από liga males (Clube do Povo de Esgueira, Benfica, Sampaense) 3 από proliga males (Ginasio Cluba Figuerence, Texeira basket, Dragon Force) και 2 από 1st division males (Academica, A.D. sanjoanense). Προσπαθώντας να ερευνήσουμε ποια είναι η κατάσταση με το θέμα χορηγιών και μάρκετινγκ στο μπάσκετ της Πορτογαλίας συνειδητοποιήσαμε ότι μόνο τα 2 μεγάλα Clubs, Benfica και Dragon Force (Porto) έχουν τμήματα Marketing καθώς και η ιστορική αλλά ταλαιπωρημένη από χρέη παλαιών ετών Academica κάνει προσπάθειες ώστε να αποκτήσει. Οι σύνδεσμοι δε δείχνουν να χρησιμοποιούν καμία στρατηγικά οργανωμένη προσπάθεια προώθησης. Στην παρούσα μελέτη επίσης ερευνήθηκε εάν το βασικό εργαλείο το οποίο χρησιμοποιεί η Ομοσπονδία (3v3 tournament) ώστε να εξαπλώσει το άθλημα σε μικρές ηλικίες είναι όντως αποδοτικό ή όχι αρκετό. Τέλος, αφού αναλύσαμε τα αποτελέσματα των συνεντεύξεων με Spss Analysis ελέγξαμε το εάν τα υποθετικά μας ερωτήματα επαληθεύτηκαν και προτείναμε τις ιδέες μας ώστε να καταφέρει η ομοσπονδία να αναπτύξει το προϊόν καλαθοσφαίριση στη χώρα.

Λέξεις κλειδιά: καλαθοσφαίριση, δημοτικότητα της καλαθοσφαίρισης, Πορτογαλία

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1. Introduction

1.1 Introduction

Developed in North America by the Canadian physical educational teacher James Nailsmith, in 1891, basketball is one of the most popular sports in the world (Ostojic et al., 2006). History has shown that European countries embraced this activity inside their sports culture. This sport was transported abroad in large scale and now is known worldwide. For example Lithuania, that embraced this sport vigorously investing and building a team constituted by five players, born in the U.S.A., including their coach and the most valuable player of this team, Frank Lubin. He was the individual who brought to life the Lithuanian basketball factory and reunited the conditions to implement high class basketball in Europe for years. (Carlson, 2011). To the contrary, Portugal had only one big star in WNBA, Ticha Penicheiro whose contribution, instead of being recognized by Portuguese Basketball Federation for her career, went unnoticed. While she was well known in too many countries for her achievements in WNBA, in her country too many people don't even are aware of her existence.

Portugal, yet another victim of the European crisis, is in a very bad financial situation. However, the crisis can be a very good opportunity for low cost sports, such as basketball, to grow up and step by step be introduced more into the culture of Portuguese people. One very important point that has to be analyzed and discussed is how to raise children's awareness about basketball. School Physical Education (PE) courses can be a motive for children to follow some sports and, for this reason, coaches must take in consideration characteristics like confidence and pleasure during practice. These kind of feelings can be critical when they take the decision of enterer in one sports club. Additonally and equivalently important,, coaches need to pay attention in lower ages having in consideration the late grown children, especially in basketball because it is a game which needs lots of physical skills. (Leite, et al., 2013). Firstly, there is a necessity of finding a way to make children to become more attracted to basketball that subsequently will allow this game to become more popular in Portugal (Gonçalves & Correia, 2005).

So far, anyone neither investigated nor analyzed the reasons why the level of popularity of this sport is so low in a country where many elite level athletes of other

sports come from. (Coelho & Tiesler, 2007) The federation is trying to develop the sport starting from an early age. SNMB is an organization that is working on the particular subject and with the help of its sponsor, Compal, organized the yearly school championship which aimed to get children in contact with basketball. However, the Compal company announced that due to financial problems this year was the last of their eight-year-old cooperation. After the end of this agreement, the federation tried avoiding a decrease in the number of schools and children that participated in the tournament and succeeded.

On the other hand, teams never experienced any organized promotion of the sport to the public. Teams participating in the first categories of championships for men or women, do not have marketing consultants to deal with relevant issues, such as tickets promotion, television rights or planning the events of all the seasons, festivals or charity events. The most popular teams also do not have any effective cooperation by the fan clubs who could be involved in to fill the basketball courts.

Finally, one of the biggest problems that contributes to the reduction of people attending sports events is a poor show. Even in football, one of the reasons that the Portuguese people are not so interested about it during the last few years is the same. (Coelho et al., 2007). Countries like Spain, Italy, France and Greece that are trying to have good quality of basketball entertainment, they manage to maintain the popularity of the sport at high levels.

The overall rather bad situation of the basketball evolution at all levels despite the existing efforts of the Portuguese Basketball Federation, the clubs participating in various leagues and individuals, led to the conclusion that a study should be performed so as to provide a solid research background, as well as practical advice to future researchers and sports professionals. Also, due to the fact that literature resources are rather limited, it is critical to gather responses from professionals of the field (federation managers and coaches) based on questionnaires, which will allow to acquire a complete view of the current situation, the ongoing issues and advances. According to the results, further evaluation will be performed; then the field will be clearer since questions such as “which is the current evolutionary state of basketball in Portugal?” and “How can improvements be applied?” will be answered.

1.2 Resources and Limitations

During the research and writing procedure of the current thesis, multiple information resources have been used. The online library of “b-on conhecimento” was used in order to access electronic journals through various sources, such as ACM, Elsevier, Taylor and Francis and so on. Moreover, several books from the University Libraries in Coimbra and Greece have been used. Lastly, empirical knowledge from basketball professionals was used in order to formulate parts of the methodology section, such as the creation of questionnaires.

However, the current research has its limitations. Literature used for it concerned mainly organizational, managerial, technical and financial aspects related to basketball. Issues concerning medical, nutritional, training, societal and ingame players’ strategy are out of the scope of the thesis and only mentioned superficially.

Moreover, empirical knowledge after reviewing experts on the field is considered essential, since bibliography in the field of basketball in Portugal is rather limited. For that specific purpose, resources concerning the evolution of basketball in countries with similar popularity of the sport as Portugal are also considered a necessity do as to gain a proper view of the field.

1.3 Research Questions

In the current subsection, the hypotheses to be researched are going to be examined. They will be presented from generic to more specific:

- How easy is it for an individual to access available information and/or datasets about the evolution of basketball in Portugal?
- Which is the current state of the sport and how is the public opinion formulated about basketball?
- Which out of the financial, technical and financial factors have to be improved so as to achieve a better functionality of the basketball industry?
- Is the 3x3 tournament actually promoting basketball in Portugal?
- Are the associations using any other strategies apart from the 3x3 tournament in order to promote basketball more?

Before proceeding to the actual research conduction, the state-of-the-art in the literature has to be presented. The following section is responsible for this task

2. State-of-the-art

2.1 General Information about Basketball

Basketball was originally invented in early December 1891 by an American social and religious organization. Dr. James Naismith, a physical education professor and instructor at the International Young Men's Christian Association Training School (YMCA- today known as Springfield College) was trying to think of an idea to keep the unruly football players active and at proper levels of fitness indoors while the weather conditions were not friendly for outdoor practice at Springfield, Massachusetts.

After he rejected other ideas as either too rough or poorly suited, he decided to nail a peach basket onto a 10-foot (3.05 m) pole. He wrote the rules and let his 18 players playing 9 vs 9. In the beginning, the peach basket retained its bottom and balls had to be retrieved manually after each basket-score. The procedure was relatively painful, so the bottom of the basket was removed, allowing the balls to be poked out with a long dowel each time.

The first ball used was a soccer ball, but the second ball was made especially for basketball and had a brown tone. In the late '50s, Tony Hinkle, driven from the need of a publicly accepted ball design, finally introduced the orange ball that it is almost equal to the one used nowadays. The asymmetric shape of early balls and the first rules created some fundamental technical characteristics, such as "dribbling" that we use in modern basketball, which later became a major part of the game, since as manufacturing improved the ball shape.

Dribbling was not part of the original game except for the "bounce pass" to teammates. Passing the ball was the primary means of ball movement. The metal hoops with backboards appeared in 1906 when they finally replaced the peach baskets. The baskets were originally nailed to the mezzanine balcony of the playing court, but this proved impractical when spectators in the balcony began to interfere with shots. The backboard was introduced to prevent this interference; it had the additional effect of allowing rebound shots.

The first official game was played in the YMCA gymnasium in Albany, New York, on January 20th, 1892, with nine players. The game ended at 1–0; the shot was made from 25 feet (7.6 m). By the end of that first winter season, people from all over the north-eastern United States played basketball. Journalists of New York Times announced the rules of the game in 1892 and made them know all over the country. The missionaries of YMCA started extending the game in 1893 to France, 1894 to China, by 1900 to Japan and Iran and five years later Russia received its introduction. During the 1910's, graduates of Naismith's Springfield YMCA College took the game to the rest of the four corners of the earth – Central and South America, Africa and Oceania.

At first, basketball used to be amateur. After a small period of time, professional potential started appearing. In the early 1920's in United States hundreds of teams started appearing, since the sport was very appealing to the public. The biggest part of them was professional basketball teams from cities and towns. Players jumped from team to team and teams played in armories and smoky dance halls. "Original Celtics" and two African American teams named "New York Renaissance Five" ("Rens") and Harlem Globetrotters played up to two hundred games a year on their national tours. In 1946, the Basketball Association of America (BAA) was formed.

In November of the same year, the first game between Toronto Huskies and New York Knickerbockers in Toronto, Ontario, Canada was played. In 1949, BAA and National Basketball League, the two basic associations of basketball merged for forming the National Basketball Association (NBA) that exists until today with the same name and it is the top professional basketball league in the world in terms of popularity, salaries, talent, and level of competition.

Picture a small group of basketball representatives from eight countries like Argentina, Czechoslovakia, Greece, Italy, Latvia, Portugal, Romania and Switzerland gathered around a table. The date is 18 June 1932 and after several hours of meeting, a document is produced and signed. FIBA, the International Basketball Federation is born. At this time, the organization only oversaw amateur players. Its acronym, derived from the French *Fédération Internationale de Basketball Amateur*.

Eighty years later and FIBA already is counting up to 213 member federations. Men's Basketball was first included at the Berlin 1936 Summer Olympics. Sixteen men and women's World Championships have been held since that fateful day and basketball has been played at 17 Olympics. But, more importantly the sport has grown rapidly and has become a truly global game played in every country of the world; indoors, outdoors, on street corners and on beaches, on one or two hoops.

The first FIBA World Championship for men came true at Buenos Aires, Argentina in 1950. Three years later, the first FIBA World Championship for Women was held in Santiago Chile. Women's basketball was added to the Olympics in 1976, which were held in Montreal, Canada with teams such as the Soviet Union, Brazil and Australia rivaling the American squads. FIBA dropped the distinction between amateur and professional players in 1989, and in 1992, when professional players participated for the first time in the Olympic Games.

2.1.1 Fundamentals

There exist many different classifications of basketball around literature, in different types of studies. According to the definitions of (Hernandez Moreno, 1998) and (Blazquez Sanchez & Hernandez Moreno, 1984), it is considered a sport of co-operation and opposition with occupation of common space and simultaneous participation. The following table represents the sports classification as presented by (Blazquez Sanchez & Hernandez Moreno, 1984).

Table 1 - Sports Classification (Blazquez Sanchez & Hernandez Moreno, 1984)

Sports Type	Space	Participation	Examples
Opposition	Separate	Alternative	Tennis (individual participation), badminton
	Common	Simultaneous	Judo, karate
	Common	Alternative	Squash
Co-operation	Separate	Simultaneous	4x100 running and swimming
	Common	Simultaneous	Artistic ice-skating, rhythmic gymnastics

Co-operation and Opposition	Separate	Alternative	Volleyball, tennis and badminton in pairs
	Common	Simultaneous	Basketball, handball, football
	Common	Alternative	Squash in pairs

More precisely, there are three main categories to which sports are divided, concerning their type. In opposition the participants are antagonistic and aim to win the game against the opponent. In co-operation, a team consisting of different members is participating for a common purpose. Meanwhile, in Co-operation and Opposition, a team is fighting against another, so as to achieve victory. The common and separate terms signify if the participants are acting in the same or different spatial territory. Finally, simultaneous participation means that the individual athletes are acting at the same time, while alternative highlights the existence of shifts in participation.

Particularly for basketball, as a sport belonging to the Co-operation and Opposition category, it is easy for an individual to understand that the act is taking place in a common space shared by the two teams, which, for the longest period of time during the game are occupying a smaller part of the actual space. In this period of time they are using the functions of attack (when the team possesses the ball) and defense (when the team does not possess the ball). The main purpose of the attack is for the team to score into the opponent's basket and score points. In the attacking situation, the members' aim is to create or discover circumstances in order to achieve the goal mentioned before. On the other hand, the role of the defense is summarized in establishing strategies so as to neutralize the opponent, with the least possible amount of faults.

2.1.2 Technical Aspects

Basketball in the form that is known today, is a sport played by two teams of five players on a rectangular court. The aim is to shoot a ball through a 18-inch (46 cm) hoop in diameter and 10 feet (3.048 m) high mounted to a backboard at each end. Basketball is one of the world's most popular and widely viewed sports.

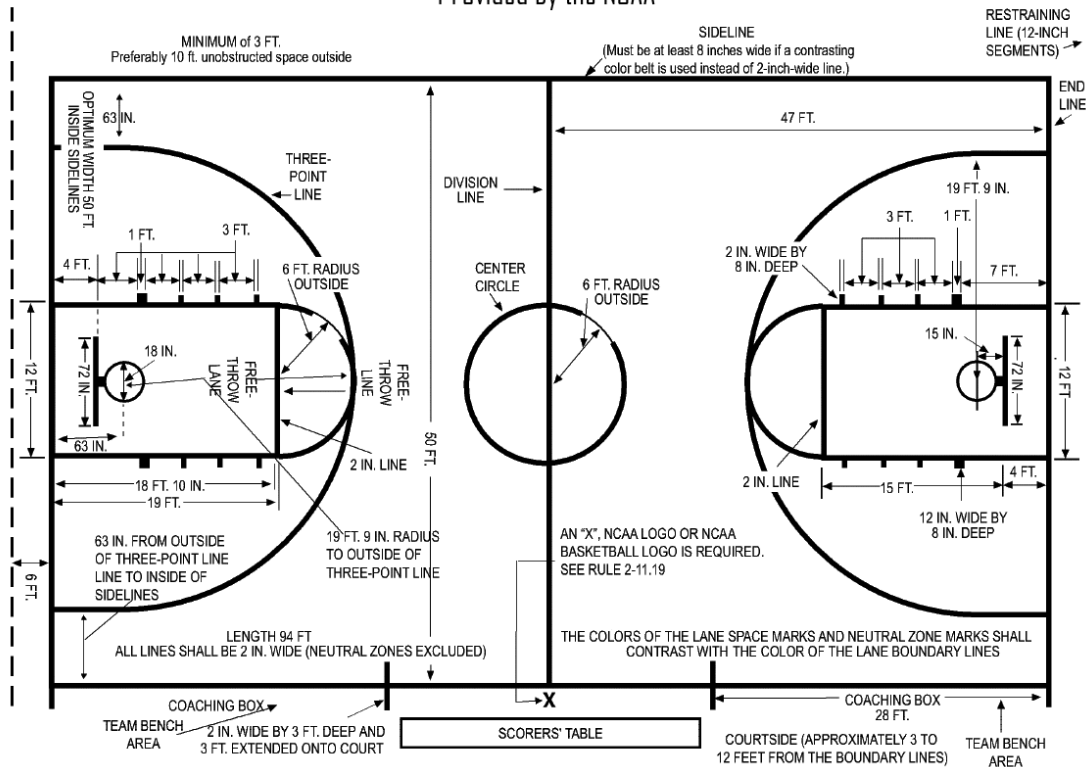


Figure 1 - Basketball Court

A team can score a field goal by shooting the ball through the basket during regular time. If the player shoots from behind the three-point line, a field goal counts as a three points shooting. The distance from the rim and 3 points line is 7.24m and 6.70m in corner for NBA/NCAA and 6.75m-6.60m in corner for FIBA. The shots in front of this line the field goal score 2 points.

A team can also score via free throws, which are worth one point, after the other team was assessed with certain fouls or when the foul is in the last moment while the attacking player was trying to shoot. As well as many techniques for shooting, passing, dribbling and rebounding, basketball teams generally have player positioning and offensive and defensive structures. Traditionally, the tallest and strongest members of a team are called a center or power forward, while slightly shorter and more agile players are called small forward, and the shortest players or those who possess the best ball handling skills are called a point or shooting guard.

Trying to give a resume of some other basic basketball technical characteristics , we can say that we can separate those skills as shown in the following schemas:

Offensive skills: with the ball

without the ball

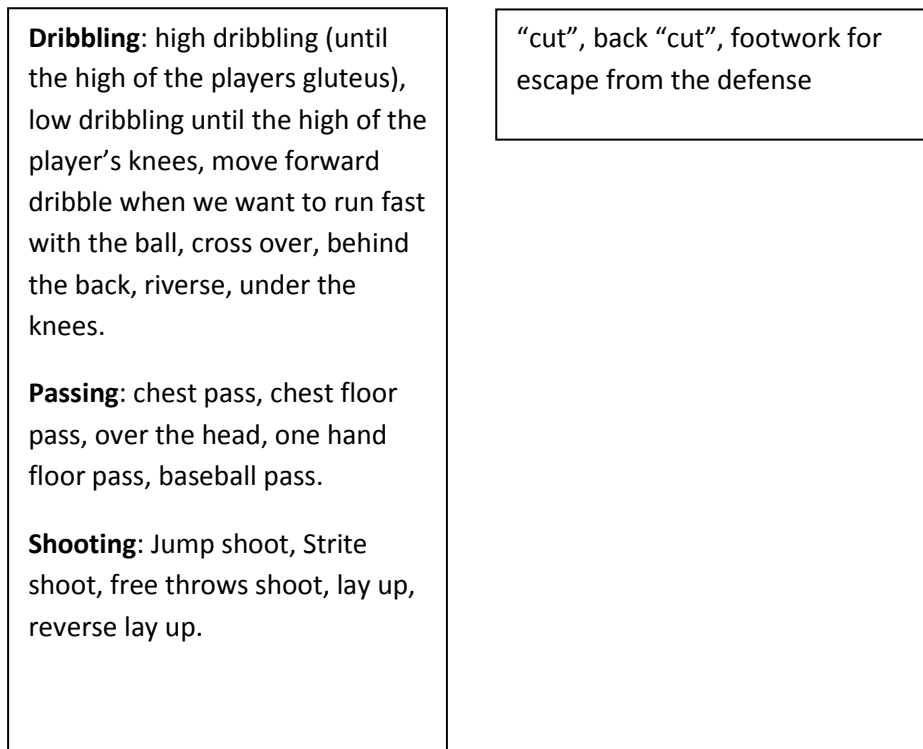


Figure 2 - Offensive Skills

Defensive skills: to the player with the ball

to the player without ball

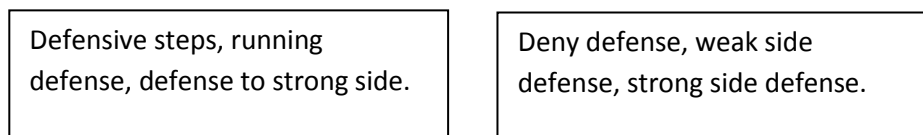


Figure 3 - Defensive Skills

2.1.3 Training Aspects

In order to be sustainable, basketball training and education procedures have to take into consideration four principles (De Rose Junior & Tricoli, 2005):

- Diversity
- Inclusion
- Co-operation
- Autonomy

Diversity: Diversity in roles can become a major factor in the future success of a newly formatted team. Kids with different talents, skills have to be selected so as to

have multiple options concerning the organization of the team concerning the assignment of roles in a future perspective. This way, a proper team structure is designed from scratch and future lack of squad is avoided.

Inclusion: Training is not considered complete if inclusion is not one of the options of the trainer. The learning procedure has to be organized not only with creative lessons and activities, but also with customized individual modes for each kid, related to his or her skills and personality. This strategy increases the young athletes' motivation, since some part of the educational procedure is actually dedicated to them.

Co-operation: The term of co-operation is appearing more and more frequently in texts and studies concerning sports training. The team-building procedure and the principle of growing a team spirit among the members reinforce the team structure and bonds among the members are becoming stronger. Thus, performance during games also increases.

Autonomy: After a new talent being discovered, the role of the coach/trainer is to keep a balance between the team spirit and respect to the individual. A young athlete should respect the team principle but also given the liberty to take his or her own decisions, so as to improve the respective perception and decision making skills during an actual basketball match.

Table 2 - Significant dates in the basketball timeline (International Basketball Federation, 2015)

Date	Event
December 1891	Basketball is invented in Springfield, Massachusetts, USA, when Dr. James Naismith tosses a ball into a peach basket.
18 June 1932	FIBA is founded by the following eight National Federations: Argentina, Czechoslovakia, Greece, Italy, Latvia, Portugal, Romania and Switzerland
1 August 1936	Basketball is played for the first time in the

	Olympics at the Games of the XI Olympiad in Berlin, Germany
22 October 1950	The first FIBA Basketball World Cup tips off in Buenos Aires, Argentina
7 March 1953	The first FIBA Women's Basketball World Cup tips off in Santiago, Chile
8 April 1989	The FIBA World Congress decides to eliminate the distinction between amateurs and professionals, making all basketball players eligible for FIBA competitions
1991	The centenary of basketball is celebrated by an estimated 350 million basketball players throughout the world. Celebrations end at the birthplace of basketball in Springfield, Massachusetts, USA
July 1992	For the first time, professional players participate in the Olympics at the Games of the XXV Olympiad in Barcelona, Spain
January 2002	FIBA counts 211 member National Federations and an estimated 400 million players
March 2003	FIBA counts 212 member National Federations and an estimated 450 million players
March 2007	FIBA inaugurates the FIBA Hall of Fame in Alcobendas on the occasion of its 75th anniversary
18 June 2013	FIBA inaugurates its new headquarters, the House of Basketball in Mies, Switzerland
2014	FIBA counts 214 member National Federations
1 January 2015	FIBA becomes ONE FIBA with Regional Offices in five continents - Africa, Americas, Asia, Europe and Oceania
2015	FIBA counts 215 member National Federations

2.1.4 Organizational Aspects

A basketball team does not only consist of the trainer, the players and some manager. Its structure is way more complicated and dynamic. In an ideal organizational schema,

many different professionals are participating. The figure below represents the full capacity of a basketball team structure.

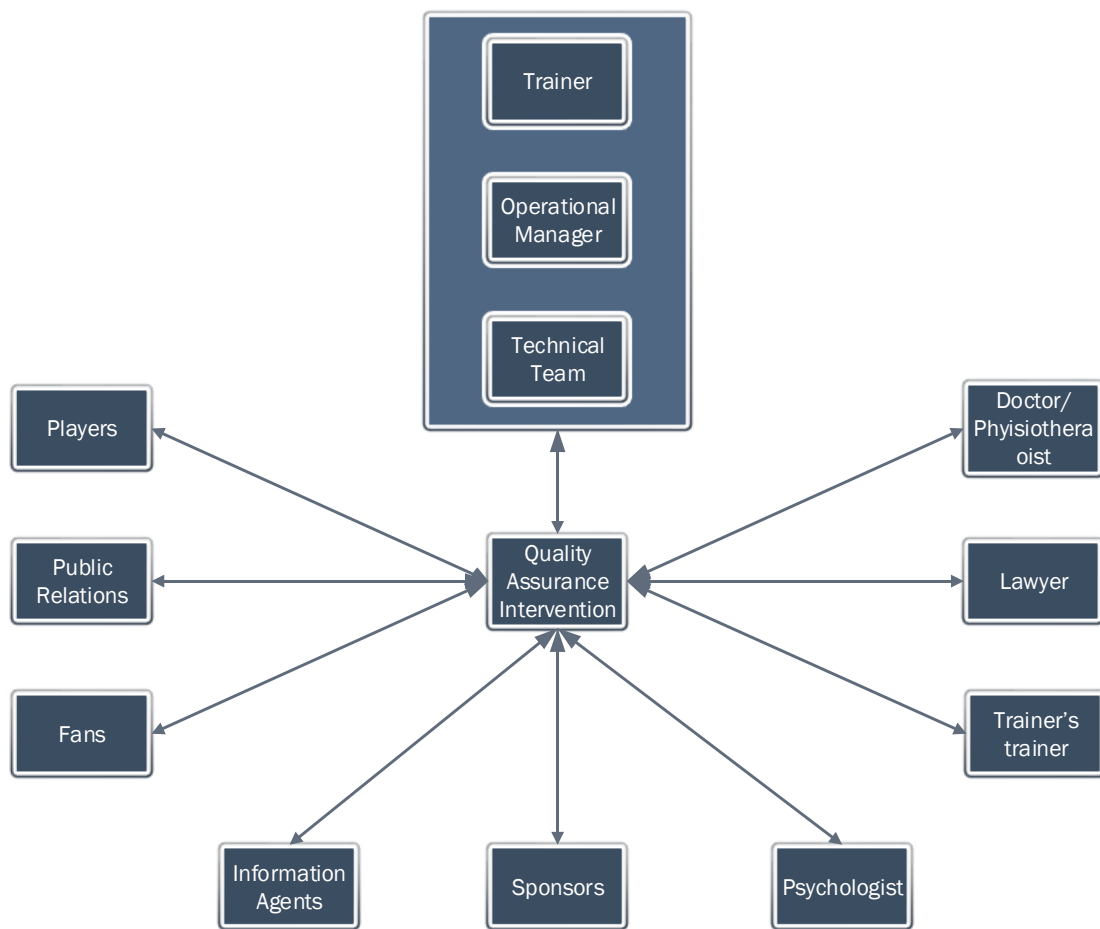


Figure 4 - Ideal Team Structure Schema (Araujo, et al., 2004)

However, no matter the organizational structure, there does not exist a definition of the perfect team. A team is generally perceived as successful when its respective structural components are focused in the best way to achieve the goals set.

Motivation and sense of responsibility from each individual are considered a prerequisite for all the members of the team, players or not. The quote “All for one and one for all” perfectly explains the strategy that a team has to follow, with voluntary participation being an essential for the particular achievement. It is the duty of the management, either in a higher (team manager, personal relations manager among the team) or at lower level (trainer, assistant trainer) to establish and maintain this kind of spirit between the members. Their duties also include the reassurance of satisfaction of players’ needs in personal and team level, but also controlling if they

are loyal to their responsibilities corresponding to the team, their superiors and their colleagues.

The success of a team is certified when three important rules are followed:

1. Each participant has to be aware of the rules that lead to the team's plan of success and act towards this contribution.
2. They all feel comfortable with their tasks.
3. They should all receive what they are worthy of once the goals are completed.

However, success comes after a careful study of many factors, other than the team contribution itself. Careful consideration of values and tradition, the ambient of the country the team belongs to, the strategy adopted by the leadership and benchmarking are only few of the factors that lead to the success of the goals of a basketball team.

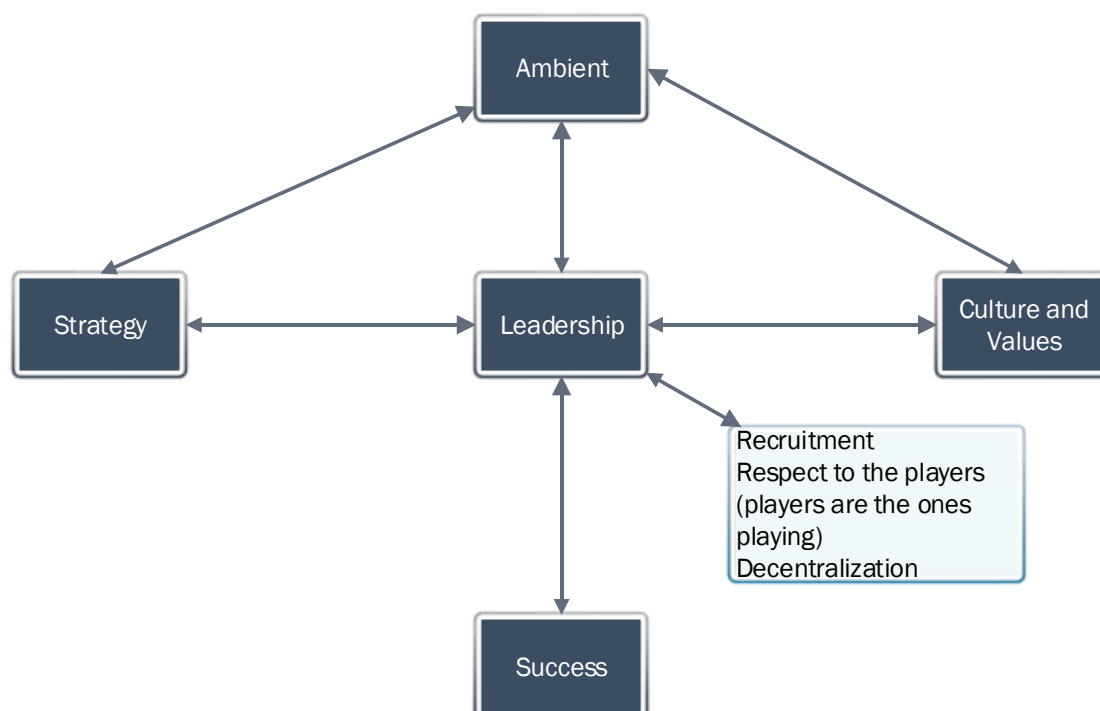


Figure 5 - Success factors for a basketball team (Araujo, et al., 2004)

Alternatively, the five qualities of success, according to the north-American coach Mike Krzyzewski, are “communication, trust, caring, collective responsibility, and pride. Metaphorically, Mike refers to each of the five qualities as one of the five

fingers of a fist, and he describes the strength and power present in a fist with all five fingers present” (Leadernetwork.org, 2004).

Communication: In the act of leadership, there is no bigger virtue than communication itself. All the team members need to talk and exchange opinions. Even thinking out loud during common team operations is going to be a massive help in the decision making process. Of course, the truth and clarity of the words spoken is important for the outcome.

Trust: Without mutual trust communication is futile. A leader holds the responsibility of establishing relationships of trust between the players and the other entities.

Caring: Everyone has to care for everyone else. Advantages of superiors, less or more favorable members and unhealthy competition between entities would be destructive for the team’s future.

Collective responsibility: Each mistake has to be recognized by all of the members. No separate accusations should be made. When a burden is scattered among the members, dealing with it is way easier.

Pride: A team must be proud of its achievements and its identity. The positivity also boosts the confidence and the motivation of the members.

2.2 Bibliography Research

One of the first steps in performing an in-depth bibliographic research is enumerating and classifying the literature sections to which the field of basketball is divided. After a skimming of various articles and other electronic and physical resources, the categories to which the scientific aspect of basketball is divided are the following:

- **Training and Coaching**

An extensive study was carried out by (Fruchart, et al., 2010) and was related to the different procedures novices and senior players were following so as to take decisions in basketball and handball games. More precisely, when it came to senior players, a play strategy alteration was considered needed when the team was losing in a

championship game and did not have much time left (with and without numerical superiority), was losing in a friendly game but with the conditions of very little time left to play and actual numerical superiority or having a draw in a championship game and very little time left to play, with the condition of numerical superiority. To the contrary, when it came to junior players, the gameplay shifting only concerned the cases of losing and tying in championship games and having significant numerical superiority.

Use of Information Technology and iOS applications came handy when a special application was developed so as to help “summarizing the results of using a sport-specific decision-making test to measure various cognitive components of decision-making in basketball players” (Stella, et al., 2013).

Another interesting technical approach was proposed by Okubo and Hubbard. The authors explained “the relationship between the most likely player rebound positions and ball rebound positions with high probability” (Okubo & Hubbard, 2014).

- **Team and Resources Management**

In her study, (Hoare, 2000) is presenting the classification of potential Under-16 players in different skill levels, according to physical and physiological characteristics. Such guides do actually serve as bibles of Talent Identification (TID) programs.

Studies on mood management of the players have also been conducted by (Esfahani, et al., 2011), who observed the particular trait and the effect on their performance in the Iranian 2 Basketball League case.

- **Marketing**

Basketball on-line communities have been considered an innovation vector. In their research work, (Füller, et al., 2007) show how participants (amateur and professional players) and fans create useful brainstorming sessions concerning products and promotion manners.

- **Societal and Psychological Matters**

(Boroujeni & Shahbazi, 2011) discussed the effects of motivational encouragement and self-talking before performing an action that requires motor skills. Generally, “it can be said that Instructional Self Talking (IST) has important role in the tasks that are required accurate, and facilitate performance through focus, strategy and techniques. In contrast, Motivational Self Talking (MST) is beneficial to performance in the tasks that are based on speed, strength and power, and helps to act through to increase self-confidence, effort, energy consumption and create the appropriate mood states.” (Theodorakis, et al., 2009).

(Sheldon, et al., 2013) researched the connection between performance and satisfaction of individual needs, in a sample of 150 players. More precisely, they examined if satisfaction of needs before a game affects the players’ performance and vice versa.

Other significant works include the study of (Boroujeni, et al., 2012) for Emotional Intelligence in Basketball Female Superleague.

- **Finance and Economics**

Efficiency of basketball teams had always been an interesting qualitative variable to quantify. In 1997, Hofler and Payne introduced a stochastic process, which resulted into calculating the efficiency of various different teams in the National Basketball Association (NBA). Among others, they posed the question of the “extent to which coaching affects team efficiency” (Hofler & Payne, 1997).

- **Health, Nutrition and Biomechanics**

Sports are directly associated to health, nutrition and other biosciences. Concerning biomechanics in basketball, a case study that was performed by (Blache, et al., 2011) researched the performance of a specific pair of basketball shoes in different kinds of vertical jumps, with a practical approach.

Meanwhile, (Moanță, et al., 2014) studied the 30 m speed development in junior basketball players and the overall importance of speed in their performance.

After splitting the area of research in the subjects mentioned above, the following table was created. The rightmost column contains the scientific subdomain with the points mentioned above, while the leftmost one contains the number of published research works. Another category named after “Miscellaneous” is added and contains works that concern more than one fields.

Table 3 - Distribution of research works

Subdomain	References
Training and Coaching	(Fruchart, et al., 2010), (Stella, et al., 2013), (Okubo & Hubbard, 2014), (Sampaio , et al., 2007)
Team and Resources Management	(Hoare, 2000), (Esfahani, et al., 2011)
Marketing	(Füller, et al., 2007)
Societal and Psychological Matters	(Sheldon, et al., 2013), (Boroujeni & Shahbazi, 2011), (Theodorakis, et al., 2009), (Boroujeni, et al., 2012)
Finance and Economics	(Hofler & Payne, 1997)
Health, Nutrition and Biomechanics	(Blache, et al., 2011), (Moanță, et al., 2014)
Miscellaneous	(De Rose Junior & Tricoli, 2005), (Araujo, et al., 2004)

2.3 Basketball in Portugal

2.3.1 Field Overview

The divisions, classified by age are the following:

Masculine

Seniors: >20 years old

S20: 18-20 years old

S18: 16-18 years old

S16: 14-16 years old

S14: 12-14 years old

Minis: <12 years old

Feminine

Seniors: >19 years old

S19: 16-19 years old

S16: 14-16 years old

S14: 12-14 years old

Minis: <12 years old

The table below presents the official participants in all the teams, masculine and feminine divisions, as tracked by the Portuguese Basketball Federation for the year 2013-2014. The table also provides information about the Compal Air tournament participants.

Table 4 - Official Participants Statistics (Federação Portuguesa de Basquetebol, 2014)

Associação	Femininos						Masculinos							Total	Compal Air	TOTAL
	Minis	S 14	S 16	S 19	Sen	Total	Minis	S 14	S 16	S 18	S 20	Sen	Total			
Alentejo	64	40	17	6	0	127	169	85	71	50	13	50	438	565	1500	2065
Algarve	224	127	97	58	17	523	371	170	171	99	10	59	880	1403	1009	2412
Aveiro	303	214	138	115	92	862	654	310	279	193	48	106	1590	2452	1692	4144
Braga	92	55	58	66	9	280	190	78	95	55	16	59	493	773	1044	1817
Bragança	8	8	10	0	0	26	25	28	15	9	0	0	77	103	372	475
C. Branco	80	18	16	36	11	161	111	46	39	24	5	10	235	396	301	697
Coimbra	174	84	55	57	44	414	293	127	119	96	36	101	772	1186	831	2017
Faial Pico	93	29	19	13	20	174	16	4	7	0	1	13	41	215	0	215
Guarda	33	28	25	13	0	99	59	27	34	37	1	0	158	257	537	794
Terceira	86	45	24	19	30	204	118	31	31	27	11	50	268	472	0	472
Leiria	119	79	58	56	0	312	169	75	88	87	2	16	437	749	1459	2208
Lisboa	340	205	187	161	122	1015	721	416	455	296	134	199	2221	3236	3313	6549
Madeira	257	30	19	6	14	326	289	53	35	14	5	50	446	772	505	1277
Porto	472	293	224	188	131	1308	924	549	472	294	86	141	2466	3774	1230	5004
S. Maria	119	31	20	26	0	196	60	0	0	0	0	0	60	256	0	256
Santarém	110	105	75	48	20	358	163	72	64	55	11	17	382	740	1220	1960
Setúbal	179	112	78	81	32	482	389	168	171	108	37	66	939	1421	824	2245
S. Miguel	192	52	39	36	20	339	232	59	64	36	7	48	446	785	0	785
V. Castelo	126	37	30	22	0	215	209	65	80	69	4	13	440	655	352	1007
V. Real	38	35	42	28	0	143	87	52	38	36	7	29	249	392	0	392
Viseu	99	41	16	19	0	175	180	77	49	28	8	21	363	538	1000	1538
FPB	0	0	0	0	2	2	0	0	0	6	0	12	18	20	0	20
TOTAIS	3208	1668	1247	1054	564	7741	5429	2492	2377	1619	442	1060	13419	21160	17189	38349

Unfortunately, not so many studies exist so as to have a clear view of the situation in Portugal. However, in the table below, an individual can recover useful information

concerning the classification of actual player positions of the LCB, comparing also to other countries with a more evolved basketball background (Sampaio , et al., 2007).

Table 5 - Actual player -position classification (Sampaio,2007)

	Actual group	Predicted group		
		Guards	Forwards	Centres
LCB	Guards (<i>n</i> = 14)	79%	14%	7%
	Forwards (<i>n</i> = 28)	11%	82%	7%
	Centres (<i>n</i> = 22)	0%	5%	96%
ACB	Guards (<i>n</i> = 18)	78%	11%	11%
	Forwards (<i>n</i> = 24)	17%	75%	8%
	Centres (<i>n</i> = 15)	7%	27%	67%
NBA	Guards (<i>n</i> = 43)	98%	3%	0%
	Forwards (<i>n</i> = 28)	25%	75%	0%
	Centres (<i>n</i> = 17)	0%	29%	71%

Key: NBA, National Basketball Association in the USA; ACB, Asociación de Clubs de Baloncesto in Spain; LCB, Liga Portuguesa de Basquetebol in Portugal.

2.3.2 The Compal Air Tournament Case

One of the few attempts of the Portuguese basketball federation towards the promotion of the particular sport was the “Compal Air” tournament. However, due to lack of funding, the last session of the tournament took place in 2014. Despite the financial incapacibilities, the federation decided to keep organizing the tournament under the same structure, so as to maintain the national school championship under three forms: local, regional and national. On the other hand, the federation had to cancel the Iberian tournament and the equipment kits they have been providing to the children for the last twelve years. The relationships between the schools and the federation became compromised, since, through the Compal Air tournament, the former was providing schools with supplies such as juices, T-shirts and actual trophies.

As a result, the federation estimated a decrease in the number of schools interested in participating or for Compal Air, but many positive values were kept, by achieving the participation of more than 823 schools all over the country. The restructuring of schools, with the appearance of new groups and mega groups, the absence of local coordinators in Azores and Vila Real, the participation of schools in non-official and unregistered tournaments are only some of the obstacles the federation had to face.

While 2011 was a pinnacle year for the Compal Air tournament, the great expectations created were not met the following years, in great disappointment of organizers and participants. The negative outcome from the total cancellation of the tournament would be immense for the community, if PBF did not start another project, named after “3v3”, which will be held in the municipality of Matosinhos in a yearly basis. The development of this project will help in understanding and adjusting to the recent practice of needs of basketball as a game and sport in general, corresponding to a more easily accessible, funnier, more individual, more spectacular, more volatile game. A new order appears in the sports world. Some scholars of sports report that after the globalization of competitions such as the Olympics, World and European Championships, we find a clear trend for people becoming more educated about sports, in corresponding academies and so on. Here liberalization and generalization of sport appear as key factors of this new order. The very concept of Sport is changed, the emphasis on competition and preparation for it competition will also change, emerging new forms in traditional and more alternative versions of sports.

If, in any case the 3v3 "StreetBasket" competition had a negative outcome, other goals from the Compal Air tournament would be implemented and among them especially the training of teachers. For the second consecutive year a training action for teachers would be organized, covering an audience from the 1st cycle to secondary school. Even without the membership last year was positive in this achievement. The Compal Air tournament was an enriching activity for many students who participated, in terms of experience, competition, team spirit and actual basketball training. Such competitions should continue existing, either in different formats, if PBF does not want basketball to become low in popularity in the new generations.

3. Methodology

3.1 Questionnaires

Based on the current situation that basketball federations are undergoing in Portugal, the following questionnaires have been created. They contain questions concerning their involvement in tournaments and other official events, the managers' and coaches' awareness on marketing issues and the overall state of basketball in Portugal. The lists that follow contain the questionnaire templates for managers and coaches.

Association Manager

Local Association Managers:

1. Will the Compalair Championship continue being organized?
2. Do you have any strategies in mind so as to attract more people to basketball, such as a yearly all-star game, or giving some benefits to the champions of the U14, U16 and U19 categories?
3. Is the list of the students that participated in tournaments after the first Compal air at your disposal?
4. Do you keep track on how many tickets you are selling every year?

Co-operation with teams:

5. Are you trying to help the teams in their search for finding a sponsor, such as trying to sell TV rights every year?

Financial targets:

6. Do you earn a yearly wage from the ministry of sports?
7. Are you trying to keep sufficient savings to the federation, without having to need money from the ministry?

Club Director

About the tournament:

1. Do you know the statistics concerning the number of schools and children that are taking part every year in this tournament?
2. Do you plan to use these statistics as strategies in order to increase the number of kids' inscriptions next year?
3. Do you know the reasons why a child decides to come to a basketball academy?
4. Do you know the reasons why a child decides to leave the academy?
5. Do you know how the children learn about your academy? (friends, school, compal air)
6. Do you know the exact number of children from your zone participating in the tournament?
7. Do you know how many out of them came to your team?
8. Do you co-operate with schools? If yes, what exactly does this co-operation involve?
9. Do you believe that Compal air is good for your team?
10. Do you have any strategies on the way of attracting more children to watching basketball?

Inside the team:

11. Does the academy have the same, or different management with the senior team?

Financial information:

12. Have you hired marketing staff?
13. If you replied "yes" to the previous question, do you have a sponsorship manual?
14. Are you trying to have co-operation with the media? If yes, with which type (local newspapers, TV channels)?
15. How is the money the children pay spent?
16. Do you get your aims in a yearly basis?

3.2 Ethical Concerns

The study was performed with respects to the ethical concerns of associations, coaches and players. In the case of players, the situation is way more sensitive due to the fact that the great majority of them are not adults yet. The questionnaires were written in such a way that no sensitive information concerning the players would be retrieved. Moreover, when the association managers or the coaches did not want to provide some information about other context, such as the lists of players, the decisions were respected.

3.3 Conduction of the Study

Taking into consideration that the participants of the replies to the questionnaires is relatively small to create a statistically important number, the research is going to be qualitative. Moreover towards that direction, there exist data that cannot be quantifiable, such as the methods the teams use in order to attract new members and the motivations children have for entering or leaving a team. However, some of the replies to the questions, especially the ones that can be answered with “YES” or “NO”, can become quantifiable variables and further processed for creation of histograms and other types of graphs. As a result, the study is going to be qualitative with quantitative extents.

Choosing a strictly quantitative survey would create many impediments, since there are aspects to be explored that are not replied with a simple “yes” or “no”. Moreover, the lack of experience of the participants in similar surveys is not allowing the use of strictly quantitative questions. The small number of participants also brings up the need for more details about the situation. Due to the same fact, the pilot phase of the questionnaires was carried out only with 2-3 participants (Fink, 2012).

From the replies acquired, further assumptions on the way managers and coaches are dealing with technical, managerial and financial matters on basketball will be made. The data retrieved will serve into forms of study, such as SWOT analysis, which, by their turn, are going to assumptions on a more effective and enriched strategic planning process to be used by the federations and teams.

4. Results

In order to perform a proper research, an individual must be aware of the generic and then the specific demographics. This section firstly enlists the demographics of Portugal, as presented in (Index Mundi, 2014) and afterwards examines the availability of official data on basketball federations all along the country. Demographics about Portugal with an estimate of July 2014 are presented in the following table.

Table 6 - Portugal Demographic Information

Population	10,813,834
Age Structure	0-14 years: 15.9% (male 893,902/female 821,062) 15-24 years: 11.4% (male 654,102/female 579,440) 25-54 years: 42.2% (male 2,304,503/female 2,260,556) 55-64 years: 11.9% (male 599,380/female 685,279) 65 years and over: 18.6% (male 824,062/female 1,191,548)
Population growth rate	0.12%

Meanwhile, the following figure shows in a descending classification, the population of the biggest cities in Portugal.

Rank	City	Population	Rank	City	Population	Rank	City	Population
1	Lisbon(Lisboa)	517802	34	Almada(Setubal)	34008	67	Sao Joao da Madeira(Aveiro)	22079
2	Porto(Porto)	249633	35	Castelo Branco(Castelo Branco)	33479	68	Bougado(Porto)	21680
3	Amadora(Lisboa)	178858	36	Alcabideche(Lisboa)	33315	69	Valongo(Porto)	21328
4	Braga(Braga)	121394	37	Camara de Lobos(Madeira)	32209	70	Caparica(Setubal)	21167
5	Setubal(Setubal)	117110	38	Arrentela(Setubal)	30156	71	Belas(Lisboa)	21019
6	Coimbra(Coimbra)	106582	39	Montijo(Setubal)	30011	72	Linda-a-Velha(Lisboa)	20895
7	Queluz(Lisboa)	103399	40	Santarem(Santarem)	29385	73	Laranjeiro(Faro)	20473
8	Funchal(Madeira)	100847	41	Olhao(Faro)	29239	74	Carcavelos(Lisboa)	20366
9	Cacem(Lisboa)	93982	42	Povoa de Varzim(Porto)	29044	75	Camarate(Lisboa)	20177
10	Vila Nova de Gaia(Porto)	70811	43	Senhora da Hora(Porto)	28930	76	Ponta Delgada(Azores)	20056
11	Loures(Lisboa)	66231	44	Marinha Grande(Leiria)	28916	77	Entroncamento(Santarem)	19887
12	Evora(Evora)	55620	45	Povoa de Santa Iria(Lisboa)	28901	78	Moncao(Viana do Castelo)	19738
13	Rio de Mouro(Lisboa)	54695	46	Sequeira(Guarda)	28502	79	Piedade(Setubal)	19472
14	Odivelas(Lisboa)	54624	47	Matosinhos(Porto)	28070	80	Custoias(Guarda)	19406
15	Aveiro(Aveiro)	54162	48	Gondomar(Porto)	27691	81	Alges(Lisboa)	19327
16	Amora(Setubal)	52577	49	Aguas Santas(Porto)	27686	82	Tomar(Santarem)	19168
17	Corroios(Setubal)	52520	50	Vila do Conde(Porto)	27642	83	Barcelos(Braga)	19085
18	Barreiro(Setubal)	51280	51	Caldas da Rainha(Leiria)	26647	84	Pedroso(Porto)	18963
19	Monsanto(Santarem)	50000	52	Canidelo(Porto)	26431	85	Vilar de Andorinho(Porto)	18944
20	Rio Tinto(Porto)	49966	53	Viseu(Viseu)	26364	86	Sao Joao da Talha(Lisboa)	18925
21	Sao Domingos de Rana(Lisboa)	46718	54	Sintra(Lisboa)	26193	87	Lagos(Faro)	18831
22	Leiria(Leiria)	45112	55	Paco de Arcos(Lisboa)	25974	88	Quarteira(Faro)	18783
23	Ponte do Lima(Viana do Castelo)	44667	56	Sao Mamede de Infesta(Porto)	25940	89	Santa Iria da Azoia(Lisboa)	18573
24	Faro(Faro)	41355	57	Torres Vedras(Lisboa)	24443	90	Ovar(Aveiro)	18452
25	Sesimbra(Setubal)	41134	58	Oliveira do Douro(Porto)	24407	91	Vila Franca de Xira(Lisboa)	18355
26	Guimaraes(Braga)	40604	59	Fanzeres(Porto)	23916	92	Leca da Palmeira(Porto)	17996
27	Ermezinde(Porto)	39420	60	Charneca(Setubal)	23714	93	Moita(Setubal)	17795
28	Portimao(Faro)	38487	61	Estoril(Lisboa)	23700	94	Sacavem(Lisboa)	17718
29	Cascais(Lisboa)	36436	62	Carnaxide(Lisboa)	23698	95	Covilha(Castelo Branco)	17610
30	Maia(Porto)	36426	63	Pinhal Novo(Setubal)	23510	96	Ramada(Lisboa)	17535
31	Esposende(Braga)	34625	64	Monte Estoril(Lisboa)	23375	97	Pombal(Leiria)	17355
32	Esposende(Braga)	34625	65	Pontinha(Lisboa)	23249	98	Ilhavo(Aveiro)	17236
33	Braganca(Braganca)	34375	66	Loule(Faro)	23109	99	Paredede(Lisboa)	17212
						100	Sao Pedro da Cova(Porto)	17011

Figure 6 - Most highly populated cities in Portugal (Population Labs, 2015)

The most helpful elements in the scope of the current research are: the overall country population, the age structure, the population of the bigger cities and, if available, the number of members of Portuguese basketball federations.

Moreover, for the better understanding of the phenomenon and the proper evaluation of the questionnaire replies, the table of the participants in 3x3 tournaments for the period of 2013/2014 will be used.

Table 7 - Participants in 3x3 Tournaments (2013-2014)

Associação	Femininos								Masculinos								TOTAL		
	Mini 8	Mini 10	Mini 12	S14	S16	S19	Sen	Total	Mini 8	Mini 10	Mini 12	S14	S16	S18	S19	Sen		Sen/ Sub20	Total
A.B.Alentejo	8	8	22	35	18	16	5	112	35	59	44	70	82	55		53	9	407	519
AB Algarve	45	69	126	116	92	36	28	512	108	159	158	153	126	83		45	12	844	1356
AB Aveiro	50	95	137	149	179	82	85	777	172	218	262	301	311	187		113	57	1621	2398
AB Braga	46	74	77	58	60	36	18	369	68	135	143	67	118	67		62	30	690	1059
AB Bragança		2	5	6	10	2		25	3	6	22	21	22					74	99
AB Cast.Branco	13	26	33	32	18	24	22	168	33	46	46	67	43	35		9	4	283	451
AB Coimbra	37	58	73	71	64	61	74	438	69	133	132	135	93	83		96	39	780	1218
AB Faial e Pico	8	17	13	35	16	20	9	118	4	4		1	2	7		9	2	29	147
AB Guarda	3	4	18	18	25	10		78	5	7	20	23	41	36				132	210
AB Ilha Terceira	5	28	45	49	31	25	31	214	22	44	39	54	34	16		41	6	256	470
AB Leiria	18	38	58	66	65	64		309	60	53	111	90	76	71		15	10	486	795
AB Lisboa	26	109	147	252	177	181	176	1068	101	254	275	436	469	300		208	93	2250	3318
AB Madeira	106	131	65	52	23	14	22	413	141	160	103	45	34	18		72	7	580	993
AB Porto	98	152	246	283	227	173	121	1300	257	415	465	519	470	315		117	87	2645	3945
AB Santa Maria	52	29	32	21	21	21	26	202	23	17	12				9	2		63	265
AB Santarém	11	35	68	107	81	49	26	377	26	58	78	73	90	38		33	9	405	782
AB Setúbal	15	47	78	98	77	64	37	416	56	124	160	193	166	92		78	41	910	1326
AB São Miguel	54	80	63	40	52	44	24	357	66	68	70	38	67	31		42	9	391	748
AB V.Castelo	11	28	44	38	27	30		178	26	63	81	69	54	55		12	23	383	561
AB Vila Real	12	22	28	35	39	18		154	20	29	44	47	34	24		8	5	211	365
AB Viseu	9	21	19	27	44			120	37	33	38	68	73	38		13	5	305	425
FPB												1	10			7		18	18
Totais	627	1073	1397	1588	1346	970	704	7705	1332	2085	2417	2470	2406	1561	9	1035	448	13763	21468

The questions were initially separated to quantitative and qualitative. The quantitative questions were passed in the SPSS dataset as variables, and the consecutive answers as their values.

4.1 Quantitative Elements

	Name	Type	Width	Decimals	Label	Values	Missing	Columns	Align	Measure	Role
1	A1	Numeric	8	0	A1. Will the Compal Air Tournament conti...	{0, No}...	99	8	Right	Ordinal	Input
2	A2	Numeric	8	0	A2. Is the list of the students that particip...	{0, No}...	99	8	Right	Ordinal	Input
3	A3	Numeric	8	0	A3. Are you trying to help the teams in th...	{0, No}...	99	8	Right	Ordinal	Input
4	A4	Numeric	8	0	A4. Do you earn a yearly wage from the m...	{0, No}...	99	8	Right	Ordinal	Input
5	A5	Numeric	8	0	A5. Are you trying to keep sufficient savin...	{0, No}...	99	8	Right	Ordinal	Input
6	C1	Numeric	8	0	C1. Do you know the statistics concerning...	{0, No}...	99	8	Right	Ordinal	Input
7	C2	Numeric	8	0	C2. Do you know the exact number of chil...	{0, No}...	99	8	Right	Ordinal	Input
8	C3	Numeric	8	0	C3. Do you know how many out of them c...	{0, No}...	99	8	Right	Ordinal	Input
9	C4	Numeric	8	0	C4. Do you co-operate with schools?	{0, No}...	99	8	Right	Ordinal	Input
10	C5	Numeric	8	0	C5. Do you believe that Compal air is goo...	{0, No}...	99	8	Right	Ordinal	Input
11	C6	Numeric	8	0	C6. Do you have any strategies on the wa...	{0, No}...	99	8	Right	Ordinal	Input
12	C7	Numeric	8	0	C7. Does the academy have the same, or ...	{0, The sam...	99	8	Right	Ordinal	Input
13	C8	Numeric	8	0	C8. Have you hired marketing staff?	{0, No}...	99	8	Right	Ordinal	Input
14	C9	Numeric	8	0	C9. If you replied "yes" to the previous que...	{0, No}...	99	8	Right	Ordinal	Input
15	C10	Numeric	8	0	C10. Are you trying to have co-operation w...	{0, No}...	99	8	Right	Ordinal	Input
16	C11	Numeric	9	0	C11. If yes, which type?	{0, Press}...	99	8	Right	Ordinal	Input
17	C12	Numeric	8	0	C12. Do you get your aims in a yearly basis?	{0, No}...	99	8	Right	Ordinal	Input
18	A6	Numeric	8	0	A6. Do you have a list of the tickets you a...	{0, No}...	99	8	Right	Ordinal	Input
19											
20											
21											
22											

Figure 7 - The SPSS Screenshot of Questionnaire Variables

	A1	A2	A3	A4	A5	C1	C2	C3	C4	C5	C6	C7	C8	C9	C10	C11	C12	A6	var
1	99	99	99	99	99	0	0	0	0	0	1	1	0	99	1	1	1	99	
2	99	99	99	99	99	0	0	0	1	2	0	1	1	1	1	3	1	99	
3	99	99	99	99	99	0	1	0	1	0	1	1	0	99	1	4	1	99	
4	99	99	99	99	99	0	1	1	1	1	1	0	0	99	1	3	1	99	
5	99	99	99	99	99	0	1	0	1	1	0	1	1	1	1	0	1	99	
6	99	99	99	99	99	0	1	0	1	0	1	1	1	1	1	6	1	99	
7	99	99	99	99	99	1	1	1	1	0	1	1	1	1	1	1	0	99	
8	99	99	99	99	99	0	0	1	1	1	1	1	1	1	1	6	1	99	
9	99	99	99	99	99	0	0	1	1	1	1	1	0	99	1	1	1	99	
10	99	99	99	99	99	0	0	0	1	2	1	0	0	99	1	1	0	99	
11	99	99	99	99	99	0	0	0	1	0	1	0	0	99	1	3	0	99	
12	0	0	0	0	0	99	99	99	99	99	99	99	99	99	99	99	99	99	0
13	0	0	0	1	0	99	99	99	99	99	99	99	99	99	99	99	99	99	0
14	0	0	0	1	0	99	99	99	99	99	99	99	99	99	99	99	99	99	0
15	1	0	0	1	0	99	99	99	99	99	99	99	99	99	99	99	99	99	0
16	1	0	0	0	99	99	99	99	99	99	99	99	99	99	99	99	99	99	0
17	0	0	0	1	0	99	99	99	99	99	99	99	99	99	99	99	99	99	0
18	1	1	0	1	0	99	99	99	99	99	99	99	99	99	99	99	99	99	0
19	0	0	1	1	1	99	99	99	99	99	99	99	99	99	99	99	99	99	0
20	99	0	0	1	0	99	99	99	99	99	99	99	99	99	99	99	99	99	0
21	0	0	1	1	0	99	99	99	99	99	99	99	99	99	99	99	99	99	0
22	1	0	0	0	0	99	99	99	99	99	99	99	99	99	99	99	99	99	0
23	1	0	0	1	1	99	99	99	99	99	99	99	99	99	99	99	99	99	0
24	1	1	0	1	1	99	99	99	99	99	99	99	99	99	99	99	99	99	0
25	99	0	1	1	0	99	99	99	99	99	99	99	99	99	99	99	99	99	0
26	99	0	0	1	0	99	99	99	99	99	99	99	99	99	99	99	99	99	0
27	1	0	0	1	0	99	99	99	99	99	99	99	99	99	99	99	99	99	0
28	1	0	0	1	0	99	99	99	99	99	99	99	99	99	99	99	99	99	0

Figure 8 - Variable Values in SPSS

The first figure describes how the association managers regard the continuation of the Compal Air tournament. A 42% believes that the tournament is not going to continue, or has absolutely no connection to it. On the other hand, the rest 58% accredits that the tournament will continue without a sponsor and under some different format.

However, the fact that there is no precise information I all the existing associations brings up a weakness of the system. All associations should be up-to-date and synchronized on the common matters so as for them to have equal chances on participating in events and doing further decision taking.

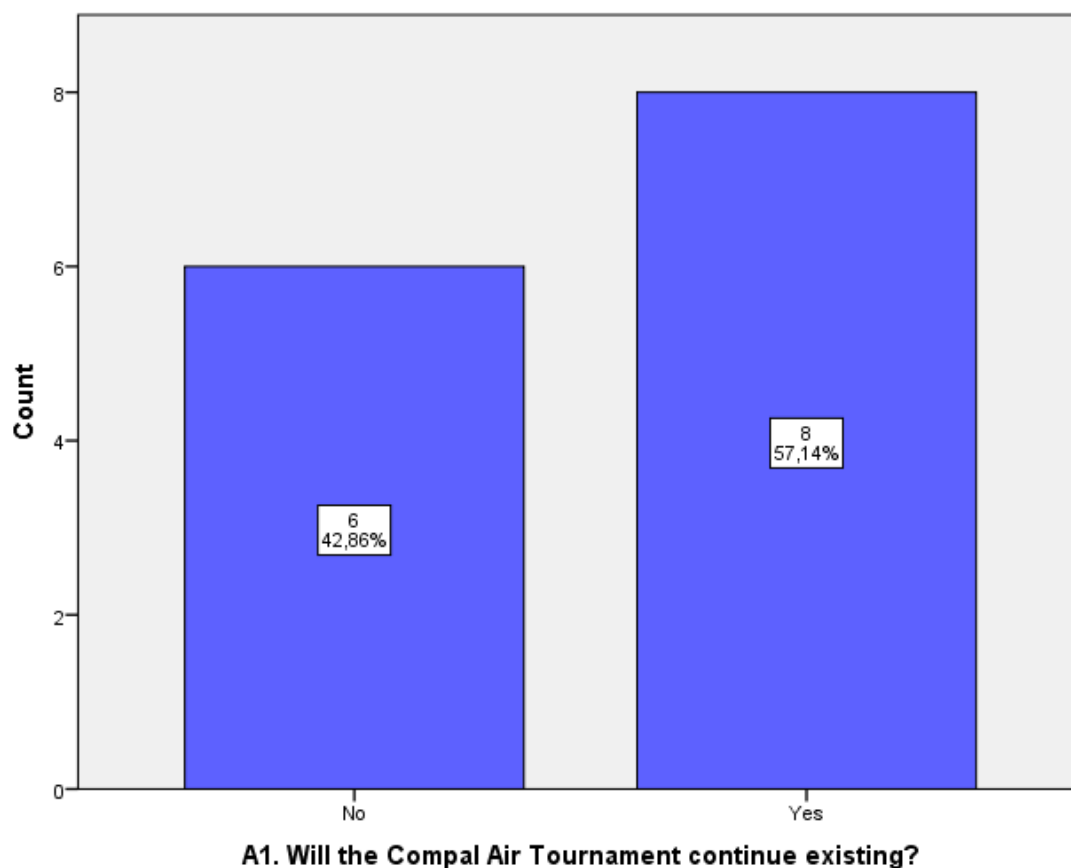


Figure 9 - A1. Results

In the second figure, the percentages of possession of the lists of the participating students in the Compal Air tournament of the previous years are presented. According to the histogram, only 12%, actually 2 of the associations have full access to the lists of the previous participants, or even partial knowledge of it. This aspect shows another dark side of basketball evolution in Portugal. The lack of awareness about statistics is critical about the way associations are confronting the matter of promoting the sport. By knowing the number of students participating in the tournament, the association managers could have improved their strategies by visiting schools,

scouting during the tournament or even talking directly to the kids' families, so as to attract them to basketball.

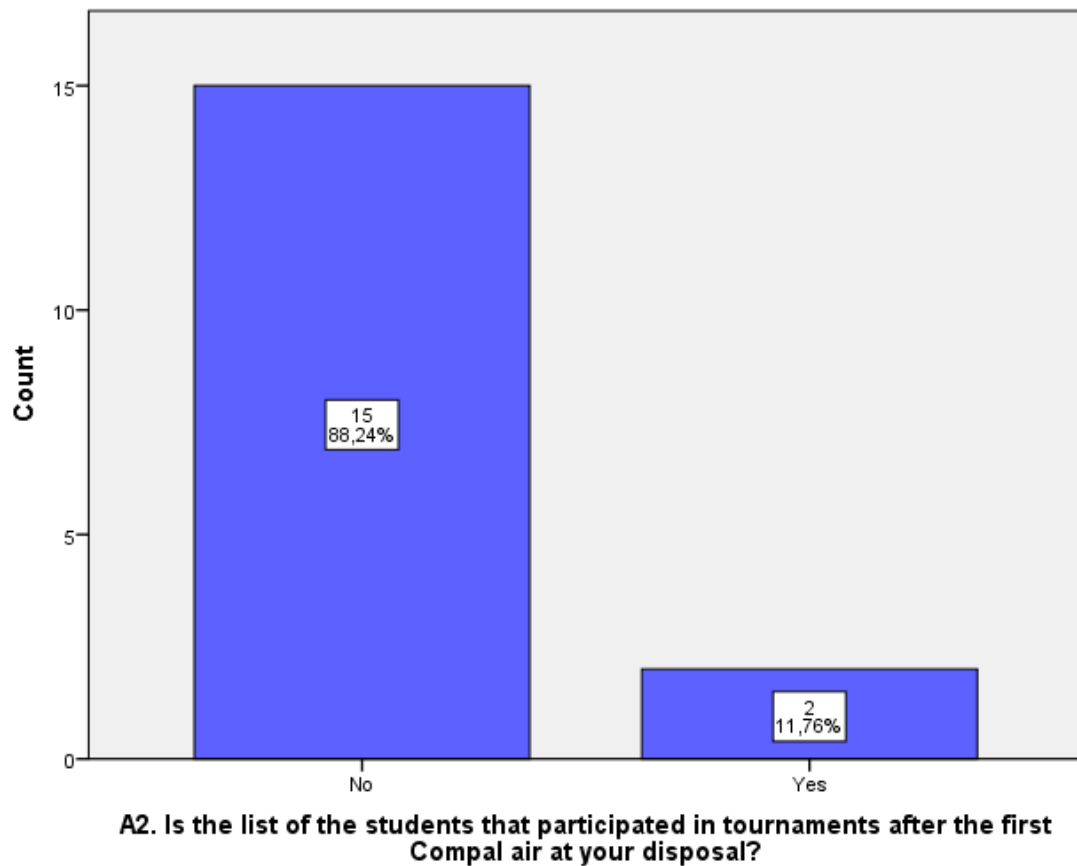


Figure 10 - A2. Results

The third figure depicts how many of the association managers are involved into finding or have found a sponsor or their team in the past. The great majority of them have given up on searching, while only 3 are still trying and only one or two teams actually have sponsors. The argument association managers are posing is that since basketball is not a popular sport in Portugal, owners of companies are not willing to invest their money into sponsoring an amateur team, which is not going to become a return on investment. If the association managers wish to acquire sponsors, deep changes have to be made, starting by increasing awareness about basketball and promoting more the sport to the kids. Increased popularity brings interest, subsequent creation of events, and willingness for further sponsorship or creation of promotional packets.

TV rights are not a matter concerning the most of associations, since many managers claim that there is no television transmission of the games in regional channels and no interest in transmission for the national or private channels. This is also another factor that does not encourage them towards getting involved in the television industry.

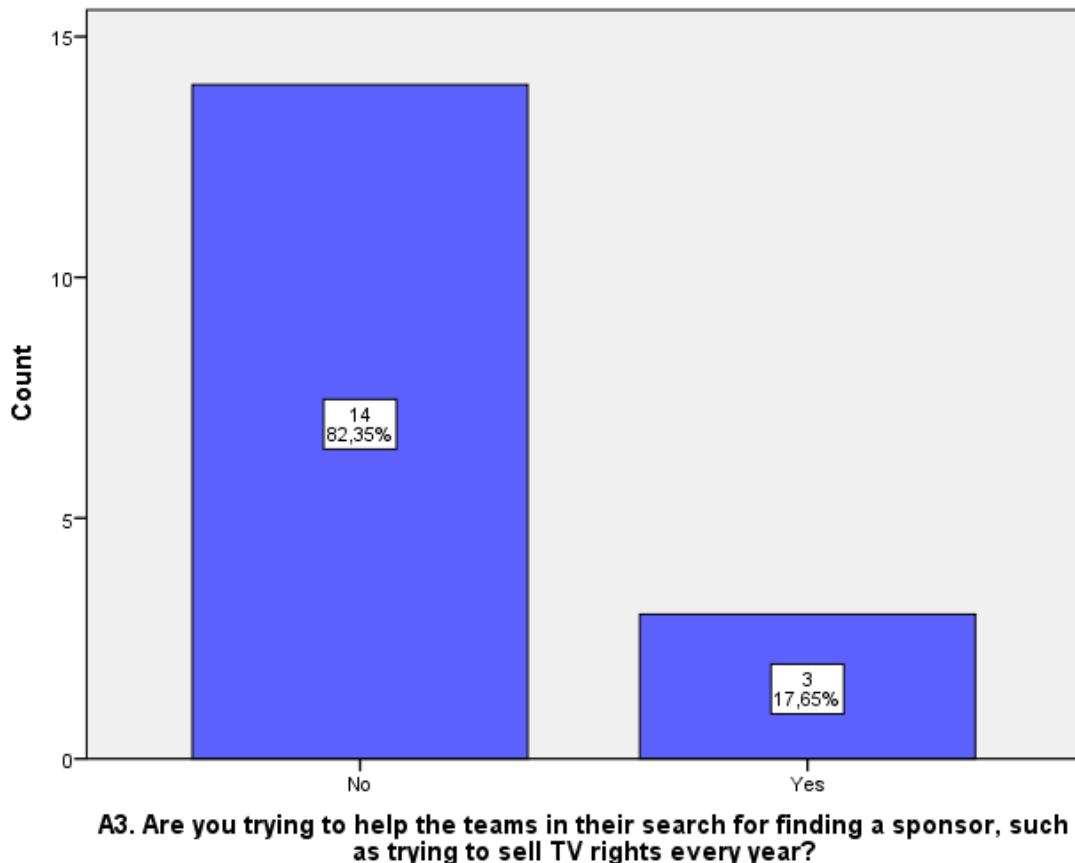


Figure 11 - A3. Results

Despite the fact of not having sufficient sponsorships or other sorts of income, most of the associations do actually receive a yearly wage from the Ministry of Sports, and particularly from the Portuguese Youth Association. However, most of the managers claim that the amount of money they receive is not enough to even cover the basic needs of the team and more, alternative funding sources have to be found in an ideal setting. There are still three associations that do not receive anything from the Portuguese state and their case should be further investigated in legislative and regional affairs, so as to provide the most equal participation experience as possible with the athletes participating in the other 14 associations.

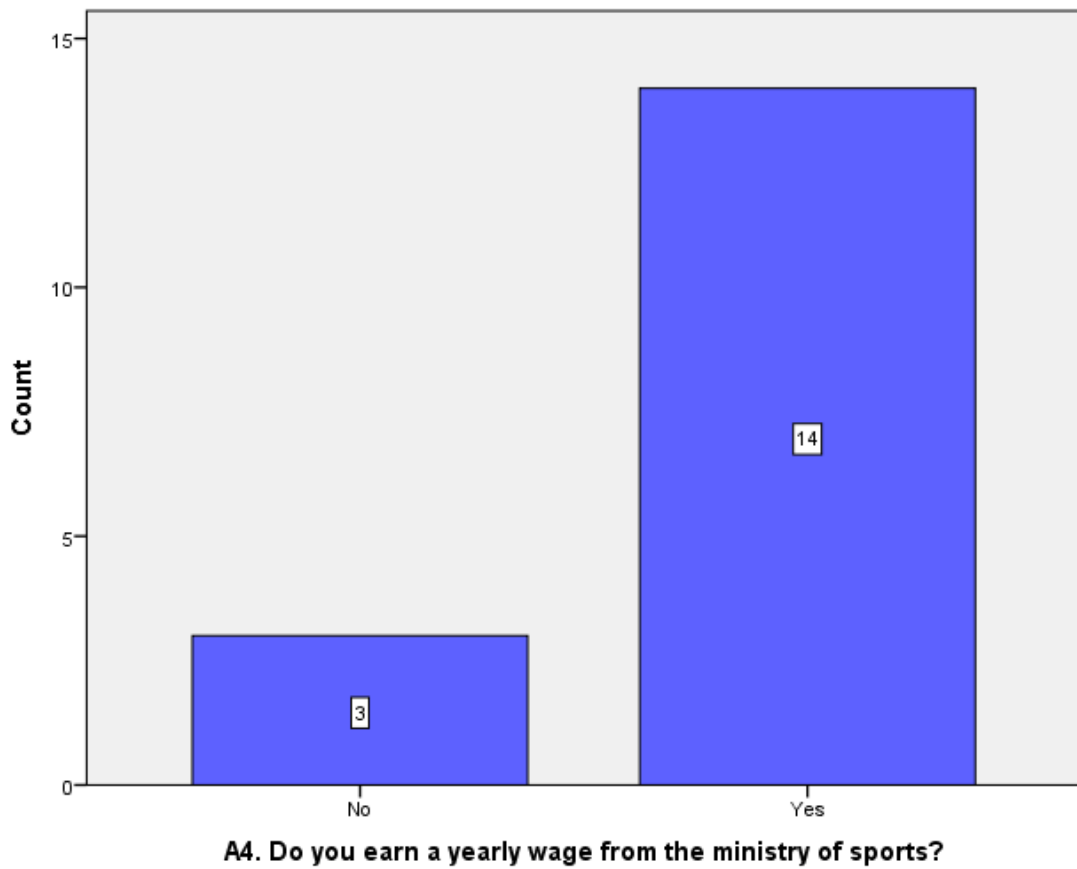


Figure 12 - A4. Results

The financial situation of the basketball organizations seems to be quite bad, since most of the associations are not trying to keep sufficient savings without having to need money from the ministry. According to the claims of the association managers, there is no alternative way of funding, so the only viable option is keeping the ministry amounts of money.

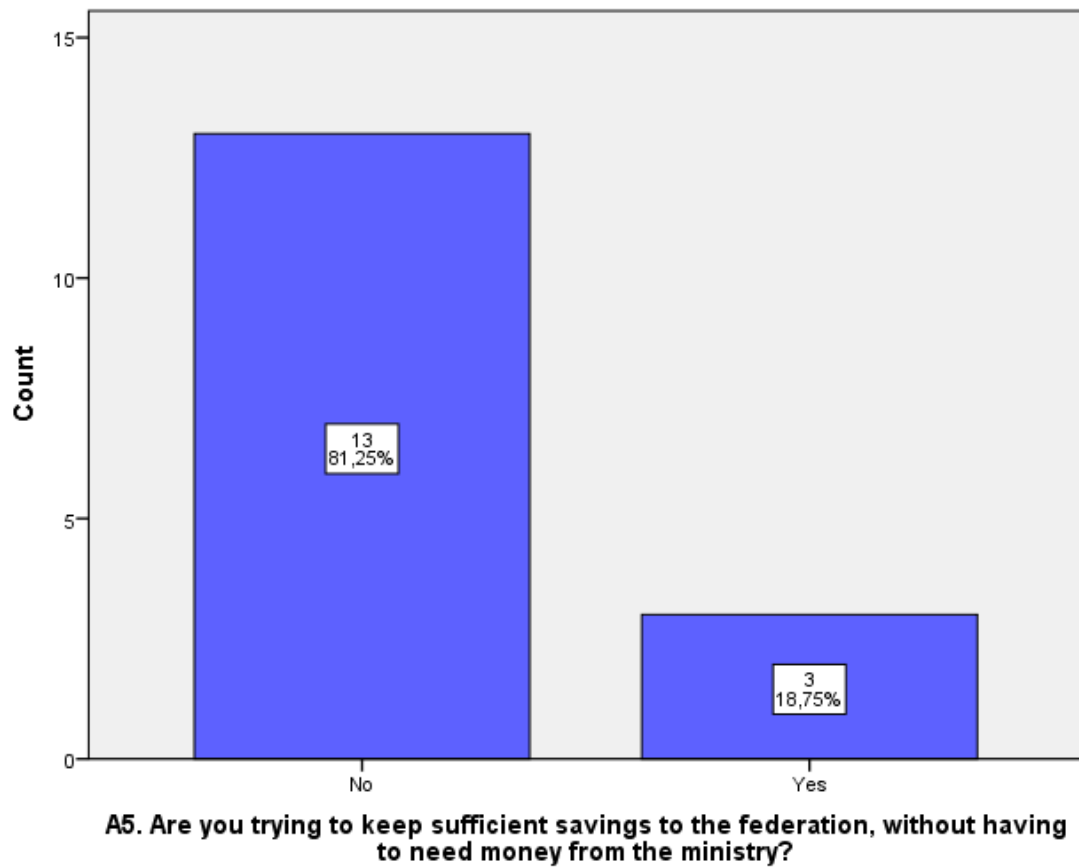


Figure 13- A5. Results

Since the basketball games have a free entrance, 100% of the association managers consider the option of keeping track of the amount of sold ones useless. None of them had an available list. However, keeping track of the number of people attending a basketball match would be able to provide useful information in studies concerning increasing the popularity of basketball.

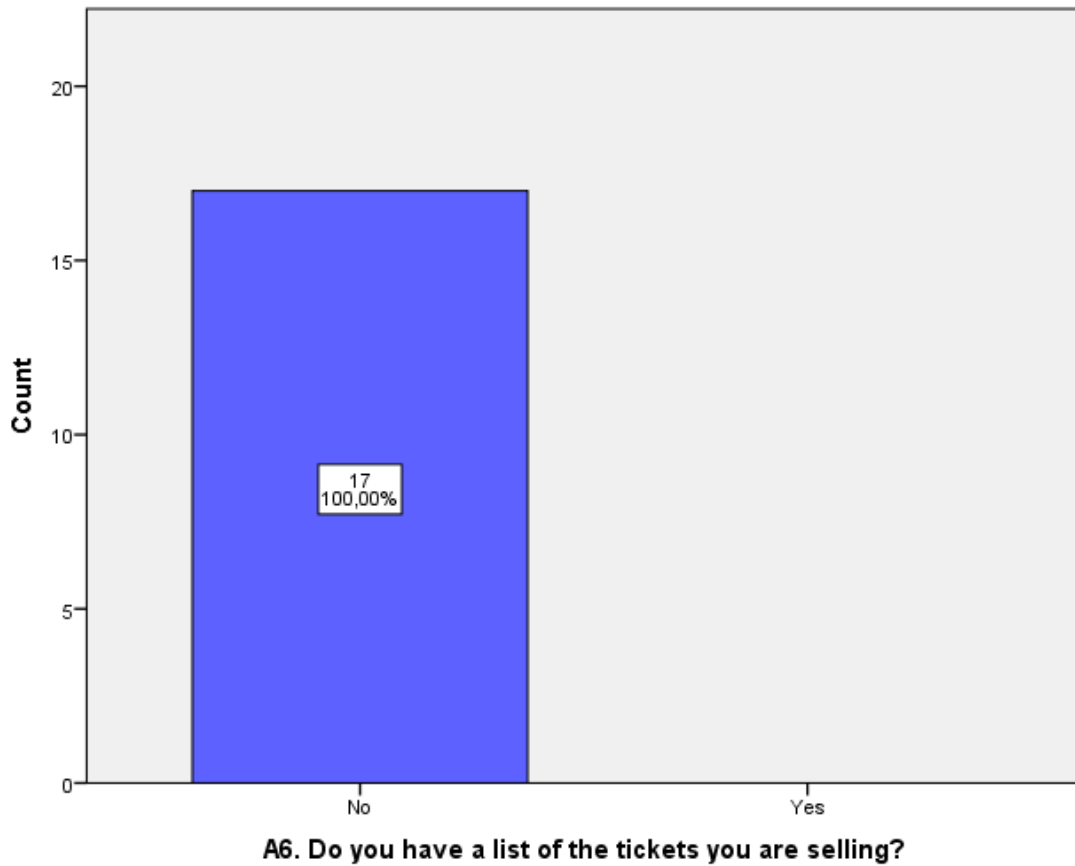


Figure 14 - A6. Results

Team coaches are also not aware of the statistics of children participating in the Compal Air tournament for the previous years. Similarly to the association managers' questions, access to statistics is limited. This fact also limits the potential of basketball academies in examining the "market" behavior, even though they have hired special marketing and management staff. For target group marketing studies to proceed, an individual must possess statistics and metrics.

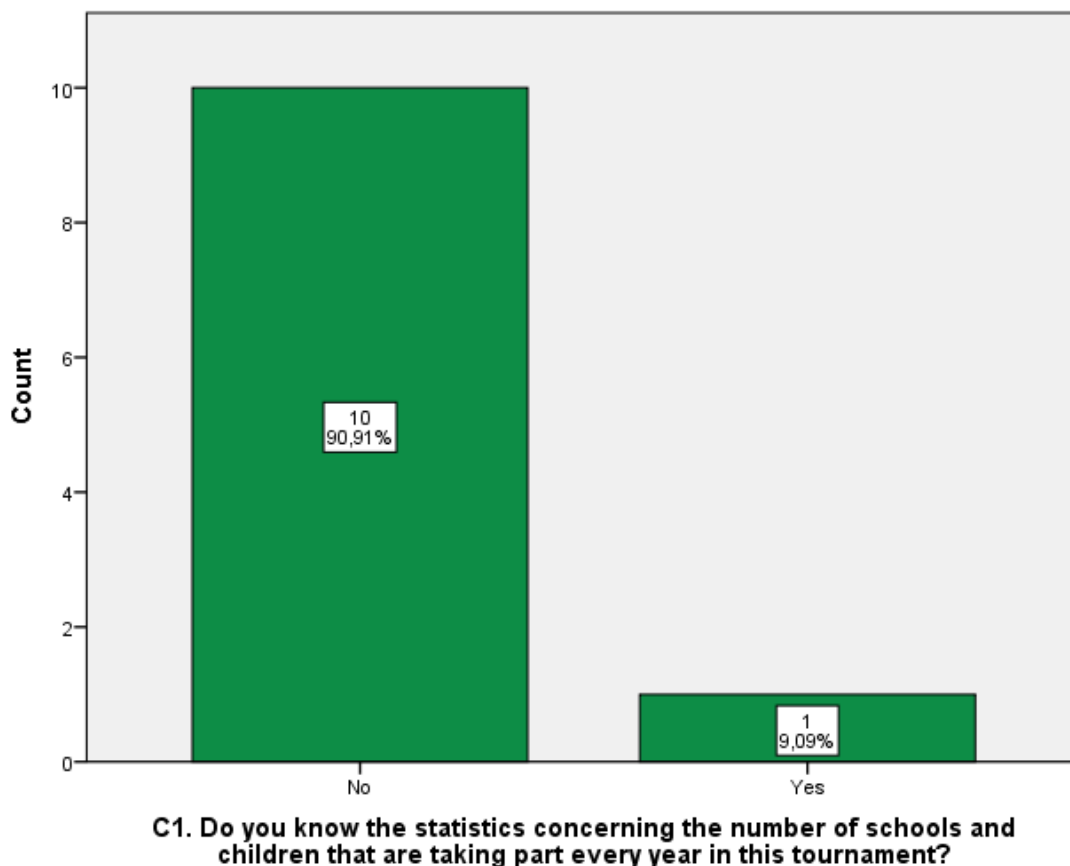


Figure 15 - C1. Results

Things are slightly changing for participants from smaller regions. A coach is more likely to be aware of the number of regional players who also participated in the Compal Air or whichever similar 3x3 tournament. However, it should be noted that most of the coaches actually possess this knowledge not by referring to official lists or statistics, but from information transmitted mouth-by-mouth, since areas are relatively small, or coaches are also simultaneously physical education teachers at schools. Unofficial information can be useful, but harmful at the same time. Due to lack of integrity, false conclusions are very likely to be extracted, which can cost time and money resources in a team.



Figure 16 - C2. Results

Similarly, only 27% of the coaches seems to be aware of the exact number of the Compal Air participants that joined their team. The general sense of ignorance about such matters explains, at a certain level, the impediments that can arise if the sport needs to be taken more seriously and the time that will be needed for the situation to be reverted. Opinions are generally divided. Some club directors believe that the stats are only available in the Portuguese Basketball Federation, some have absolutely no idea, while a few others make assumptions or had access to the numbers or made calculations. This ambiguity between opinions brings up the need for a centralized platform of statistics, metrics and studies, provided by the Portuguese Basketball Federation and open to every club or association.

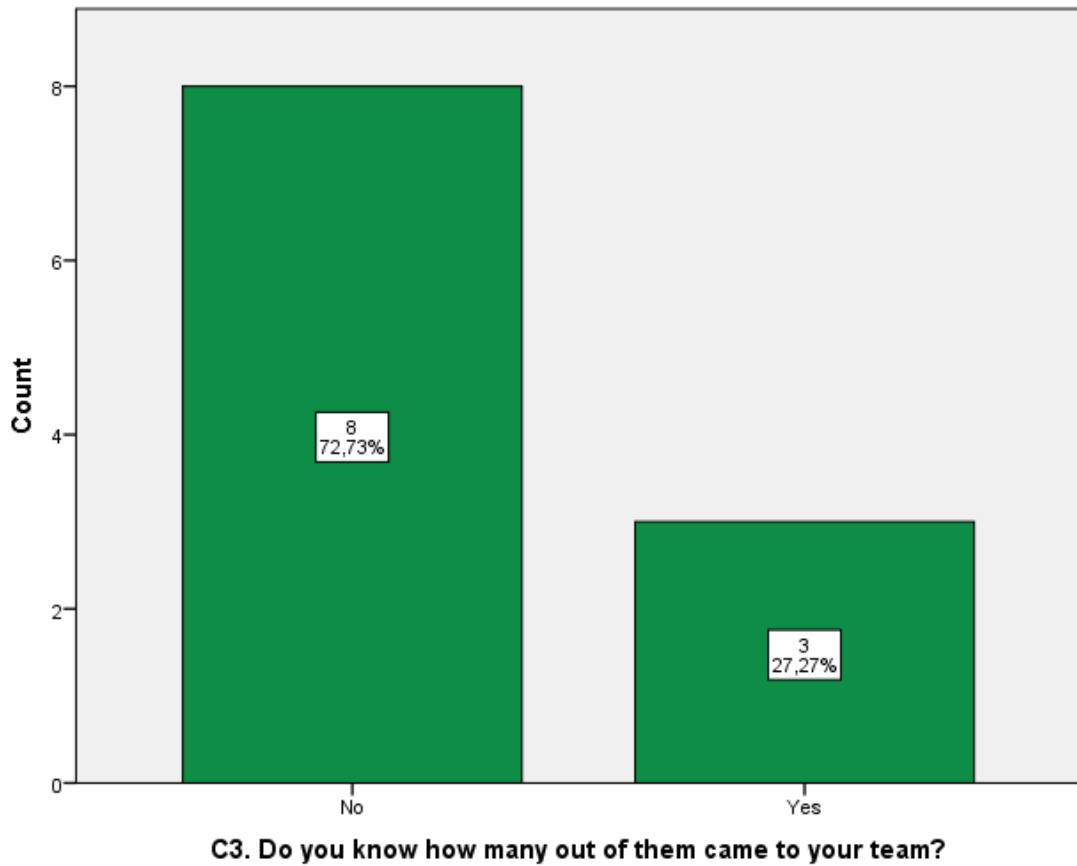


Figure 17 - C3. Results

The majority of clubs, other than one, are co-operating with schools. Schools are considered a greenhouse of talents. Some of the club directors also claimed to simultaneously being Physical Education teachers at school, thus creating a stronger bond to schools. No matter what, schools are considered critical for the viability of a basketball club that has sections dedicated to kids.

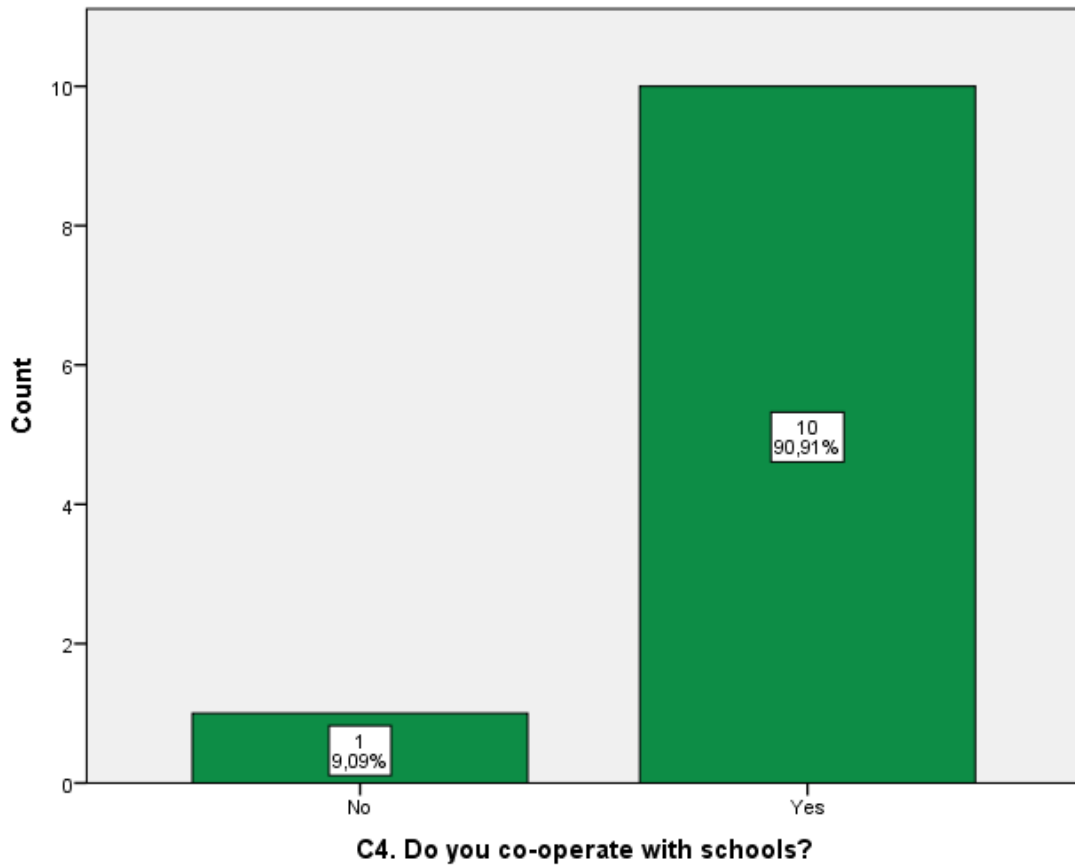


Figure 18 - C4. Results

Opinions are somehow divided to the question if the Compal Air tournament is actually good for the teams. Almost 36% of the directors believe that since it is an operation promoting basketball, it can do nothing but good for the teams and provide some extra publicity to them and to basketball. A 19% is neutral and believe that the tournament is good for the children and them being kept fit but does not bring any benefit to the team. Lastly, a 45% is negative, believing that the principles of 3x3 promoted in the tournament can be hazardous for the 5x5 basketball taught in academies.

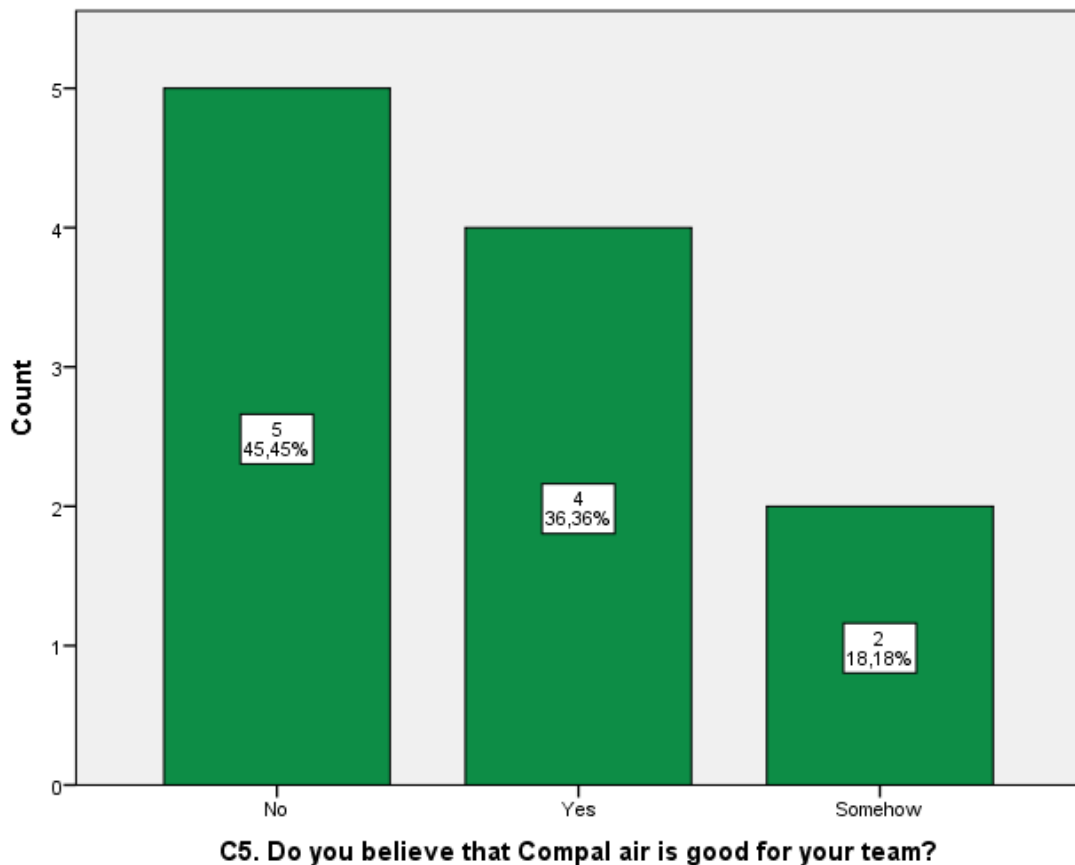


Figure 19 - C5. Results

Almost all the clubs also have strategies in persuading children to watch basketball. One of the biggest impediments towards this is the attraction to other sports or the addiction to NBA matches. However, many teams create private meetings where they try to infuse the idea of watching Portuguese and European matches,. Others try to make training more tempting by mixing players from the senior and junior teams. Finally, some others create mini competitions for the best player, scorer, etc, so as to intrigue the children to try more.

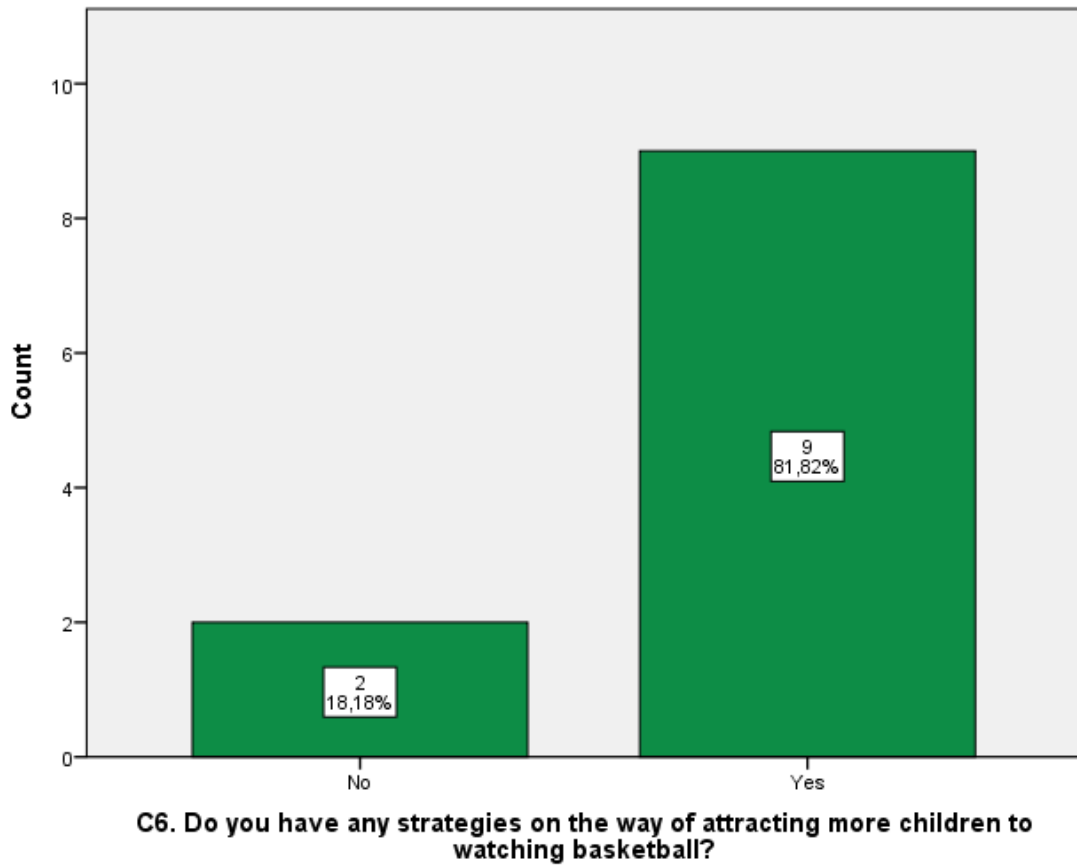


Figure 20 - C6. Results

The academies have different management staff than the senior teams in the majority of the cases. However, all of them co-operate altogether. In some cases, the same director is manager of every department, especially in smaller scale teams and associations, where the budget is low for hiring more employees.

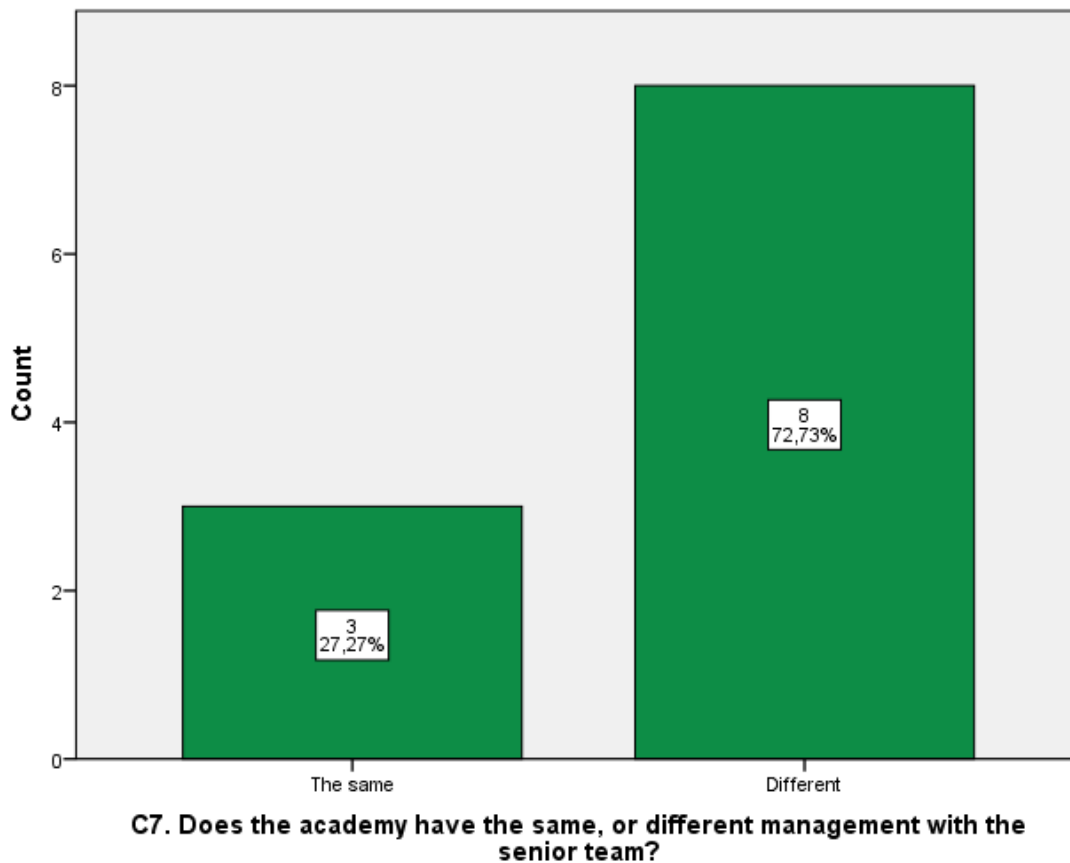


Figure 21 - C7. Results

Despite the financial problems, half of the clubs have hired marketing stuff. Even the ones that haven't, do actually recognize the importance of it and either try to perform tasks on their own or put the hiring task first in the priority list. Almost all of those who replied "yes" to the previous question do have a sponsorship manual to consult. However, it is not a unified one, but contains different elements about each team and the experience of previous sponsorships. There is only one reply missing, since one club director refused to provide further information on aspects concerning the marketing department of the team.

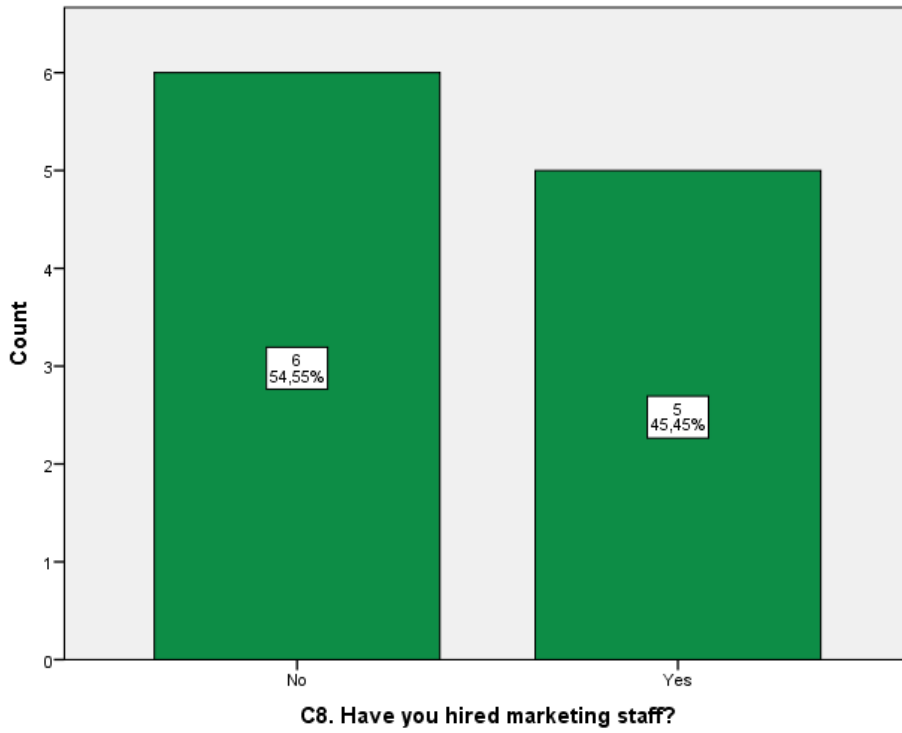


Figure 22 - C8. Results

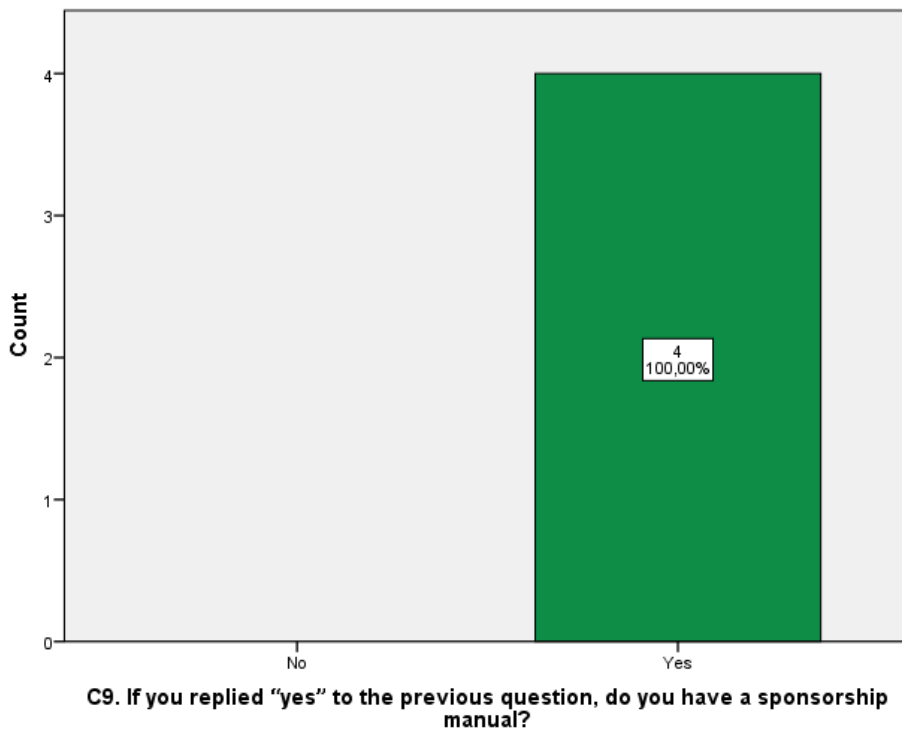


Figure 23 - C9. Results

Meanwhile, all of the clubs have co-operation with the media. Local press, especially newspapers and social media are the most preferable among the teams' choices, due to the niche market of interest for the former and ease of accessibility and free use for the latter.

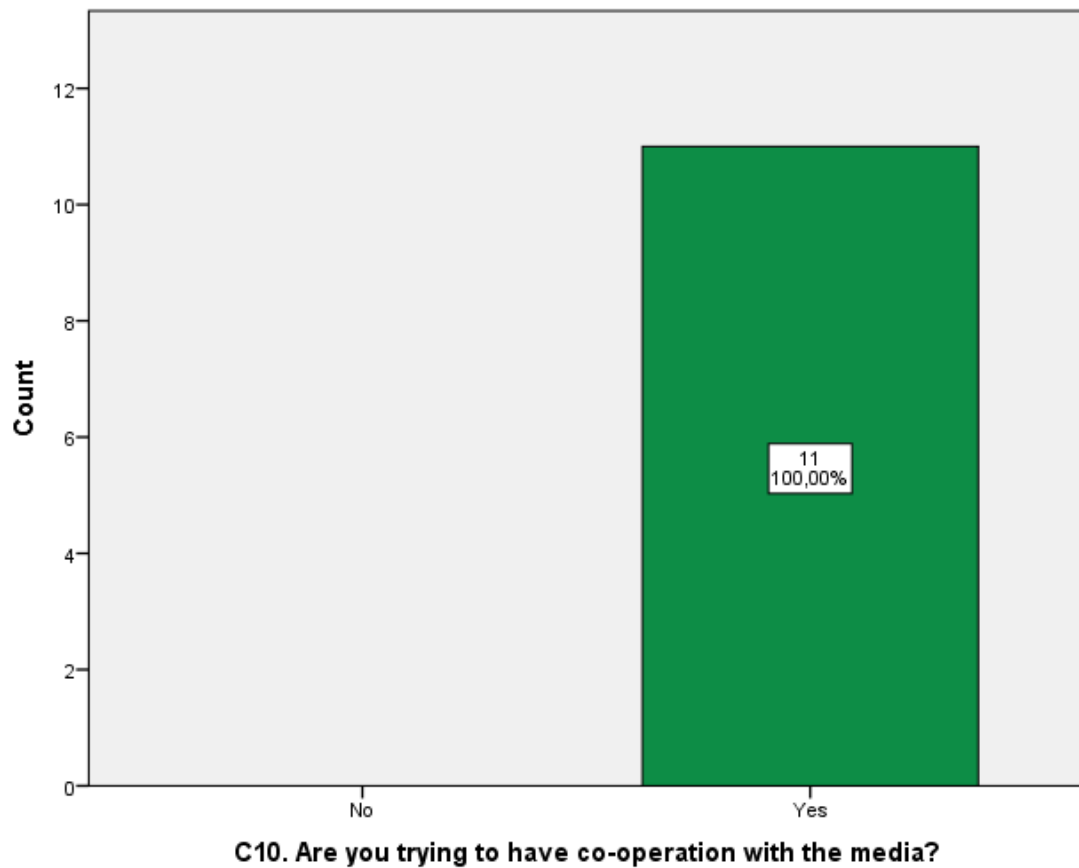
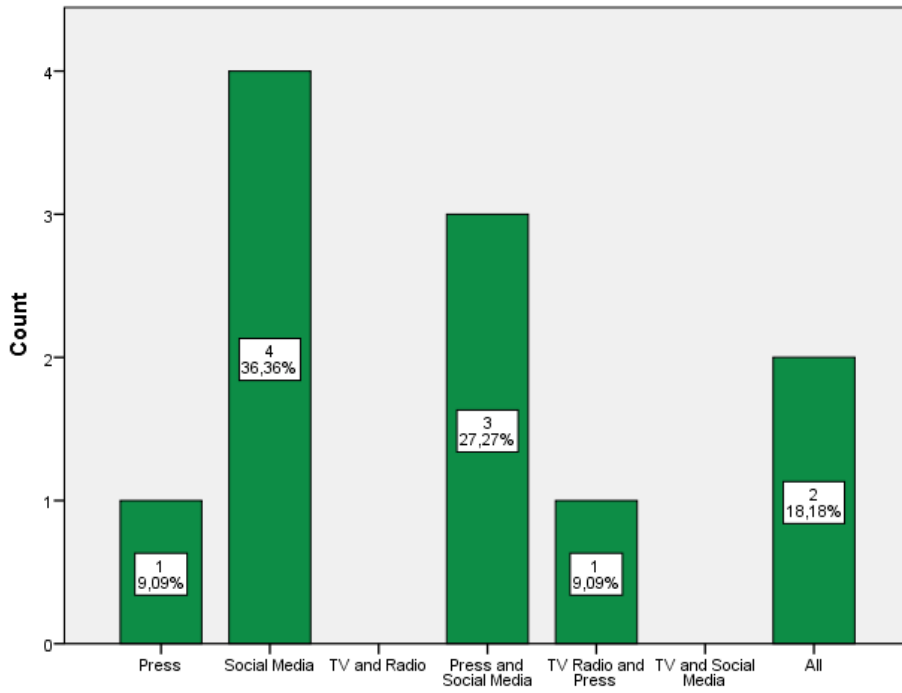


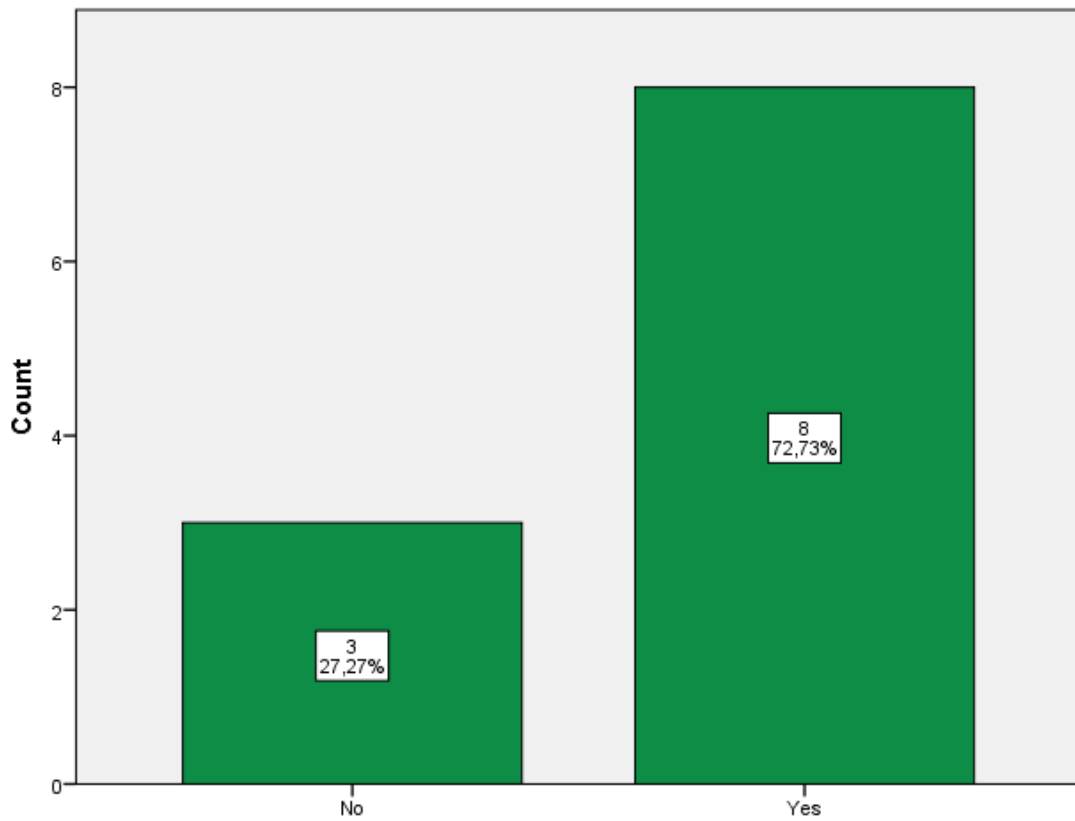
Figure 24 - C10. Results

Despite the financial crisis, the clubs are at the majority able to overcome economic difficulties and have no debts. However, there exist three of them that are trying to pay debts from the past.



C11. If yes, which type?

Figure 24 - C11.Results



C12.Do you get your aims in a yearly basis?

4.2 Qualitative Study

Out of the questions that have not been able to become quantified due to their nature and also variety of replies, the following assumptions were made:

- Association managers have rather good results of brainstorming as far as it concerns strategies of attracting and maintaining the interest of students in the basketball academies. Small competitions and trophies are keeping the competitive spirit and the wish for rewarding up, whereas the “bring your friend” principle, where some students have discounts or other benefits by introducing new children to the academy seem to be resulting.
- The biggest rivals of basketball in Portugal are other sports, such as football and rollerskate hockey. Due to their popularity, a significant amount of students turn their backs on basketball to follow something more trendy.
- The islands (Madeira, Acores) have some disadvantages when compared to the mainland. Competitions and other means of formation are more easily accessible to them.
- Financial reasons are the biggest problem associations and clubs are facing. Financial problems vary from children not being able to support their fees to differences between privileges bigger (Benfica, Dragonforce) and smaller clubs offer. Opportunities are not the same for the participants.
- Senior players and club directors are willing to provide voluntary services and help to the team without any personal benefit.

4.3 SWOT Analysis

After the conduction of the quantitative and qualitative study, the SWOT analysis was generated and is presented below.

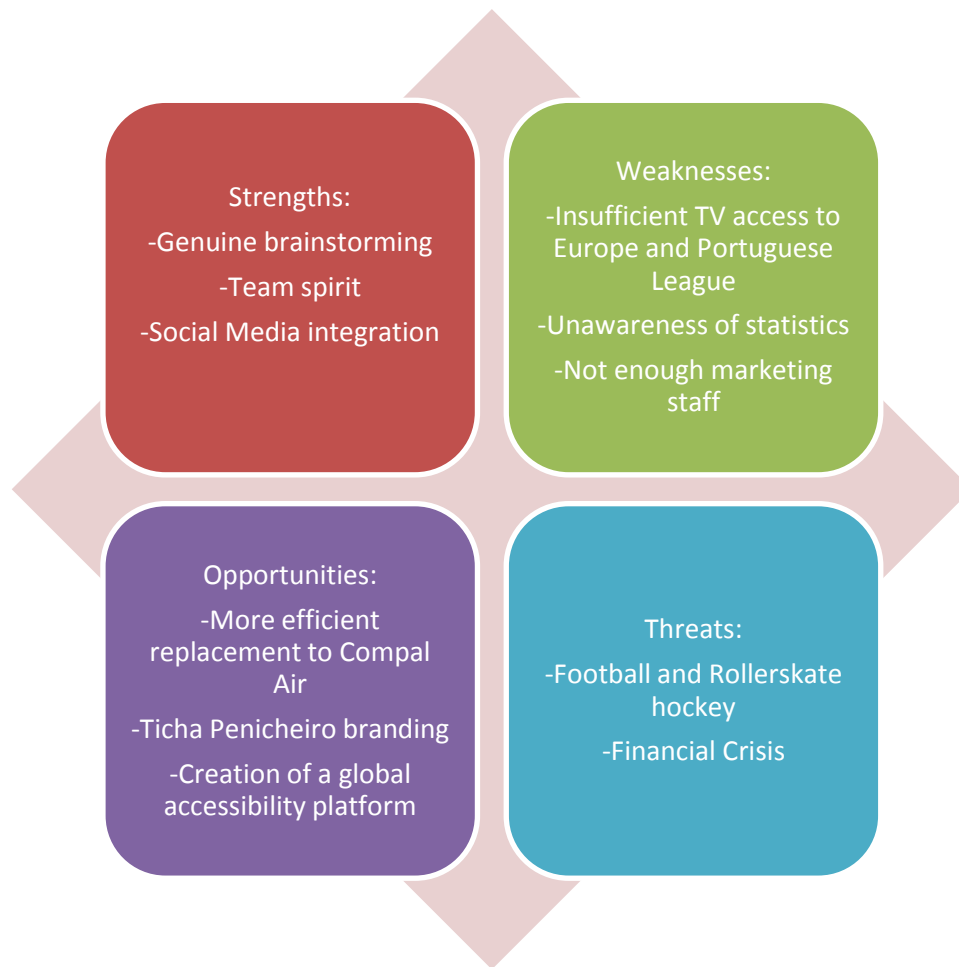


Figure 25 - SWOT Analysis of Basketball in Portugal

5. Discussion

It is a necessity that basketball in Portugal should grow stronger. Taking into consideration the conducted bibliographical research and the trends deriving from the qualitative and quantitative survey, the key to a successful plan of evolving basketball in Portugal and countries with similar level of growth is to achieve a balanced ratio of popularity with the less cost as possible.

The replies of association managers and coaches in the questionnaires have shown a general concern towards financial factors. Economic reasons are also becoming impediments against their will to evolve the quality of the team. After careful evaluation of the questionnaire replies, inadequate funding was considered one of the most fearsome conditions and affected further decision making of people responsible for the teams.

Since the biggest insecurity is related to financial factors, the evolution plan that has to be followed needs to be built in a cost-effective framework and provide quality without the need for extra funding.

Some of the alternatives that could be followed within the specific context include:

- Creation of a full bundle of online-communities for each association, with social media support and the existence and interaction with a centralized form of guidance, given by the social media instance of the Portuguese Basketball Federation. The internet is a cheap source of information and accessible by everyone, even by people in younger ages. Social media campaigns do not need high levels of computer or marketing skills, and they can be carried out by already existing employees or members of the teams.
- Following the social media communities example, marketing and advertising techniques should include multimedia material, such as optic and acoustic material, such as videos, audio comments, spots, trailers and teasers. Whenever it is possible, they should appear in local media, but, if the budget is not enough, campaigns should be run in the electronic substitutes, such as youtube channels and subsequently posted in local or country web-sites or social media pages.
- Access to the public should maintain its open character. Entrance to the games should continue being free, but with track of people attending. Volunteers or members of the associations should also be present in special stands before the beginning of each match, willing to advertise and persuade kids, teenagers and young adults towards participation. Such presentations would preferably be accompanied with optic and acoustic material (a slides projection or just a monitor).
- Co-operation with schools should continue, because they are a source of players and also create a win-win situation for the teams. Managers can continue scouting in schools and they can continue providing their infrastructure for matches and other events.
- Sponsorship should be promoted and given whenever possible. Merchandising provided by the sponsors would be a very appealing technique of simultaneous motivation for children, apart from the sport itself. However, when looking for

a sponsor, individuals have to be extra careful (Richards, 2015), so as to avoid the ones related to smoking, alcoholic beverages or junk food.

- Creation of innovative web-based or mobile applications, such as timetable apps for the young athletes, or interactive games for children to get more acquainting and thrilled from the sport.
- Statistic collections and consensus have to be made so as to have data to create studies for the situation in Portugal. The lack of these metrics already creates big literature gaps. The studies and the data collection could be carried out as thesis' projects from Physical Education Students around Portugal.
- Compal Air by itself is neither enough, nor valuable to the Portuguese Basketball Associations, other than providing some general benefits for the basketball culture. Since the sponsor is no longer a viable option, a new agreement has to be made with another, and the new Compal Air Tournament has to be more compliant to the needs of the academies for providing substantial aid to them and basketball in general.

6. Conclusions

Basketball is a rather weak sport in popularity in Portugal, comparing to other sports, such as football and rollerskate hockey. The aims of the current study are oriented towards the variety of factors that led to such unpopularity and also research the factors that may be obstacles for further evolution and address the upcoming issues. All the research questions have been replied, either with the quantitative elements or the qualitative study and their answers are present in the Discussions section.

Despite the unpopularity of the sport, people involved in the basketball industry are nothing but indifferent. Equal opportunities, better funding and management plans and further research in the area can signify the beginning of a new growth era for Portuguese basketball.

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Annexes

The annexes contain the replies of the association managers and coaches to the questionnaires. Some of them are replied in English and some in Portuguese. However, no effort has been put into correcting the potential spelling and/or grammar mistakes.

Annex A – Questionnaire replies to Associations

Local Association Managers:

1. Will the Compal Championship continue being organized?

-“ABViseu in partnership with the FPB are organizing the 3x3. A version of Air Compal. FPB is trying to get a sponsor for this important activity in the promotion of the modality.”

-“O projeto de fomento e captação da federação portuguesa de basquetebol – Basquetebol nas escolas 3x3 continua apesar de já não ter o patrocínio da empresa Compal desde o mês de agosto de 2013. No ano letivo passado de 2013-14 e no presente de 2014-15 o projeto Basket 3x3 nas escolas tem o apoio do Gabinete nacional do Desporto Escolar e realizar-se-à nas escolas que se inscreveram. Na Guarda existe uma fase interna onde cada escola realiza uma fase de apuramento entre as suas turmas, depois existe um encontro Distrital (mês de Fevereiro 2015). As melhores equipas desses encontros locais serão apuradas para o encontro regional (Abril 2015 – Castelo Branco). Finalmente as melhores equipas de cada região disputarão em Lisboa a fase nacional (Maio 2015).”

-“ The project development and funding of the Portuguese federation of basketball - Basketball in schools 3x3 continues despite no longer having the patronage da empresa Compal since the month of August 2013. In the past school year 2013-14 and 2014- gift 15 the Basket 3x3 project in schools is supported by the National School Sports Office and to the place in schools that signed up. In Setúbal there is an internal phase where each school performs a qualifying between their classes, then there are two local meetings 24 and 26 February in the year 2015 in Moita and

Laranjeiro respectively. The best teams of these local meetings will be qualified for the regional meeting (April 2015 - Amadora). Finally the best teams from each region will compete in Lisbon the national phase (May 2015) in the Palace Square.”

-“ The project development and funding of the Portuguese federation of basketball - Basketball in schools 3x3 continues despite reformulated since the end of the support of the company Compal. We consider a vital project in the dissemination of the sport.”

-“ Yes. Compal Air is a tournament and will continue.”

-“ The development and funding project of the Portuguese federation of basketball - Basketball in schools 3x3 - continues although it no longer has the patronage of Compal company since the month of August 2013. Last school year 2013-14 and 2014-15 in this project Basketball in schools 3x3 is supported by the Sports School National Office and hold up to the schools that signed up. In the Algarve there is an internal phase where each school performs a clearance phase between their classes, then there are two local meetings (March 2015) Windward (Aljezur to Albufeira) and Sotavento (Quarteira to Vila Real de Santo António). The best teams of these local meetings will be cleared for the regional meeting (April 2015 - Quarteira). Finally the best teams from each region will compete in Lisbon in the national phase (May 2015).”

-“ Yes, with another name Basketball 3x3, this competition goes through different moments or stages, starting at schools, then regional and at the end national wide.”

-“ I am sure that the sponsor quit. It will continue with another name. In first step will be local. Inside the schools. And the second are the winners of schools competing each other to have the winner of Coimbra district. The third is the winners from 3 regions Coimbra, Aveiro, Leiria where the first 2 teams of classification continue to the finals. The finals will be in Lisbon 14 of May. The association is not responsible for that but we will support this with referees, logistics, balls, human resources, eventually some sponsors like a water or some gifts like hats or t-shirts. We can't help with transportation. The responsibility is on teachers and on schools and sportsquare for all the public and private schools. Sportsquare is responsible to help giving a small budget to schools for transportation.”

-“ I know about it I’ve heard about it but I’ve never been in Compal air tournament. I think it’s a good tool to have more kids interested of basketball and promote the sport. I think it is important for federation to continue this tournament. Here in my island we are 13000-15000 people living and kids have many sports to do and they also have computer games etc. So it is very difficult for us to have kids in basketball and this tournament if could be exist in our region would help us so much. We always have problems about what time we are going to practice or to have a workshop or campus etc. Our kids lifestyle is completely different of how is at mainland or how is in Spain or in Hellas. Mentalities are completely different. We have 2 clubs each club has different teams. One club u14 females, and another u12 – u10 male. The other team has all the ages from senior till babebasket but only females. Faia is working with schools and kids u10 till u18. We have 2 bases. Each base has 12 kids ages between u8 – u12. We can have 190 players. In a city with 15000 are much. I am working alone in association. My salary is 150 per month and with this money I am paying my tickets when I want to go to clinics and ... I have my job and after my job all the afternoons and every weekend I spend for basketball.”

-“ No, Compal Air will not continue because the sponsor stopped supporting the activity. However, in Lisbon, we are planning a championship 3x3 with organization of AB Lisbon.”

-“ The tournament continues, but with no sponsor, so we continue to call it 3x3, we make almost with all schools in the region, unfortunately we have no sponsor for transport, so we cannot have so many students as we had before when there was financial support for transports. Because my association is an island, we are also conditioned and we are not going to the National Championship, we only play in our island.”

-“ Last year we lost the sponsor. It is continue now with the name 3v3 FPB. As I heard from federation they are going to organize one big event in the end of the school season. Maybe there they will find some sponsors. But it is not going to disappear.”

-“ Yes with another name. The main sponsor quit. 3v3 is very important for the federation and fiba also. Very good strategy to enter basketball into schools. The

federation and associations want to develop this project. In Santarem will take part at February and they are lot of schools be interested.”

-“ In our region never no one took part in this tournament. ”

-“ The COMPAL project never had great projection here in the Azores, at least on Terceira, because we held the tournament and local winning teams never went to the finals in Lisbon, since we live on islands the Portuguese Basketball Federation didn't invest on the travel for winning athletes because we live on islands and travel costs are high.”

-“Compal Air is now designated as “FPB - 3 x 3 nas escolas” and is integrated with School sport promoted by the government in colaboration with the Portuguese Basketball Federation. It has all the conditions to continue for many years due to the enormous success in the past and receptiveness within the school system.”

-“The tournament 3x3 basketball in schools continues, but at this point is not associated with a brand. This year is the 2nd edition of the brand without associated activity.”

2. Do you have any strategies in mind so as to attract more people to basketball, such as a yearly all-star game, or giving some benefits to the champions of the U14, U16 and U19 categories?

-“Yes, we are developing a Project Basketball Goes Schools, with the ABViseu clubs. We did not perform all star. We give benefits to all ABViseu clubs, they do not pay regional arbitration.”

-“ Fazemos a entrega de medalhas desportivas em encontros pontuais.No 3x3 é normal atribuir um prémio às equipas participantes, independentemente da classificação obtida.”

-“ We make delivery of individual awards to the best players of the final stages of the Sub Regional Championships 14 male, 14 female sub, sub 16 male, 16 female sub, sub 18 male and 19 female sub in the Setubal Basketball Association. In addition, athletes of minibásquete earners (8 mini, mini and mini 10 12) do not pay sports insurance, which is one of the support that the Portuguese Basketball Federation provides clubs

as an incentive to sports. The Setúbal Basketball Association supports athletes registration fees for the National Jamborees Minibásquete FPB Committee.”

-“ Arbitration in step Reimbursement Under 14.”

-“ The reality of our basketball of our association has nothing to do with the associations of the continent. We are a small association but not the least on the national scene. Our priority are the levels of training especially the kids basketball. We conducted nationwide events for minis and private tournaments of clubs for ranking sub 14 and under 16. We organize several local promotion activities to stimulate and promote basketball.”

-“ We do award a prize to the best player of the final stages of the Regional Championships U14 male, U14 female , U16 male, U16 female, U18 male and U19 female of Basketball Association of Algarve. Moreover, minibásquete athletes (U8, U10 and U12) don't pay sports insurance, what is one of the support that Portuguese Basketball Federation provides to the clubs as an incentive to sports. The Algarve Basketball Association supports athletes registration fees for the Committee Jamborees National Minibásquete FPB.”

-“ Strategies of benefit to the beginners of basketball offering balls, publicizing through newspapers and internet, realization of the gala who stood out during the epoch achieving the highest points by making the district final. Yes, we have an all-star game to all levels at the end of the season. The best team under 14, 16 and 19 shall discharge for the national championship. We give medals for the first places and trophies to the clubs.”

-“ In our association we have 17 -18 clubs , 1400 players from 8-14. The teams use to do some events to have more players and we only support them. We have a platform that every team is interested, can take part in every tournament of the teams from our district organized. With one click you are in. And when the number is full we say that this tournament is closed. We have minibasket committee.”

-“ Giving some benefits to the champions of u14, u16 u19? I am trying to promote the basketball with organizing small events for kds and for parents. I invite the kids from schools one Saturday per month to come and play basketball 10:00 – 12:00 I get some

money from some organizations and this money goes to the teams. I am trying to promote the basketball.”

-“ ABL is meeting with local authorities with the following objectives:

- Supporting the achievement of the Final 4;

- Supporting district selections;

- Support your area clubs, helping to pay the registration and referees.

- The ABL is teaching referees in schools. Next year they may arbitrate our games.

ABL is to promote the participation of schools in the 1st and 2nd level in tournaments of minibasquete.

The results obtained by teams of U14, U16, U18 and U19 are posted on the website and Facebook of ABL, as well as photographs of the teams.”

-“ For our children, we have the HOLIDAYS OF YOUTH BASKETBALL that take place in Albufeira, Algarve, where regional selections SUB 14 and SUB 16 male and female, compete with all the associations of the country. For older is more complicated, because many of our SUB 18 and 19 move to other cities when they go to university. We also have projects that provide basketball activities and games for children in the 1st cycle, studying in primary schools. The advantage of the 3x3 is to bring the competition the young people that are not playing in clubs, which are not federated and from this can be made more capititation.”

-“ We have some events during the year. Called high moments. We organized the finals of 1st and 2nd division. These are between January and February. We are trying to promote one idea of live stream. We have our finals and we are trying to giving some stats to the Europe website. We try to promote with the best way we can the websites of our federation. In June we have 2nd division finals. The benefits are all the equipment the medals the trophies everything. Nothing special if you are talking about money or something. We are using to do some minibasket games and some events in places and cities in our region that basketball is not exist or is not strong. One example is 12 hours basketball that we are going to do at Simposido 25 km from Porto. And we are planning to put all the games Saturday and Sunday the same time boys and girls for make the gym crowded. And there we will invite some

students to take part in this and have the opportunity to see and playing basketball for first time. We are doing all the finals with this way in order to have gyms full of people and parents e.t.c. and we also have in one event to celebrate and giving some medals to the best coach for lasts season, best manager, best referee best player, we put some important personalities from the past to playing basketball again ... We have many events.”

-“ We have but I think the most important instrument to develop this is 3v3. Here in Santarem we have tournaments for kids from September until June. All the weekends we have competitions for them. 7women teams and 7 men teams u12 taking part. And for u10 we have competitions all the year also.”

-“ 2days per week our old players going to schools and teach the kids basketball”

-“ The association's initiatives passes through the development of the project ESCOLINHAS DO DESPORTO, where the association promotes in primary schools, with the presence of monitors, basketball practice submitting after athletes with more ability for clubs. We held meetings with minibasquete matches and with clubs or with teams of project ESCOLINHAS DO DESPORTO. Also involves performing 3x3 tournaments held in the Summer, Easter and Summer Vacation Camps, competitive frameworks at various age levels, training centers.”

-“Our strategies are more based outside the school than inside. Externally we promote many activities such as tournaments, Regional and National tournaments and honour our champions in any category. Inside the school, the Portuguese Basketball Federation has limited intervention. The main vehicle for motivating children to play Basketball within the schooç is the Physical Education teacher and as an added bonus is if he/she is associated to Basketball in a local club or similar organization. The big advantage os 3x3 Basketball is the ability to reach out into schools where FPB does not have afiliates. It brings Basketball to the children like it shoud. Limited advancement is provided with the school program but REAL advancement is only possible within a club associated to the Portugues Basketball Federation. 3 x 3 helps.”

-“The difficulty of our association in obtaining financial resources, limiting the possibilities of acquiring prizes to athletes with good performances.

In the ranking of sub-14 ship at the end of the season a diploma recognizing their commitment and dedication to the sport, as a contribution to enable them to fidelizem to the sport and be recognized. Sub-14 is for us a level of funding.”

3. Is the list of the students that participated in tournaments after the first Compal air at your disposal?

-“This Association does not have this information because Compal Air is a national activity.”

-“Se por um lado o 3x3 beneficia com a participação dos atletas federados que já praticam desporto, arrastando outros para a modalidade, é um pequeno número que posteriormente adere à mesma. Mas mesmo assim é importante os poucos que aderem, para além da publicidade mais alargada do projeto. Contudo pela dinâmica do projeto e número de escolas envolvidas há muitos jovens que tiveram um contato mais formal na sua prática da modalidade através do basket 3x3 realizado nas suas escolas.”

-“ This study was never carried out, anyway, I think the Basket 3x3 is an important means of the sport have projection empowers teachers and young people in Portuguese schools.”

-“ Never account for these data, however we know of young people who have integrated the sport and even became part of the national teams.”

-“ Our association is not participating in the Compal Air project given that we live on islands (Azores) is difficult our participation in this project.”

-“ This study was never carried out, anyway, I think Basket 3x3 is an important mode to give projection to the modality among teachers and young people in Portuguese schools. I believe that with the dynamics of the project and number of schools involved in the last ten years many young people started their practice of in this sport through the basket 3x3 conducted in their schools.”

-“ Most participants are federated athletes, I think that half of non-federated athletes entered in different clubs”

-“ No this is information from Federation. I will ask Sandra and she will answer to me”.

-“ No we cannot answer to this ”

-“ No. We do not have the lists of players who participated in the Tournament 3x3.

This will be the first year that we'll have access to players who were involved in the 3x3.

This year we have 105 Minibasket teams to participate in our tournaments.”

-“ We have several players who keep playing on, but the problem to participate or not has to do with transport, we have no lists, but we know that many children continue to have fun after the first contact with the air compal.”

-“ No. If someone has is the federation.”

-“ In our district the lists of the players from the past like 2012-2013 were like 3000-4000 and only 30%was players from teams. All the others were have the first touch with compal air. And here I want to say that in our district we have some places without basketball so this tournament is very important for some kids know about basketball from school. We have many people leaving basketball when they are u16,u17,u18. We have here in our district and in Portugal general many teams until u16 and after nothing. Stop existing. In our team as you saw we have the Americans and all the others are u19. Our goal like a region is to have strong u19 teams and giving the players the opportunity to play in first league. We are a small city without university and the players leave the city.”

-“ After tournaments we are organizing maybe 30% continue”

-“ For the COMPAL AIR project we do not have this information and I think FPB also never quantified.”

-“We have an idea. I would estimate that the percentage is low because if the infrastructure is not present (local club) then the motivation slowly subsides. The Portuguese Basketball Federation must invest on creating clubs in every locality where there is a school. We have this goal in our region (Viana do Castelo) and have attained about 70% coverage”

-*“At this time we do not do this study, but nevertheless aware that motivate the accession of schools located near basketball poles of the district.”*

4. Do you keep track on how many tickets you are selling every year?

-*“No.”*

-*“Não. As entradas são gratuitas.”*

-*“No”*

-*“No”*

-*“ We do not have tickets sold since they do not participate in Compal Air.”*

-*“No”*

-*“ On our competitions there are no tickets, they are for free.”*

-*“ No tickets. All the games are for free.”*

-*“ No tickets. All the games for free. No teams in Liga or Proliga.”*

-*“ The games are free.”*

-*“ Tickets? I think they are tickets, but we do not sell tickets, it's all free.”*

-*“ The basketball is not professional in Portugal so only Porto and Benfica maybe selling some tickets every year. “*

-*“ All the games are for free.”*

-*“ No tickets”*

-*“No”*

-*“Thats an easy question to answer. We do not sell tickets at our events. We are happy to see many people at games and promote the appearance of more people. Perhaps someday...”*

-*“No”*

Co-operation with teams:

5. Are you trying to help the teams in their search for finding a sponsor, such as trying to sell TV rights every year?

-*“The reality of our ABViseu does not fit in this dimension.”*

-*“Não existe transmissão de jogos dos clubes da Associação de Basquetebol da Guarda.”*

-*“ There are games broadcast from clubs in Setúbal Basketball Association. However where there is a high point or when they had tried to help transmissions in organizations in raising support.”*

-*“No”*

-*“No”*

-*“ There are not broadcast games of the clubs of Algarve Basketball Association.”*

-*“ We broadcast the championships through livestream.”*

-*“ The federation gives like 40 events per year. And the districts like us we can organize some of them. It can be cups or finals. When we have these events we have some sponsors yes.”*

-*“ No and it is easy to answer why. No team in liga or proliga. If I had this team I wouldn't even then to find something. We are small place, economical crisis no one gives money to sports. Every time I tried to find something it was negative. I cant find even any supporters to give some products. For example we went to play a game with another island and I spent the half of the yearly budget to sandwiches tickets etc. “*

-*“ In this moment we are still only looking for sponsors for our activities (ABL).*

ABL has elements responsible for marketing.

We soon have sponsors for our activities and to the referees.

ABL provides technical support to clubs that request; promotes coaches and referees courses and four clinics per year for coaches.

ABL asks a local authorities to help for these clubs.”

-“ We have tried several sponsors, but our country only thinks about football and high competition, even at the basketball level, not even senior championships TV wants to show. Basketball has been losing visibility and therefore more difficult it is to get a sponsor.”

-“ We don't help anyone but we help them to help themselves. In coaching area we have some sponsors to pay the fees for the coaches we invite to talk in the international clinics that we are organizing. We try to find a sponsor that is going to help us supporting the special trainings we try to give to our talented players in order to support them to play in National team. We don't have enough people working here. 2 people working full time one part time. We don't have someone specialized in marketing. We have someone that he is responsible for this but he is not professional and not specialized. We are trying to established a protocol with Portuguese institute of business in marketing administrator. With this we will help the clubs too. With faculty of sports we have some cooperation and some students did their stages here but we don't have any protocol with them too. “

-“ No tv rights and sponsors don't invest money for our basketball. If you go at Spain 200 km from here and see alla the divisions have gyms full of pple and full of sponsorships. In Portugal we are like a clock opposite. No marketing. Some money came from some supporters that they are parents or city hall or something like that. “

-“ 2 games per season. Marketing responsible is one coach of the 6 that we are in our region and he is doing the marketing but he is not specialized. He is making the project and texting it to the companies and then waiting for answers.”

-“There is no transmission of games.”

-“Sponsorship in our region is mostly by small business or from people who have their sons or daughters involved in Basketball. We do not have teams with televised games therefore don't rely on that kind of financial support.”

-“There is no transmission of games from clubs in Leiria Basketball Association.”

Financial targets:

6. Do you earn a yearly wage from the ministry of sports?

- *“These contacts are made by the FPB.”*
 - *“Não só da Federação.”*
 - *“ Yes, the Portuguese Institute of Sport and Youth – IPDJ”*
 - *“ Yes, the Portuguese Institute of Sport and Youth – IPDJ”*
 - *“No. The Government of the Azores is that manages our salary.”*
 - *“ Yes, the Portuguese Institute of Sport and Youth - IPDJ.”*
 - *“Yes.”*
 - *“ Yes we have. Not enough”*
 - *“ We get from secretary of Acores sports. Not so much money. The money is for all the sports. Not much interesting about basketball so you can understand.”*
 - *“ Yes, I receive yearly wage of FPB. But I not work a full time. I am a teacher of physical education.*
- No technical working a full, time in the ABL. We are all working part time.*
- ABL receives subsidies from the Portuguese Basketball Federation to organize competitions. How the money is not enough we are looking for the sponsors.”*
- *“ I'm not sure how to answer to this question.”*
 - *“ Yes it doesn't come strictly from the minister of sports. The ministry gives to the Portuguese Ministry of Sports and the institute manages and gives us.”*
 - *“ Yes. We take some money from federation.”*
 - *“ Full time 2 people. Director and secretary. 6 persons part time (coaches).”*
 - *“In the case of the Azores, clubs and associations conduct program contracts with the Regional Government of Azores / Regional Director of Sport.”*
 - *“The Portuguese Basketball Federation gets financing from the Government which it then divides accordingly throughout the different associations. I get my wge from my local Association after receipt of the monthly portion from the Portuguese Basketball Federation.”*

-“We received a percentage of IDPJ grant given to the Federation, according to criteria defined by the Federation (eg number of practitioners, number of senior teams, no women's teams, etc.)”

7. Are you trying to keep sufficient savings to the federation, without having to need money from the ministry?

-“It is difficult because there are many expenses but we try.”

-“Não. Todos os colaboradores, desempenham a sua atividade de uma forma gratuita. Despesas com enquadramento humano não temos.”

-“Did not manage some financial support and other materials from local businesses, however, are insufficient to manage Setúbal Basketball Association.”

-“We managed not some kind of materials from local businesses, however, are insufficient to manage our business.”

-“These matters are private and are the responsibility of the direction of the association and president of the Federation.”

-“ No, we had some financial support and other types of materials from local local companies, however, this are insufficient to manage the Algarve Basketball Association.”

-“No”

-“ As I say we have some friends as supporters. These money going to selections of association coaches balls etc. We don't have money to have marketing department. Everything happened because we know people. From the faculty of sports we don't use students because they are in their cities when we need them. These days we need parents that they can pay more than players.”

-“ Its impossible.. Federation should help us more because we have many trips to do instead to taking part in tournaments and the players playing more games.”

-“ We are only at ABL 5 months ago. We are starting...

We hope that next season we already have the support of some companies.”

-“ It is not easy to save money for this type of events, FPB choose other events where to get visibility, and the 3x3 is left behind, because in fact it is a party and fun, but for basketball has not brought much.”

-“ Yes but it is almost impossible.”

-“ This is the best way that association and all the basket could work like. It is a business. We need to have new people that finished some studies about that and try to be like this. I am 62 years old. All the people presidents, directors, coaches are old. We need changes. We take some money but we should not count on this.”

-“ It's impossible but we are trying with the project that I told you. Because we are a small place without many people be interested. “

-“No. Associations of Azores perform program contracts with the Regional Government for the realization of its local activity (games / selections / training centers, etc.). Sometimes and for high points, such as the creation of the NATIONAL TOURNAMENT MINIBASQUETE that the association of Terceira will be held in July 2015 we got some financial support.”

-“I'm not sure I understand the question. Nevertheless, I will try to answer what I think is the intent. Government funding is obviously insufficient however it is the responsibility of the Portugues Basketball Federation to get additional funds by whatever means it deems appropriate. At this moment, I feel that we are totally dependant on the ministers money. Without it, organized Basketball will “close its doors”.

-“No”

Annex B – Questionnaires replies to Coaches

About the tournament:

1. Do you know the statistics concerning the number of schools and children that are taking part every year in this tournament?

-“No this is organized from schools”

-“ No idea”

-“I have no idea of the statistics in regards to the 3on3 tournament.”

-“We don't have compal air tournament here in Figueira da foz.”

-“No”

-“No”

-“There is no Compal anymore. The sponsor stopping organize the tournament and the federation asks to the associations to organize something but the numbers are much lower than the past. There is not national coordination and locally you have no support from other people. External people that pay for this. The district of Coimbra they were 1000 students taking part in this tournament but now they are less than 100.”

-“No”

-“ I have no idea.”

-“ I think we do not have compal air here in our city. We had at the days of Christmas a tournament but it was not official and I realized that after it finished. They didn't inform me about this. I don't even know if it was 3v3 or 5v5. But I think 5v5.”

-“ no. any information about the tournament never arrived at the club.”

2. Do you plan to use these statistics as strategies in order to increase the number of kids' inscriptions next year?

-“No”

-“No”

-“I coached the senior team and had no involvement with this tournament. I remember hearing something last year about some physical education teachers being

in involved in a 3on3 tournament. What I heard was that it was more of a school based program.”

-“We are going 3-4 times per year in every school with players and coaches and trying to catch some players.”

-“To the first question no, to the other 2 questions we have several strategies for recruiting young players to our youth teams:

Our strategies include the following activities:

- An occupation centre that works in a 1st grade school close to our club, where we occupy students free time with basketball activities and support to study and homework, with this center we develop basketball taste in young children and create a “bridge” to our club;*
- Organization of sports activities with 1st grade students in the end of school midterms (Christmas, Easter, summer);*
- Teach basketball to the students of the 2nd grade Physical Education classes;*
- Organization of a basketball class in a kindergarten close to our club with weekly practices;*
- Organization of outdoor activities to bring the club “out” of the Gym to the street;*
- Organization of occupational programs in school breaks for 1st grade students”*

-*"We use some strategies but not something special. We use in the beginning of the season Benfica TV to promote our basketball schools, we use some journals to put some advertisement, and we go to schools with some players of senior team to talk with the students and give them some flyers. We have some tournaments called "bring a friend" and every kid that brings a friend has a gift or we have some tournaments for schools or colleges. "*

-*"We don't use the tournament. We use our team that goes to the schools and make some propaganda. The Olivais send some coaches or players mainly from senior team going to schools. The schedule decided from the directors of schools. Whenever they accept us and whoever is available that time."*

-*"No"*

-*"In the schools of our city they don't do 3x3 tournaments."*

-*"No stats no files. I just know that some players of my team took part only because they wanted to shine and show to the others that they are better."*

-*"no. there's no statistics or information about that"*

3. Do you know the reasons why a child decides to come to a basketball academy?

-*"Sometimes because they like basketball. Some other times from some friends. Some parents were players at the past. No stats or files."*

-*"Someone from the family played football"*

-*"Again this didn't involve with our club this year."*

-*"Sometimes the reason is the friends sometimes they like from our visits to the schools and they are coming to play basketball in the club. They are many reasons. I don't keep stats or files for this and I don't have a questionnaire. Normally we have every year 20-25 new players. Usually the parents put the kids in as much more*

activities they can in order to don't take care of them. And then the kids staying where they like more."

- "The primary reasons are the interest in practice a physical activity, friends from school that are already in the club, sons of former players and as a result of our recruiting activities. We don't have a questionnaire."

- "No. We are very big basketball school. We have 263 kids. Sometimes I am thinking if it is better to have less number because we don't have space and the coaches can't do good job. One reason is the brand name of benfica, the other is that we are doing very good job with many players in national teams a lot champions, a lot of our players playing in professional league."

- "The main reason is friends. Every year we have one activity called "bring a friend" for the youth ages. And we give to the children that they are bringing other something like a gift or something. It's really very efficient. And sometimes some parents bring the children here. Not because the children want but because the parents want their children to practice. Some of them are ex-players and because they have the physical structure to be players they believe that the ir kids can be the same. Some of them are here 20 years. Some others they want from their children just physical activity and olivais is the best option in this city. The parents normally prefer collective than individual sports. Football is one option that some people like or some other don't like but football is an industry that cares more for the money than the children. No formal statistics because we don't have nobody to do that."

- "We know why and how they came to us."

Identification with basketball / association to the brand FC Porto.

Yes, we have."

- " Normally because a friend / friends that already played it or because they go to watch the professional team games."

- "Usually the friends. Me and my assistant coach we give some practices at schools. And then we invite the kids to come in 1-2 practices we have the transportation with vans and that's the way we trying to have more kids. We invite them in our senior games. We put them playing each other in the court in spaces of the quarters. No

keeping statistics or questionnaire. We went to schools whenever the schools can. Sometimes they invite us when they have to teach basketball, sometimes some of our seniors go sometimes the coaches. Whoever can.”

-“ The only reason that some kids come to basketball, is about some actions of promotions of basketball that we did at schools. There’s no any questionnaire to the parents.”

4. Do you know the reasons why a child decides to leave the academy?

-“The main reason because they don’t have good grades at school. The parents believe that the reason is the basketball. The basketball in Portugal cant built your future is not professional so the parents try to but the kids built their future from school. The reason is not economical. We have scholarships from some facilities that pay from the economical weak families. No stats no files.”

-“One thing is no time for sports. One other thing is that basketball in Portugal is in crisis too. In our team we have kind of scholarships for the kids they don’t have money to pay. I have in my computer anything that I believe it can works. Its like my homework.”

-“ Not applicable to our club.”

-“Usually the left because they are not good in basketball, or they don’t have time. For sure the money is not the reason because we have scholarships for weak economical families like pay les or don’t pay at all.”

-“The primary reason it’s the lack of taste for basketball and the will of trying other sports. We have a questionnaire and a database of our players.”

-“No stats. Usually we have 2 moments when one child quit. One is when it is very young and wants to try every sports. Before 15years old we have a rule and every kid must play 10 minutes. After 15 years the coach can decide how many minutes the kid can play. So then is the second reason that one kid quit basketball. We have some scholarships. Before 16 years old we don’t take the membership. After 16 years old we have coordination with college and we give a small contract to the players. But to the talented players. “

-“The main reason is friends. Every year we have one activity called “bring a friend” for the youth ages. And we give to the children that they are bringing other something like a gift or something. It’s really very efficient. And sometimes some parents bring the children here. Not because the children want but because the parents want their children to practice. Some of them are ex-players and because they have the physical structure to be players they believe that their kids can be the same. Some of them are here 20 years. Some others they want from their children just physical activity and olivais is the best option in this city. The parents normally prefer collective than individual sports. Football is one option that some people like or some other don’t like but football is an industry that cares more for the money than the children. No formal statistics because we don’t have nobody to do that.”

-“Yes. Financial and competitive choice (play or not play).”

-“ Because other sports more popular nearby, like football or roller skate hockey.”

-“ Is not because the kids don’t play for sure. Usually we have problems with the transports. When we can’t have someone pick the kid and bring him back we have problems and they don’t come. All the sports here do that. They are not used to bring the children in practice. They don’t care.”

-“ We know the reasons that could be distance between house and the club, or the choice of the kids going to other sport (football).”

5. Do you know how the children learn about your academy? (friends, school, compal air)

-“We are small city. The children come there because they have friends, parents or watch a game and liked. I don’t think that because of the first touch with 3v3 tournament.”

-“Compal air at schools and 3v3 tournaments is a tool that can bring people in the game. We have a prolem right now that in the schools they don’t have so many hours for sports in schools. We need right now first to have more hours for sports and then to see if we can put more basketball. In schools we have a program and we should follow the program about how many hours we spend for each sport. But the most physical educational teachers giving one ball to the kids and say playing football. We

need to improve this in Portugal. The teachers don't have specialism in something special like basketball if they don't have took part in federations coach school."

- "Our club is mainly recognized by word of mouth and we also train out of a gym that belongs to a semi-private school which provides us with the unique opportunity to provide their students to take part in our basketball program. The club provides a positive environment where young athletes can work on their fundamentals and grow as players."

- "Parents and friends usually but we don't have anything kept like stats or files etc."

- "Question answered in number 3 and 4."

- "We didn't have feedback from the compal air tournament. They find us from the promotion stuff that I told you before that we do."

- "Friends. Not compal air cause 3v3 is not so well known in Portugal. No study or statistics."

- "We know why and how they came to us."

Identification with basketball / association to the brand FC Porto / through friends.

Yes, we have."

- "Friends and pro games."

- "friends and the practices we give in the schools. One or two or three per year maybe because they saw us on press because we are in small island all the week the news talk about us we have a chanel for our island and talk about us."

- "Promotions with basketball at the schools, papers informing schedules of practices, that's all."

6. Do you know the exact number of children from your zone participating in the tournament?

- "No"

- "No"

- *“As I stated above our club is not connected to this tournament but may have several athletes involved at the younger level but as I mentioned that is part of the school program.”*

- *“They go by school but I don’t think we have compal air here.”*

- *“An exact number no.”*

-- *“No”*

- *“This year only 5 teams competing means only 20 students. Very little number. Bad organized. The associations of Coimbra there are not many people working. Only 2fulltime people. They are unable to do something good. They have many responsibilities.”*

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-- *“No”*

- *“Not too much because they don’t do the tournament here, but 4/5 teams.”*

- *“I don’t know.”*

- *“No”*

7. Do you know how many out of them came to your team?

- *“No”*

- *“No”*

- *“Not applicable”*

- *“I think the players they go there they are already players of teams.”*

-*"We have kids that are already from our club that participate in school 3x3 (it doesn't call anymore compal air)."*

--*"No"*

-*"The most of them they are already players in our team."*

--*"No"*

-*"Most of them go to Compal air because they play in our club."*

-*"I don't know."*

-*"No"*

8. Do you co-operate with schools? If yes, what exactly does this co-operation involve?

-*"No. In the moment no. We did in in the past. And we plan to do it in the future. Now we don't have any strategies. We need to build this"*

-*"We go to schools and we try to promote the basketball and the team of course. Usually we go to all the schools one time per month. We talk about basketball we are teaching basketball but the most important is that we are giving some exercises to the kids for them to like the game."*

-*"The only cooperation we have with a school is that we use their facilities and that we give their students an opportunity to play for our club. No, we are not selling tickets."*

-*"I think the players they go there they are already players of teams."*

-*"Answered in number 2."*

-*"We use some gyms of some schools to practice there. We also giving free tickets for example for the next game we offered 25 tickets to Don Dinis School. We have tickets in our games"*

-*"Sending some players or coaches depends on who is available that moment that the directors of the schools are accepting to teaching basketball cause the physical education teachers specialized in basketball are not many. "*

- “Yes. Visit At schools with coaches and senior athletes promoting basketball.”
- “ Yes. We go with the pro team to the schools nearby to promote our club.”
- “ The same like 3 question.”
- “ We create a tournament between the schools that play in the arena before the Christmas, Easter, and summer holidays.”

9. Do you believe that Compal air is good for your team?

- “ For my team is not a question. This is not helping because the players that they play are already players to my team. No help from compal air”
- “My opinion is that compal air and 3v3 is street basket. And it is completely different than 5v5. We have some players good to street basketball but in 5v5 they can't adapted. Some they can of course. So I believe that this helps because they are more hours practicing basketball but I have my objections.”
- “ Not applicable to our club.”
- “I think the players they go there they are already players of teams.”
- “Having kids playing basketball it's always good, however, for clubs, would be very interesting that the school 3x3 could also happen in 1st grade schools.”
- “Good for basketball but not any influence for my team.”
- “No. They don't do practices to prepare the teams for playing basketball. I want to have another way of organize this. I have another idea if they want to develop the 3v3. I would like to organize a tournament with not players. For having more players playing basketball. The tournament was not a good tool to do the propaganda for the basketball.”
- “Yes. Having one event promoting basketball activity is always good.”
- “ It's good for basketball in general, so it's good for my team too. A good way to have more kids playing basketball.”
- “ I think that they can be much better. For what I heard bad organization. Its just for fun. They need to try to be more organized for them if they want to have sponsors like compal. But they don't care. “

-“ No. The compal air must be an action that the clubs of the area must to be on the organization of each school to have the contact with the teachers, and to promote the event in the city.”

10. Do you have any strategies on the way of attracting more children to watching basketball?

-“We have some activities happened in the half of the games. We put them play inside the court, and they watch the game by the way like this. We don't do something special just tell them to spend time watching games. They are watching more nba for sure.”

-“First of all we need to make them come and watch Portuguese league. But Portuguese league right now is poor. Bad quality. Bad show. Week Americans. Basketball is like a cinema or theatre. If you go and see a good performance probably you will go again. You go to the gym and you see: bad show, week Americans, empty gyms...Before 5 years I played in best teams in Portugal and the gym had 5000-6000 people. And the kids liked that. No we can't see that. The environment with empty gyms is not so good. If the kids don't watch Portuguese Basketball they would not so interest to watch NBA or Euroleague. They prefer to watch NBA. I prefer Euroleague or Greek league or Spanish League. “

-“ I coach at the senior level and I try to create conversations regarding current players and teams playing for the NCAA womens and mens basketball teams as well as the NBA. I have encountered that the knowledge of such players and teams is a bit limited here but throughout the year they become more informed. Most prefer the NBA as that is the highest and more profile league. A great way to have children come out to watch the seniors games is to constantly be involved in the grass roots basketball in the community that your team is from. Having extra curricular activities for these children are creates a positive environment and also peaks the interest of young minds to hopefully take part in playing basketball.”

-“We are making some marketing trying to have kids to come and see our senior team's games. We post on social media we print some fliers...”

-“They prefer NBA to Euroleague, because they have much more games on tv. We organize internal basketball meetings with our younger teams, just before our senior team games, so they can participate in the team presentation and afterwards watch the game and support the senior team.”

-“Yes Between the 3rd and 4th period we have some show in case we give some diplomas and degrees for the best player etc... We tried to anything to watch basketball specially European basketball because they prefer to watch only nba and our goal is to make them know about euroleague too.”

-“We are tried to do something when we had European games. Not succeed. The children depend on their fathers. We tried to mixed the players of senior teams with the youngsters that’s why we have senior players as a coaches. We are not succeed to make the youngsters watching the senior teams games. The nba games are too late so it’s so difficult. Some coaches organized something like lets go to mc donalds and after go to watch the game of senior team. We don’t have enough directors with the agility to do that kind of stuff. Sometimes the games are the same time senior teams with youngsters. In Coimbra we are not good spectators.”

-“Yes, we have. Strong link to senior team, bringing the young players to see games and take senior athletes to the young teams practice”

-“ I have some but the most effective one’s are in the hands of our basketball federation and they almost do nothing good for us like TV in pro games or in other basketball activities.”

-“ Here the children know only about NBA games. I never tried to have a meeting all together and watch a game on tv. I invite them to come to see our senior team and playing in the quarters because I think that it is important to like the club. We have photo senior team with children. We tried to make them feel that they are part of the team. Sunday nights they are 2 minutes short film about the game and they talk about the game and some interviews and the coach. We have here ftv Acores. In mainland they have fpv. “

-“ Basketball on tv, and not on pay tv channel, like we have now.

The passion to the nba born at many years ago when we watched games on free tv.

We could have more people watching games if the arena on the winter will be comfortable, is no the case.

and is important we win more space on newspaper, and on tv, because now there’s a lot of tv channels spending hours and hours on football stuff.”

Inside the team:

11. Does the academy have the same, or different management with the senior team?

-“One director for basketball, and every team has the directors”

-“I put in Academica everything I used to do at my time. Some ideas and stuff. So u20 and senior team is the same with 2-3 experienced players. We do that because I believe that if one player has 2 games per week is growing. In the past we could have 5 Americans in a team. Now we can have 3. So we try to have good quality players from the youth ages and save the money for spending for foreign players.”

-“ Our club has the grass roots teams that develop young athletes to be part of our senior team someday in the future. Our directors support our athletes as our directors committee is made up of parents. Yes, this year our directors and team management changed from what was at this club over the past 20 years.”

-“I am the president of the club and we have 12 sports. I have one director for youngs and I am in senior team. Everyone in management is volunteer. We are trying to don't spent money to foreign players and having players from our youth teams going and playing to senior. It's difficult because we don't have university in Figueira and we are losing some players because of their studies. “

-“Our organization gives autonomy to our senior teams, that report directly to club directors. Academy has the coordination of the club's technical coordinator that makes the bridge between youth and senior teams. There are several activities that put in touch senior with young players, in practices or before and during the senior games.”

-“Global management and inside the global management it is one director for basketball and then other directors for every team.”

-“We have 9 directors for more than 200 players. Not enough. One for senior female's team, one for senior females, one for youngsters' female one for male one for minibasket. It's not working. Like firemen structure. They don't know how to

cooperate. And me the president doing the fireman to solve the problems. Not good working. We need to change it.”

-“Yes. A very strong bond.”

-“ We have different management but we work together all the time. Our senior players coach young teams and interact with the kids.”

-“ We tried to create a model for all the teams. Improving the way that we play. We want the youth teams playing something close to the senior teams (of course not the same but for them to be more easy to understand and play when they come to senior team) U19 is almost the same like senior team. The kids don't pay per month. It's for free. We survive from the money that the region governence gives, the gyms are for free for practices and games, they give us some money for the trips. If we put them pay we will not have kids any more.”

-“ we work togheter, we don 't a lot of junior's teams but the club is only one and players help's on the minibasketball.”

Financial information:

12. Have you hired marketing staff?

-“No. I think that we should but we don't have”

-“Yes we have Tania. She graduate with marketing, she is specialized. She started this year to work for us. When I came to Academica they didn't have anything. I put the things running and I am waiting that step by step putting small thing working they will work altogether and we will have results.”

-“ No, we don't have marketing staff, as we are a small club. Our club directors try to receive some sponsors for the club throughout the year to help support the program.”

-“We don't have money to do that. I am responsible for this. Me and my friends the directors.”

-“We have a director with marketing and sponsoring responsibility, but with no specialization. Currently there is an internship university student , not from sports area, doing a work related with marketing activities. No to the other questions.”

-“Benfica has marketing department for all the sports. I can’t give you more information.”

-“The president. We tried to cooperate with the faculty of sports. One of the professors from university was coaching here in Olivais. Very bad coach. He did bad stuff in Olivais. So relations are difficult and for personal reasons we can’t cooperate. We intend to have cooperation with the polytechnic institute. They have master of sports and communication. Our idea is to giving them some services like preparing team for them for the university championships. We had some friendly meetings. We hope next year to have this cooperation. Here we can’t find specialized marketers. We had some cooperation with the private institution of marketing but they are very bad. We accept people to come here but the most of the people that they study marketing and management they prefer to do internships in companies not in teams. Only with the high schools that they this specialization we have some cooperation.”

-“The club has a marketing department to all club (football, basketball, handball, ...) which is responsible department for all marketing activities. We have in our staff experts in sports marketing and sometimes we received college students.”

-“ No. It’s too expensive for us and the money they can get here is not enough to have one.”

-“ The marketing staff it’s me. I prepare the paper for the next game, I go to the sponsors to ask.. We have one person running some stuff like payments, or go to the travel agency and manage the trips to mainland etc. If we had 5 more persons doing this we would e much better. We don’t have people to work. That’s why the coaches doing things that they are not in their responsibilities. But we do it for keep the things running. We don’t have marketing staff and nobody cares about that. We are trying with facebook and local newspaper using sometimes the website of Portuguese federation talk about our team but only these stuff.”

-“ No we don’t have that, we try to do the promotion on our website and facebook page.”

13. If you replied “yes” to the previous question, do you have a sponsorship manual?

“_“

-“*She has a book about all that we have and trying to get some money from the sponsors.*”

“_“

“_“

-“*We have a sponsorship portfolio to work as a reference to sell publicity and advertisement and also an institutional power point presentation. There is not yet an institutional promotional video, but there are several promotional videos available in our youtube channel.*”

“_“

-“*We have a pdf with the story of Olivais and the titles and we send to companies. The directors trying to connect companies. Some parents companies to support with one leaflet. Not huge sponsor. Some campaigns but Coimbra is not an industrial area with big companies so it's difficult and complicated*”

-“*We have several tools at the service of the marketing department.*”

“_“

-“*No I am talking only for them. Conversation. And usually when I go there I use to have something to give them for improving their company. Not like a powerpoint or showing something strong*”

“_“

14. Are you trying to have co-operation with the media? If yes, with which type (local newspapers, TV channels?)

-“*Social media local newspapers*”

-“*We have social media, website, we send to the journalists the resume of the games and the results but only in local newspapers.*”

-“*We have contact with our local radio and newspaper on a weekly basis to provide them with the stats and any relevant news that may occur throughout the season.*”

-“We have social media , blog of the team and post there some stuff. Every Monday we give the news to some journalists and we hope to post to some newspaper or something but sometimes they don't. We have 500 partners and we send them by email. Every Monday the ex-president who is director now send this to our partners.”

-“We have coordination with local newspapers”

-“We have professional department for all the media.”

-“Facebook and tweeter. We send information about the club. Lots of visitors. I would like to have someone to write properly the description of the games. But it's very difficult. So for male's senior team we have one person writing something like a story and sending to news papers. The newspapers not published everything because they are more interested for football. 2 local newspapers. No local sports newspaper. We tried to have an internet channel for the games but we had obsessions from the coaches. For not the others can see what the team is playing in offence and defense.”

-“We also have a department of communication to the club, serving all sports (football, basketball, handball, ...). This department is in constant contact with the all media, whether newspapers or TV.”

-“ We use local media a lot but national media doesn't care with our championship or young basketball. They just give a lot of space to NBA life.”

-“ We talk after every game with one journalist from newspaper. He likes sports a lot. At Mondays they have many many sports news, they are not sports newspaper and the other days they have 3-4 pages with sports. “

-“ Only with local media . News and stats after the games, pictures, we give all that they need”

15. How is the money the children pay spent?

-“All the players in senior playing for free. Only the coaches have salary. I don't know from where they pay the expenses.”

-“To them. The senior team has money only for the sponsors.”

-“ The development teams pay a small monthly fee per player that helps pay for such things as referees, equipment, facilities, federation, and etc.

The club also receives a portion from the district that helps with the senior team and the rest of the clubs expenses throughout the season.”

-“Staying at the youth teams. We pay Coaches referees federation e.t.c. We have separated economics from senior team. Senior team has money from sponsors, supporters and partners”

-“Money of children covers 10% of the club budget. Senior teams have money for transportation expenses only, they are amateur players. The bigger % of the budget comes from sponsorship.”

-“This club is a professional club. All the money goes to one box. And from this box we pay the needs. All the money from the kids goes to the needs of the kids”

-“Some teams don’t have enough money the other that has extra money covers. Global management. Much money to the federation, referees, taxes”

-“The money from the young athletes is used in young teams. The senior team has at its own sources of income (sponsorship).”

-“ The money for young teams is not used for senior team we have different bank accounts”

-“ They don’t pay. But some parents giving some money for supporting us.”

-“ Children don’t pay for now. Senior team have sponsors and support of the mayor”

16. Do you get your aims in a yearly basis?

-“ Yes a lot. Because of rugby and football. It was one president for everything and we have deep debts. This season the situation is bad too. We are late payment”

-“From last year everything paid. From the past huge debt. We hope to starting covering this debt to the future.”

-“Yes, we try to increase our sponsors every year to help with the increasing costs. We are constantly paying past debts so everything can be updated as soon as possible. It is an ongoing process from season to season”

-“No debts from the past. Every year we pay everything and we are healthy.”

-“Yes and Yes”

-“No debts. Everything is running well.”

-“Last 2 years we are trying to have low budgeted. Everyone is paid. But we have 200000 Euros debt from the past.”

-“Yes and Yes”

-“ In a club with such a low budget I can say yes.”

-“ The club is very disorganized. We don't have management for keep some balance for income and outcome. We have debt from the past cause the team played one year in first liga and this was not something that the team could handle. Even now the situation of the team is very bad. The motivation is to trying to keep them working and find a better team to play next season.”

-“ Now, we are paying debts from the past, and we are going with a budget realistic, for our reality. We want to improve about tools that we could have to put the club more attractive and supportable.”