

Executive Soccer Director: A New Course to the Brazilian Clubs.

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Abstract: The Goal Of This Job Was To Understand How The Decisions And The Executive Soccer Director's Presence In Brazil Influences In The Team Performance. The Research Has Raised The Importance To Know This Professional And Examples Of Management That Shows Positive Results. Therefore, A Theoretical Framework Was Developed Through A Bibliographic Research; The Method Used To Collect Data Was The Informal Interview With The Soccer Director Of Two Brazilian Teams And Professional's Opinion Linked To This Sport. The Results Point To The Influence That These Professional Has Into The Clubs Bring Good Results, But They Must Be Attached To Other Components. It Was Observed That Rely On Qualified Professionals And Responsible At Club's Structure, Like Presidents And Counselors That Have A Long-Term Planning And That Be Capable People In Their Positions With The Aligned Goals Do Difference In The Club's Develop Inside The Field.

Key Words: Soccer / Executive Director / Clubs / Sports Management.

Date of Submission: 09-04-2018

Date of acceptance: 23-04-2018

I. INTRODUCTION

Soccer Is The Most Popular Sport Around The World And There Are Several Rumors About Its Origin (Esporte R7, 2015). In 1885 It Started To Be Played In A Professional Way In England And Arrived In Brazil In 1895 Through Charles Miller, Which He Returns To His Country After A Studies' Period In Brazil.

Thereby It Was Created The First Leagues, In Consequence Clubs Were Founded. In Brazil, Soccer Became Professional Only In 1933, With The Creation Of The Carioca League (From Rio De Janeiro City). The Clubs Kept Themselves With The Ticket Sales And The Extinct Right Of Sale Of Athletes. (Lanni, 2008)

Everything Chanced In 90's, When There Was The Creation Of Television Channels Turned Exclusively For Sport, That Started The Hyper Marketing. Games, Competitions And Championship Disputes On Live And With Just A Touch, Which Caused A Financial Revolution At Club's Structure Federations, With The Trade's Appreciation, Teams And Athletes That Begot A Huge Source Of Opportunities. (Mattar, 2014)

An Important Mark To The Trade's Appreciation Happened When The Soccer Was Treated Like Marketing Vision, This Started In 90's Too, That Moment The Palmeiras Signed Contract With The Italian Multinational Parmalat, And Emerged The Hard Thinking About Soccer Such As A Great Business For The Supports And Consumers. (Santos, 2000)

The Brazilian Clubs Are Composed By Counselors That Elect A President Which Become Themselves Immediate Responsible To Conduct The Club. They Count With A Group Of Professionals To Each Team's Section. But The Lately An Office That Has Had Featured Is The Soccer Executive Director, That Looks For To Keep The Professional Department And The Base Working, Besides Represents The Club In Sporting Entities. (Brazilian Association Of Soccer Executives, S/D)

Even The Soccer's Hyper Marketing; The Brazilian Teams Live In A Deep Financial Crisis And This Because The Incompetent Leaders, An Old-Fashioned Business Model, Little Explored Marketing And The Lack Of Investment At Club's Structure. (Somoggi, 2016)

The Brazilian Clubs Move More Than R\$ 4 Billion A Year And They Are Managed In The Same Way For Decades. Only The Management'S Total Professionalization, Changing Their Legal Structure At The Companies, Will Change The Scenario. They Are Executives On Selfless Place. Currently The Brazilian Clubs Have The Budget From R\$ 300 Million To R\$ 400 Million A Year And They Cannot Be Arrested Of A President's Wishes And An Unprepared Deliberative Board. (Somoggi, 2016)

Some Brazilian Clubs Have Adopted Qualified Professionals To Be Mediators Between Counselors, President And The Team's Competent Sectors; Being Responsible To Analyze The Team As A Whole And Beget A Strategic Planning To The Soccer's Development.

Before This Scenario, The Soccer's Executive Has Showed Like Propellant To Get Better The Administrative Management Of The Brazilian Clubs, Being One Of Main Responsible To The Team's Way.

Inside The Presented Context And Encompassing The Theme Soccer Executive Director: A New Heading To Brazilian Clubs, The Following Question Is Formulated: How Does The Brazilian Soccer Executive Director Contribute To Form Profitable Competitive Teams?

The Research's Goal Is To Present The Soccer Executive Like An Important Piece To Change The Brazilian Club's Reality, Forming Profitable And Competitive Teams. Thereby Were Approached Three Aspects That Are Related With This Professional's Attitude: The Structure Of A Soccer Brazilian Club; The Profession's Nomenclature And It Was Checked Actions That Have Done For Club's Improvement.

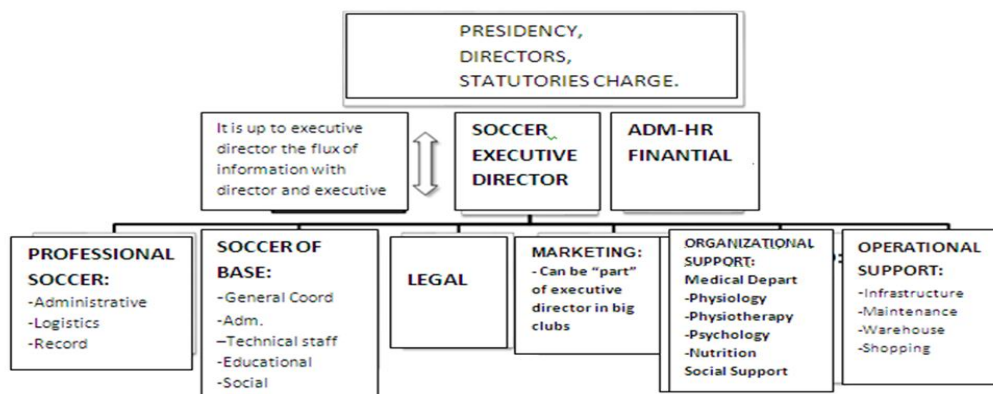
II. LITERATURE'S REVIEW

2.1 A Soccer Brazilian Club's Structure.

The Soccer Clubs As Another Entities Have A Hierarchy, Which Can Be Formed By Three Ways: The First And Most Common In Brazil Are Leaders That Divide Personal Tasks And Their Time With The Team's Interests, The Second Involves The Private System That Count On One Or More Owners Which Keeps The Club's Capital Closed And The Third Is The Mixed System That Is Managed By The Club And A Company That Have The Power To Destroy The Board Of Director If There Is Irregularities. Between This Strands There Are Several Kinds Of Concepts And Possibilities Of Management That Can Suit The Reality And To The Goals Of Association. (Carnier, 2016)

Costa And Silva (2006), Explain That The Degree Of Club's Professionalization Define The Size Of Board Of Directors And Departments, That Are Bigger As The Club Become More Professional. Bács (2014), Complements That The Modern Soccer Teams And Well-Successes Need A High Level Management To Supply And Reconcile The Needs Of All Interested Part, That Increase Significantly As The Club Professionalize Itself. Mourão (2017), Says That Small Clubs, Areas And Departments In Determined Situations Can Be Absorbed By Other Sectors.

Figure 1: Work Department



Source: < <http://www.abexfutebol.com.br/codigo-de-conduta/> >. Accessed: 09/09/2017

Generally The Brazilian Clubs Have The Following Structure: The Council The Board Elects A President And Vice President, That Oftentimes They Are Specialists In Certain Areas, Like Legal, Corporative And Marketing.

After Elected They Build Their Trust Team To Occupy Security Position Cargos De Directors And Statutory. There Are Volunteer People That Have In These Group Important Experiences And Varied, Gathering With The Soccer Executive Director, In This Turn This Is Remunerated By The Club, In Order To Discuss The Team's Ways And Pass Along The Taken Decisions, To Other Departments, According The Figure 1. (Mourão, 2017)

2.2 Soccer Executive Director's Responsibilities.

According To Abex - Associação Brasileira De Executivo De Futebol S/D, The Soccer Executive Director Has Responsibilities, Assignments Certain Requirements Of Signature And Conduct To Exercise The Charge.

Expected Of Soccer Director, That Has Complete Higher Education, Sports Legislation, Knowledge In Records And Transfer Of Athletes, Beyond Knowledge Of Another Language, Mainly English Language.

Must Be Recognized For His Exemplary Conduct Between The Executives And That Values Loyalty In His Relationships, Having Mutual Trust With The Coach Commission And Clarifying The Guidelines To Be Worked Which Are Defined By The Institution. The Same Is True Of Athletes And The Administrative Sectors That Must Have The Environment As Harmonious As Possible, With The Well Consolidated Process, Seeking Maximum Optimization And Agility In The Procedures, Raising Awareness About The Respect Of The Club's Hierarchy And Promoting Demonstrations Of Periodic Norms Through The Lectures And Meetings, Keeping Frequent Contact, Aiming To Identify And Doing Preventive Of Which Can Become A Problem.

About Agents And Investors, The Abex (S/D), Completes Which They Wait A Strictly Professional Relationship, Avoiding Individual Meeting, In Order To Have Maximum Transparency In Possible Agreements, It Is Still Responsible To Indicate And To Guide The Club To Capture Of Investors, Don't Allow That The Investor Interferes In The Soccer Department's Decision, And Always Respecting The Club's Standards. It Is Up To Executive To Get Signatures Of The Parts And To Weave All Attempt Of Negotiation.

The Abex (S/D), Still Concludes That The Executive Is The Link Of Soccer Department And The Marketing Inside The Club In The Elaboration Of Procedures And Routines That Aims The Loyalty Getting Better Of The Social Network, Begetting Process Of Executive's Approximation, Athletes, Technical Committee With The Partners, And To Make Themselves Active Next To The Federation And The A Confederation, Participating Of All Events Related To The Soccer, Like Negotiation Meeting Of Television's Quota, Aiming To Have Total Knowledge Of The Available Budget To The Execution Of His Job. The Relation Of Executive With The Press May Be

Contents In Extreme Relevance, To Work With Tranquility, Letting To The Direction The Official Pronouncement And Dispose Only In Daily Contents.

The Current Soccer Executive Of Sociedade Esportiva Palmeiras, Alexandre Mattos In An Interview To The Talk Show Named "Aqui Com O Benja", In March, 23rd In 2017, Pointed Out That To Have A Good Administration, Involves People's Management And Management Process. Daily Processes, Administrative, Financials, Legal, Hr, Safety And Logistics, Sectors That Must Be Lined. And The People's Management, That Includes All The Contributors And Soccer Players Passing By Coach Commission. He Completes That The Big Manager's Capacity Is To Take Everything And Make To Work In Harmony Way And The Environment Must Be Good. He Concludes That The Salary In Day, Structure, And Training Conditions And To Have Capability Of Investment Is The Club's Obligation.

Therefore Note That The Office Of Soccer Executive Director Admits Several Responsibilities To The Club's Operation And Which Is Indicated Trained Professionals And Qualified Exercise This Office.

2.3 Actions That Have Taken To Improve The Management Of Clubs.

With This Goal To Contribute Of Relevant Way In The Training And Formation Of Professionals Which Act In The Football, The Cbf Academy Was Founded In 2016, To Cover Several Areas Of Knowledge Of Soccer (Cbf Academy, S/D).

Beyond The Technical Course And Licenses Did Since 2005, The Cbf Academy Come Looking For Manager's Qualification Of Sportive Rights, Like A Qualified And Experiment Faculty (Cbf Academy, S/D).

The University Of Soccer Is Another Institution That Created In 2003, Studies, Researches, Produce, Divulges And Proposes Changes In Different Areas And Sectors Linked To The Soccer's Universe. (Universidade Do Futebol, S/D)

As Well The Cbf Academy As The University Of Soccer Offers Courses And Licenses To Prepare The Soccer's Professional, Like Club's Management, Sportive Marketing, Analyses Of Development, Sportive Rights And So On.

Already The Brazilian Association Of Soccer's Executives (Abex) Has The Goal To Watch Over To The Good Brazilian Soccer's Administration, Suggesting Measures Aimed At Improving And Provide Better Condition To The Exercise Of Executive's Professional Activities. (Associação Brasileira De Executivos De Futebol, S/D)

The Abex, At The Legal Actuation They Represent And Act In Name Of Associated In Defense Of Their Professional Interests, Individual And Collective If Was Decided By General Meeting, Representing The Class And Acting With The Rest Of Soccer's Representative Entities, In Order To Encourage The Improvement Of Profession And Keep The Exchange With The National And International Associations, Through The Realization, Organization And Participation In Debates, Conferences, Meetings, Courses, Encounters, Seminars And Congresses. (Associação Brasileira De Executivos De Futebol, S/D)

They Elect Their Leaders And Union Representatives Of Category In Form Of Statute, Besides To Organize And To Develop Social And Cultural Activities, Forming Strategic Partnerships, Signing Agreements And Contracts, Promoting The Professional's Unity With The Rest The Society's Segments. (Associação Brasileira De Executivos De Futebol, S/D)

Abex, Still Is Fighting For The Regularization Of The Law, Which Among Another Includes The Regularization Of Soccer Executive Profession. (Associação Brasileira De Executivos De Futebol, S/D)

The Actions Taken By These Institutions And Associations, Try To Prepare The Professionals To Assume The Office Of Executive Director With The Greater Preparation To The Market, And The Profession's Regulation.

2.4 Result Presented In The Improvement Of The Brazilian Soccer Team's Management.

Some Teams Already Realized The Needs To Have Qualified People To Get A Good Management And Their Benefits. One Of Teams That More Has Benefited And Changed It Plateau After The Management Model Is The Sociedade Esportiva Palmeiras. The Association Got Out In Beginning Of 2013 Of "Failed" Position, To A Well Managed Club, Respected And With The Strongest Cast In Brazil. This Is The Result Of A Well Done Job Did By The New Management, Which Started With The Ex-President Paulo Nobre, That Took On The Office In The Beginning Of 2013 And The Soccer Executive Alexandre Mattos Who Are In The Staff Since 2015. (Sievers, S/D)

The Agent Together The Executive Director Mounted A Hard Working And Competent Team And Became The Reality That The Palmeiras Was Soaked In The Last Days. But Not Just This, They Have Given Hope To The Brazilian Soccer Which Has Seen Administrative Catastrophes In It Recent History. From 2001 To 2013, The Palmeiras Conquered Just Two Championships (Paulista De 2008 E Copa Do Brazil De 2012), And Fell Down To The Series B Of The Brazilian Championship. These Results Were The Consequences Of The Terrible Administrations, Which Made The Club To Be Adrift With A Millionaire Debt And Without Perspective To Establish An Organized Job.

Paulo Nobre's Administration And His Staff Put The Club's Management On The Rails, Achieving To Cure Debts. Today The Palmeiras Is One Of The Only Brazilian Clubs With Stable Financial Health.

It Is Needed To Plan To Reach Results, And The Palmeiras' Team Assumed The Job With A Well Elaborate. One Of The Main Movements Was In Relation To The Club's Marketing, That Practically Started In 2013 And Nowadays One Of The Club's Strongest Points.

The Program Partner-Supporter Has Seen By Many People Like A Great Achievement. In 2013 Nobre Said: "[...] I Don't Have Doubts That The Things Are Well Done, You Reach 100(One Thousand) Supporters Easily, Because The Palmeiras' Match Is Fanatic And Is Very Large". If We Consider Which The Club Had About 17(Thousand) Partner-Supporters When He Did This Comment, Difficultly We Believed How Truth Would Become (Sievers, S/D). Currently, Palmeiras Is The Third Club With More Partner- Supporters Of Brazil, With About 130 (One Hundred And Thirty Thousand), Associated Second The *Support Counter*.

The Palmeiras' Management Was Inspired In Example Of Success And Looked For To Trail The Same Way. In Interview To The Globo Esporte In The Beginning Of 2013, Nobre Said: "[...] It's Needed To Have Humility In Recognize The Opponents' Success, And If It's The Case, To Copy What They Do. This Is A Normal Strategy In "Market".

The Beginning Of The Management Was Turbulent Although Offer Hope To The Supporter With A Realistic Discuss (Whose These Things Was Bad, But With The Serious Job Everything Fitted In), Some Initial Attitudes Did That The Media And Mainly The Supporters Invested Against The Leadership.

In Business And In Life It Is Needed To Have Wisdom. The Things Do Not Change Quickly, And If Change, Is Not A Conscious Change The Enough To Establish And The Mess Turns Soon. Ferguson (2016 P. 59-60) Complements:

Any Organization Needs A Good Management To All System Stay Consolidated, And It Can Buy Success By A Short-Term, But The Same Does Not Happen In A Long-Term, It Requires Patience And Construction Of A Completed Organization. (Ferguson, 2016)

The Actions Of Nobre's Job And His Staff Started To Show Results After Two Years, In 2015, Just When The Leadership Shows Alexandre Mattos Like The New Staff's Soccer Executive Director. Most Of Soccer Players That Arrived At The Team In That Year Agree Which The Planning Presented Was One Of Main Factors That Convinced Themselves To Play To The Club. (Sivers, S/D).

Another Team That Has Been Benefited To Count On With Prepared Professionals Is The Associação Atlético Ponte Preta. Although It Is A Team With Less Investment, It Has Achieved Excellent Results.

Figure 2: Gap (Difference Between Final Ranking And The Position In The Salary's Ranking)

	Team	Salary	Ranking Salary	Final Classification	GAP
1	PONTE PRETA	29	18	8	10
2	SANTOS	117	9	2	7
3	BOTAFOGO	67	12	5	7
4	CHAPECOENSE	33	17	11	6
5	ATLÉTICO PR	71	11	6	5
6	FLAMENGO	134	5	3	2
7	PALMEIRAS	195	2	1	1
8	SPORT	39	15	14	1
9	ATLÉTICO MG	156	4	4	0
10	SANTA CRUZ	21	19	19	0
11	AMÉRICA MG	19	20	20	0
12	GRÊMIO	127	7	9	-2
13	CORITBA	41	13	15	-2
14	VITÓRIA	39	14	16	-2
15	FIGUEIRENSE	37	16	18	-2
16	FLUMINENSE	121	8	13	-5
17	CORINTHIANS	200	1	7	-6
18	CRUZEIRO	129	6	12	-6
19	SÃO PAULO	177	3	10	-7
20	INTERNACIONAL	117	10	17	-7

Source:<<https://www.linkedin.com/pulse/dinheiro-e-sucesso-os-times-com-melhores-piores-2016-marcelo/>>. Accessed: 08/10/2017

Do Very Little; This Has Been The Ponte Preta's Motto. Second Studies Accomplished By Silveira, The Method Used Prove That Management's Terms; The São Paulo's Countryside's Team Is The Champion.

The Website Cies -*Football Observatory* (Switzerland) That Produces Analysis And Soccer's Statistic Studies Effected A Comparative Analysis Between Salary Expenses By Team Of Five Europe's Leagues And Their Develop In Field. Based In These Data They Begot A Ranking To Measure The Effectiveness Of Club Management.

In May Of 2017, Were Published The Balance Of The Brazilian Teams And Based In The Same Criteria Of Cies, It Was Effected A Similar Analysis To The 20 Clubs That Disputed The Serie A In 2016, According Described Silveira (2017), In His Article.

He Explains That The Ranking Was Based In The "Gap" (Difference Between Final Ranking And The Position In The Salary's Ranking): As Bigger The Gap, Better The Develop And Vice-Versa.

To Arrive In An Expenditure Pattern With Salary Of 20(Twenty), Teams That Disputes The National, Rather Than Consider Annual Expenses He Considered Eight Months Of Salaries, Because The Brazilian Championship Starts In May And Ends In December.

By This Evaluation, Ponte Preta, Santos, Botafogo And Chapecoense Were That Had Best Efficiency In The Brazilian Championship 2016's Management. "Featured For Ponte And Chapecoense, Because They Stayed Between The Four Teams With The Lower Payroll Of The 20 Participants", Stands Out Silveira (2017).

Ponte Preta Finished The Brazilian Championship Of 2016, In Eighth Position, Which Is The Best Campaign Of It History In This Competition.

The First Ponte's Vice-President, Giovanni Dimarzio In An Interview To Journalist Fellipe Lucena Of The Lance Newspaper Affirmed That:

Ponte Has A Big Particularity That Is To Have The Payments In Day. But Has A Job Environment Very Good Too, A Staff That Is A Long Time At The Ponte, A Leadership That Already Know The Club There Were Enough Time. The Bills Are Paid In Day; We Have A Lot In Loved Supporters, Then Everything Tend To Bring The Athlete To The Disinterests To Stay With Us And To Continue With Us. (Dimarzio, 2017)

To The President Vanderlei Pereira, The Financial Control Is Crucial To The Team's Future:

Ponte Would Not Have Big Problems, For Example, To Bring Athletes For 300 (Three Hundred Thousand) Per Month, Nor He Will Dare To Make That. Can You Build A Competitive Team With Lots Of Athletes Winning Twenty Or Thirty. We Did This And We Were Vice Champion Vice Champions At South-American, Grew Up To The Serie A And Almost Got The Championship Serie B, And We Can Build A Good Team To The São Paulo States Championship. (Pereira, S/D)

Besides These Examples Mentioned Above, Clubs Like Flamengo And Chapecoense Have Bet In Qualified Professionals Too That Respects The Club's Budget.

The Rio De Janeiro's Clubs Still Have Consolidated Their Trade And Removed Great Part Of Their Debts And It's One Of The Teams That More Financial Power (Clube Regatas Do Flamengo, 2013).

Chapecoense In Its Turn, Get Four Accesses, Six State Championship Besides Of A South America Cup. Even After To Pass Through A Tragedy When Great Part Of Team And Crew Died In 2016, The Club Restructured And Has Resulted To Keep It Competitively. (Chapecoense, S/D)

Looking To Verify How The Soccer Executive Directors Contribute To The Teams More Competitive And Profitable Was Developed The Case Study To Treat In The Following Chapter.

III. METHODOLOGY

3.1 Case Study

In Order To Answer Research's Question And Reach The Goals, It Was Used An Exploratory Research Constitutes The First Stage Of A Larger Investigation, Having As Purpose To Develop, To Clarify And To Modify Concepts And Ideas. Commonly Stand Up Bibliographies And Documentaries, No Standardized Interviews And Case Studies.

Posterior Were Did Informal Interviews With People Linked To The Sportive Area, That Is Recommended To The Exploratory Researches, For To Take Little-Known Realities By The Researcher. The Informal Or Clinic Interview Is Less Structured As Possible And It Has Like A Basic Goal The Collect Of Data. Just Set The Topics Of Interests And The Development Is To The Interviewer's Ability.

Second Piaget (S/D, P.11), This Kind Of Interview Require A Researcher's Great Ability:

The Good Interviewer Must Effectively Get Together Two Qualities Sometimes Incompatible: Know To Look [...] Don't Divert From Nothing, Don't Exhaust Nothing And, The Same Time, Know To Reach Something Precise, Have In Each Instant A Job's Hypothesis, A Theory, Truth Or False, To Control.

To Research's Application, Reached To Select Executive Directors. Therefore, The Interspersed Were The Soccer Executive Directors Of The Associação Atlética Ponte Preta, Gustavo Bueno And Of Red Bull Brasil, Sergio Dimas.

The Specific Questions To Be Under Study Were:

- How Was The Professional's Preparation To The Office Of Executive Director?
- What Responsibilities Are Involved In The Function Inside The Club?
- How Works The Hierarchy Inside The Club And Where It Fits The Executive Director:
- Decision -Making
- Planning
 - Hirings
 - Marketing
- How The Executive Director Contributes To Club's Environment.
- And What The Opinion, Referring What Is Missing In The Brazilian Club's Management.

It Was Developed Observations To The Profession Of Soccer Executive Director By Professionals Linked To This Area. The Interviewed Were: The Journalist Of Globo Esporte, Rafael Sbarai Santos Alves, The Goalkeeper Trainer Vander Favarin Batistella And The Journalist, Tv's Presenter And Radio's Speaker Ricardo Veronese Neto, In Order To Complete And Add To Search.

IV. ANALYSIS OF DATA

4.1 The Clubs

The Interviews Were Made According To The Script Developed And Happen Through Electronic Systems (Apps What'sapp E E-Mail), That Were Recorded And Written¹.

The Associação Atlética Ponte Preta, Known Like Ponte Preta Or Macaca (Monkey), Is A Brazilian Sportive Association Based In Campinas, Countryside Of São Paulo State. Established In August 11th Of 1900, By A Group Of Students, Is The Most Ancient Team In State And The Second In Brazil.

In Order To Red Bull, Therefore, It Is Singular. The Austrian Company Built A Model Which Rather Than Sponsor The Clubs, It Is The Club. The Company Started With The Acquisition Of Sv Austria Salzburg In 2005 And Nowadays Is Known Like Red Bull Salzburg. Starting This Year Expanded It Model To The World And Established Teams In The Usa, Germany And In Brazil.

The Red Bull Brasil, Or Rb Brasil, Is Being Hosted In Campinas City Too, And Started Its Activities In Soccer In 2008.

4.2 Interviews With Soccer Executive Directors.

Sérgio Dimas Is Graduated In Sport's Sciences By State University Of Londrina (Uel), With Post-Graduation In Sportive Management (Trevisan-Sp), And Sportive Training (Uel), With Mba In Management Of Sportive Marketing (Trevisan-Rj). The Same Comments That The Preparation To The Office Of Soccer Executive Director Was Worked In The Time Of *Pão De Açúcar*, In The Office Of *Supervisor, Administrative Coordinator, Supervisor Of Professional, During Virtually Nine Year In The Pão De Açúcar- Audax Project. After It Exits Of Audax*, It Passed Ten Years In The Santos Futebol Clube In Two Functions, Professional Soccer Coordinator And Executive. He Claims That The Contact With Other Professionals Helped Him, There I Had Direct Contact As Well *André Zanotta That Was The Executive During A Year As Dagoberto That Was The*

Executive, For Another Two Years. This Helps Me Enough To Train Myself, Until I Come To The Red Bull To Act There. He Still Is Associated Of Abex (Associação Brasileira De Executivos De Futebol).

Gustavo Bueno Has His History Mixed By Soccer, Mainly With The Ponte Preta For Being An Idol's Son Of Macaca, Dicá. Guga How Is Known, Started In The Basic Categories Playing Since The 10 Years Old Category Until The Professional, When He Got Retired And Became Physical Trainer Assistant. In 1997, He Got Out The Club, And Studied Some Courses Such As Soccer Management And Sportive Training. In 2006 Returned To Ponte And After A Year, He Went To Sport Clube Corinthians Like Auxiliar Of The Coach And In Sequence, He Went To Sport Clube Recife In The Same Office, Where He Won The Copa Do Brasil (Brazil's Cup) And The Pernambucano Championship. On Five Years That He Stayed At The Sport, Became From Auxiliar Coordinator, After To Soccer's Manager Of Base Team And Finally To The Professional Team. And Before Go Back To The Macaca, He Worked São Caetano And Ceará Team. The Same Explains That He Prepared Himself To Office Which He Are In, That Is Soccer Executive Director Passing Almost All Stages Inside The Club: *The Base Team's Physical Trainer, Base's Coordinator, Professional Team's Physical Trainer, Professional's Technical Auxiliar, Executive Director. Besides The Job, He Speaks About The Update At Federations And Confederations.*

About The Soccer Executive Director's Responsibilities, Sergio Comments:

[...] Of Club As A Whole, The First Thing Is To Organize The Structure Of The Coach Staff, Formation Of Each Function, Coach And All Of Each Category, But Specifically Of Professional Team. After The Staff's Assembly With A Budget That Is Approved, And Then On Truth. What We Do Here On Red Bull In Case, We Have Several Budget's Line, To Us To Delimit In Year And Can Use The Sum Next Year, Always Approved Last Year, And We Do The Distribution, That It Goes To The Health's Area, That's Implementation Of Improvements In The Physic Structure, That Is The Part Of Performance And We Have An Specific Department Here For This Is To Base Category, Everything Is Made In Agreement With The Present That's A Director In True, In Our Case Here, The Thiago Is A Director/President, Then I Am More Related To Professional Soccer, That Have The Base Director And A Financial Director[...]

Gustavo Complements That The Executive Directors Are: Delegate All Assignments In All Departments *In The On Soccer Professional Department, Make All Planning Of Soccer (Cast, Contributors, Balance Expenses With Club Expenses).*

In Case Of Club's Hierarchy, The Red Bull Brasil Differences, Because, It Is Club/Company And The Ponte Preta, An Association. In Ponte's Case, Gustavo Explains That The Executive Director Stays Inside The Club Organization Chart; Just Below The President, *Vice And Statutory Director And All Decision Is Done Together With The President And Vice. Already In Rb Brasil, How Written Yet, Has A Director/President, The Professional Executive Director, A Base's Director And A Financial Director.*

In Relation To Decision-Making, Planning, Hiring And Marketing:

Decision-Making: Both Clubs The Decision-Making Is Mainly With The President And In Ponte's Case With The Vice-President How Gustavo Affirms, Sergio Complements That It Is Up To The Soccer Executive Director The Final Decision.

Planning: Gustavo Explains In Macaca's Case, The Planning Is Done Together With All Departments *(Directed By The Executive)*. In Rb Brasil's Case, The Planning Is Accomplished Together How Explained Before, With The Director/President, The Executive Director, A Base's Director And A Financial Director.

Hiring: Are Defined By The Executive Director. Gustavo Says That They Submit For A Club's Evaluation Process *First, Where It Has Decided The Budget*. This Way, Sergio Complements:

[...] We Have A Monthly Delimited Budget And I Control This Budget In That I Can Hire, The Best Way To Spend That I Can And To Know To You Have On Hand And Inside The Limit To Use In The Market. This Is The Job, The Project Which We Do Here.

Marketing: We Have Two Different Examples: The First The Ponte Preta Like A Traditional Team And The Second The Red Bull Brasil, A New Team That Is Searching It Space. Gustavo Explains That His Relationship With The Staff's Marketing Department Is Draw Strategies *(Club's Image, Athletes, Coach Staff, Sponsorship And Social Actions)*. *On The Other Hand, Sérgio Tells That The Marketing Is An Area Which In The Clubs Small, We Do Not Have Supporters Yet. Then We Explore Too Much.*

In What It Refers To Contribution Of Executive Director To The Club's Environment, Sérgio Relates That The Soccer Executive:

He Contributes Totally. As A Matter Of Fact, It's My View. You Have To Be Closer To All Departments, Supervisors, Coordinators, Of Associated, That Is The People Who Make The Days Happen, And The Athletes Too. It Can Not To Keep A Distance Of The Soccer Players, Coach Staff, Because They Are Who Will Stay Inside The Field, They Will Represents The Entire Job Which We Do. Then Their Actuation Is Elementary In These Areas.

Gustavo Complements That Detect And To Solve The Problems Of All Professional Departments And Cast This Way Too Contributes To The Environment.

To Finish, Both Was Questioned, What Miss To The Brazilian Club's Managements:

To Gustavo:

I Think To Improve The Club's Management It Has Needed That The Federations And Confederations Offer Semester Courses, Can Be Differentiated To Each Division Of Competitions (Differentiated Structures, Transforming Clubs Into Companies.

Para Sergio:

[...] I Think Doesn't Miss Management, I Think Suddenly Miss Greater Autonomy To Professionals, Even By The Model That Is Imposed Today In All Of Clubs, All Associations, Clubs Which Are Associations, The Societies, Because They Have Partners, Counselors, Council, Etc, Etc, Etc. Then The Leaders Statutory Are Still Linked Politically In Wings Of Club And A Little Have Preparation And Rationale At Area. Someone Sometimes There More Time In Soccer And End Up Acting, There Are Other Who Don't Have The Minimum Notion, Or They Are Specialists In Another Areas, Sometimes Good Professionals In Other Areas, But When They Start To Work With The Soccer, Sometimes The Passion Disturb Them A Little, It Overlaps The Reason Where We Have Some Accidents And Break The Club, Budgets, And So On. That's Really Because One Day Brazilian Clubs Can Have An Owner, Have To Respond Who Have On Direction, Respond His Acts Too, Have To Overcome, Let Some Debts Affect Directly Them, Maybe They Change The Thinking. Like This I Think That The Missing Of Management Is Because This Side, I Think We Have Good Professionals, Not Everyone Is Working Or Acting At Moment. On Day That We Get Professionals Of A Market Really All Clubs Or The Cbf Puts Some Law Regulating This, Or The Clubs Change Their Structure And Have An Owner, I Think The Trend Is That More Professionals And People Will Improve And Deepen Increasingly.

4.3 Observation Of Soccer Professionals.

In Order To Complement The Methodological Process Of Information's Collection To The Research And Like An Integral Part Of The Script Developed Were Accomplished Professional's Observations Linked To The Soccer.

The Process Of Observations Was In Form Of An Informal Interview. Interviewing Three Professionals Linked To This Area. The Purpose Was Verified The Opinion And Relation Of These Professionals With The Soccer Executive Director And Their Importance To The Brazilian Clubs.

First Was Questioned About These Professional's Vision What Is The Importance Of The Executive Director Inside The Clubs. Noted Which The Interviewed, The Function Of Executive Director Has Great Importance To The Clubs, Serving As A Link Between Leadership, Soccer Players, Coach Staff And Other Professionals.

Rafael Comments That,

The Soccer Executive Director Has A Nobel Mission To Supervise All Professional Activities Related The Club And It The Good Develop Is Strictly Proportional To The Team's Performance. His Role To Organize The Club's Activities, To Observe Cast's Athletes And Possible Contracts And Supervise Negotiations Has Great Impact In The Field – And With The Supporters.

Vander Complements,

I Think Fundamental This Function Of Executive Director, Because He Will Intermediate A Connection, He'll Let Closer The Link Of Coach Staff And The Leadership, Athlete With Board Of Directors, He'll Do This Intermediation, We'll Do This Approximation, And Of Course The Executive Director Visualize What The Staff Is Needing, After He Claims To The Board Of Directors And It Is Logical To Charge To Coach Staff, To Charge Athletes, Then This Function Is Very Important Inside The Soccer.

Ricardo Completes,

The Soccer Executive Director's Importance In A Soccer Club, Must To The Fact To Him Is The Element Of Connection Between Board Of Directors And Coach Staff, Soccer Players And Supporters. Everything That Is About Awards, Vacations, Games, Hiring, Trips, Pass To Director's Spreadsheet. He Does The Function Of Soccer Player's Observer Who Can Be Contracted By The Club, Making An Evaluation And Delivering To His Superiors A Historical Of Athletes With All Their Characteristics. He Seeks To Solve Problems Member Of The Club To Do Not Arrive At Board Of Directors, So That There Is No Wear For All Parts.

After, Was Questioned What And How Is The Relation Between Their Profession And The Soccer Executive Director. Vander, Such As Goalkeeper Trainer Explains That,

I Always Had Good Relationship With The Director, Even Because I Reported Every Quarter, In Relation To My Job, My Schedule Or Results Got Through My Job And Returned Constant Report, Putting The

Executive Director In Situation Of All I Was Doing Inside The Club, So My Relationship Is Very Good, And Certainly Giving Value To This Position, Because It Was The Easier Way To Arrive Until The Board Director's Office, Through Him.

Such Journalist, Rafael Tells That His Relation Is Not Closer, Only Dialogs, Meetings And Possible Partnerships.

Concluding, The Professionals Gave Their Opinions About What Can Be Improved In The Brazilian Clubs Management. The Way That The Clubs Are Managed Called Attention.

Vander Exposes That Brazilian Clubs Are Too Later,

Certainly, There Are Many Improvements To Be Done, Even Because We Stay Behind The European Soccer, We Are Behind Several Schools, Because It's Clear To Watch The World Championship Of Clubs When Real Madrid Against Grêmio, How Much Our Team Are Behind, On Game's System, On Professionalism, So The Teams Really Have To Treat The Club In High Professional Standard, The Conditions Have Given To The Base Categories Must Be Better To The Professionalization Of This Soccer, Then We Are Leaving To Be Desired, And At The Administration, We Have A Leadership Who Don't Punish Their Board And Their Presidents As Well, Then There Are Many Own Interests Without Think About The Interests Of Club's Improvement, So Much Is That Traditional Clubs, Many Traditional Brazilian Soccer Clubs, Paulista Soccer, Are Totally Financially Broken, Cause The Bad Administration, So It Could Exist A Professionalization First For The Leaders, They Must Be Punished, By Their Bad Administration And This Doesn't Happen..

Ricardo Comments That The Corruption Inside The Clubs Is Affecting Their Administration And Disturbing Their Development.

To Finish With The Corruption In First Place, We Follow The News, The Involvement Of Men Who Occupy High Offices In Our Soccer, Questioned The Vast Majority By Their Honesty. Directors That Pay Supporters To Go Along The Team Anywhere In The World, While The Faithful And In Loved By Club And Not Eve Have Conditions To Pay The Ticket. Decrease The Tickets Price That Is Out The Reality. Absurd Hiring Which Revolts The Supporters Of All Clubs. Commissions That They Receive On Buy And Sell Of Players And Coaches Contracted. Pay Salary On Time, After All Have Their Commitments To Be Paid, And The Great Part Win Whimsy Wages, While Many Dream To Be A Neymar, Messi, Cristiano Ronaldo, Etc, That Happens Once Each Thousand Players. Appreciate The Base Category, Where Grows Great Players, Because No One Be Born With Gift Of Skill, But Have Potential To Be One Of Them. The Opportunities In Majority Don't Appear, Because The Businessmen Require The Total Of Their Rights To Them, Where They Win Much Money Of The Soccer Player. There Are Honesty Businessmen Like Any Profession, But Difficultly They Can Just A Week Of Tests In Several Clubs Without A Businessman Involved.

Fine Considerations

The Purpose Of This Research Was To Understand How The Soccer Executive Director Contributes To Beget Profitable Teams And Competitive.

Aiming To Analyze And Understand Better About This Content, Was Pointed The Job That This Professional Does

Do Inside The Brazilian Clubs, Same When Have Changes In The Management, Highlighting The Way To Think And The Results Brought To The Team.

The Executive Director Is A Fundamental Piece Inside The Club Together With President, Vice And The Others Departments Which Have Responsibilities Doing The Club Get Better Develop.

It Was Observed That A Good Management, With Qualified Professional Commitment, Was Observed, Structure And Adequate Support Culminates In Good Results, And Keep This Result Is One Of Challenges Watched Over By Soccer Director.

The Results Of Questioners Applied With Soccer Directors Of Red Bull Brasil, Sérgio Dimas, And Of Ponte Preta, Gustavo Bueno, Stand Out The Importance Of This Professional, Because It Is Up To Them The Task To Professionalize A Segment That There Was More Than One Century Was Managed In Amateur Model In Our Country.

For This Both Affirm That To Exercise This Profession, They Got Trained With Courses, And Also Day To Day, Inside The Club And Offices Which Was Involved, And A Long This Period They Learned With Another Professionals.

Though There Are Difference Between Structures Of Two Clubs, One Such A Association And Other Club/Company, Both Agree Which The Director's Responsibility It To Build A Professional Structure Inside The Planned Budget, Delivering Each Resource To The Right Area, Working Directly With President, Vice-President And The Board Of Directors Of Other Departments To Create The Annual Planning And To Draw The Team's Destiny In Championships During The Season.

Both Highlight That Environment Does The Difference, The Healthy Environment Brings Benefits To All Staff, And Is Of Director's Function Manage And Detect Conflicts End Solving In The Best Way As Possible.

We Can Analyze That The Relationship With Executive Direct And Other Professions Is Of Great Importance, Because It Is A Way To Link The Parts Of The Club. Notorious, This Was The Point Highlighted In The Observation Did By Other Professional Linked To Soccer.

To Finish The Interviewers, As Well Soccer Directors As To Professionals Linked To Them, Was Asked What Could Better The Brazilian Soccer Management.

The Soccer Club's Management In Brazil Is Reason Of Questionings As To Its Efficacy, Transparency And Financial And Administrative Responsibility, Was Highlighted The Absence Of A "Professional" Management". One Of Main Problems Is How The Clubs Are Formed. The Power's Position Normally Used By Statutory Leaders That Are Not Necessarily Managers, Are Not Prepared To Occupy This Position. These Professionals Search Results In Too Short-Term, Got To Any Cost Being More Valued Than The Solutions They Search Financial Sustainability To Medium Long-Term, Oftentimes Putting The Institutions In Risk.

Observed That The Opinion Of All These Leaders Which Do Not Care About The Club, Start To Be Punished With Their Decisions. The Adoption Of Good Practices Inside The Clubs, Such The Qualified Professional's Hiring Each Position Where They Work Is Growing Up.

Another Point Related Is Of Traditional Clubs Become Themselves Club/Companies, Practice Already Adopted In European Clubs And That Are Example Of Administration And Investment's Power.

This Study Showed Us, How Is The Role Of Executive Director Inside The Soccer Club. Must Remember That The Teams Works Like A Clock And That Every Engines Should Be Synchronized And In The Same Way. The Executive Is More Than An Engine, Maybe The Bigger Of Them, That Which Give Rhythm And Line The Supporter's Expectations, Coach Staff, Soccer Players And Other Departments, Together The President And Counselors. Working In Responsible Way, Organized And Well Structured.

In The Present Study, Was Described How The Soccer Executive Director Adds To The Management Of Brazilian Soccer Teams Starting From A Sample Of Two Directors And Professionals Linked To Them. Consequently, Is Not Possible Extending The Got Results For All Soccer Clubs.

Therefore, It's Needed To Let Open The Possibility To Enlarge The Study Field, With The Participation Of More Professionals Linked The Area And The People, Motivating New Studies And A More Complex Comprehension About The Role Of Soccer Executive Director Inside The Clubs.

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Thompson Augusto Reis"Executive Soccer Director: A New Course to the Brazilian Clubs."IOSR Journal Of Humanities And Social Science (IOSR-JHSS). vol. 23 no. 04, 2018, pp. 39-49.