

Chapter 82

Corporate identity communication planning: recognition of a sports equipment brand

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ABSTRACT

The present work presents communication concepts associated with sports, focusing on the consolidation of the corporate identity of a sports material company. Data were collected on the definition of

communication and corporate identity focused on football; information regarding the history of the organization; identification of communication processes; analysis of external and internal environment; mapping of audiences focusing on football clubs sponsored by the organization, in addition to in-depth individual interviews. After that, to illustrate, a communicational diagnosis of a sports material manufacturer was carried out, which supported the elaboration of the objectives and proposed actions with a focus on brand recognition and with the public that it has a relationship.

Keywords: Organizational communication planning, Sports communication, Corporate identity.

1 INTRODUCTION

The mediatization spectacle that is presented around sporting events and everything that branches out through this celebration that sport allows leads us to approach the way that sports communication studies have been presented in the vast majority. Based on bibliographic research in the area, we noticed two aspects of communication being exhaustively addressed: marketing and sports journalism. However, sports communication involves much more than these two areas. Integrated communication and its study applied to sports aims to fill this gap precisely by attributing a macro understanding of the performance of communication in sports and its aspects, aimed at clubs and companies that supply sports material (ROCCO JR., 2016).

By focusing on the performance of a company in the communication field as a supplier of sporting goods, we noticed some gaps that were explored here. Through the diagnosis based on its relationship with the clubs and the historicity found about the construction of the corporate identity and its relationship with each club and its audiences, the communication planning aims to solve or mitigate the brand's communication problems. Planning corresponds to a comprehensive proposal, based on a strategic view of communication processes, which involves an expanded concept of an organization, situating the dynamics

of communication as an interrelation between organization-public-environment (KUNSCH, 2003). This fits into areas of interest, such as the study of corporate identity, which when explored more deeply also includes how football professionalism in Brazil was approached.

This sport ended up becoming universal due to the ease and dissemination of its practice, regardless of social class, religion, and age, among other aspects. The sport is known and practiced in most of the Brazilian territory.

Concomitant to this, communication, through the graphic arts and audiovisual communication technologies, experienced notable advances: photography, telephone, phonograph, cinema, and offset printing, still in the 20th century. XIX provided technological conditions for the emergence of two important foundations of mass culture in the twentieth century: media and sport (GASTALDO, 2011).

More than parallel phenomena, sports and media mutually build each other. The 'spectacular' characteristic (that is, "to be seen") inherent to sports competitions and their power of collective mobilization (through the metonymy that places nations or neighborhoods within fields, tracks, or rings) are perfectly articulated with the emergence of newspapers printed on rotary presses, intended for a large number of readers, amid urban expansion at the turn of the century (GASTALDO, 2011 p. 41).

The fact that soccer is an extremely popular sport in Brazil should not disqualify its communication processes, as this perspective on sport can allow for developments that illuminate both what we know about the sport and communication (GASTALDO, 2011).

To develop and achieve the proposed objectives through communication actions, the proposed steps were: the identification of communication processes; analysis of external and internal environment; mapping of audiences with a focus on football clubs sponsored by the company; and, individual interviews with people from the company itself, as well as from partner organizations.

As an area of study, emphasis is placed on the research field of sports communication and marketing, to understand the development of the sports industry in Brazil, and to ensure that strategic planning involves the implementation of integrated communication, applied to corporate identity and their stakeholders (ROCCO JR, 2016). It is also worth highlighting the study of integrated communication presented by Margarida Kunsch (2003) and the adequacy of these communication strategies to football that guide the formation of the main objectives of this work and its ramifications. Still, communicational concepts in the sports area are structured in a reflexive line seeking to understand how the organizational communication was related to the soccer branch and, also, how the importance of this sport is given nationally together with the construction and recognition of a corporate identity.

2 SPORTS COMMUNICATION

It is noted that football is no longer just a local leisure activity that generates passion, becoming a business that involves several aspects ranging from journalism and the relationship with fans, such as the relationship with supporters, sponsors, and sports marketing. In addition to building this business identity

and everything it adds, the organizational structure of this institution and its processes are also taken into account today. This marketing, administrative, internal, and institutional communication bias brought a clear perspective on the breadth of the communicative branch within this sport.

To this end, the study of integrated communication presented by Margarida Kunsch (2003) and the adequacy of these communication strategies to soccer guided us in forming the main objectives of this text and its ramifications.

Thus, according to the investigations that were carried out on studies that apply communicational concepts in the sports area, we structured a reflective line seeking to understand how organizational communication was related to the football sector and, also, how the importance of this sport is given nationally in together with the construction and recognition of a corporate identity.

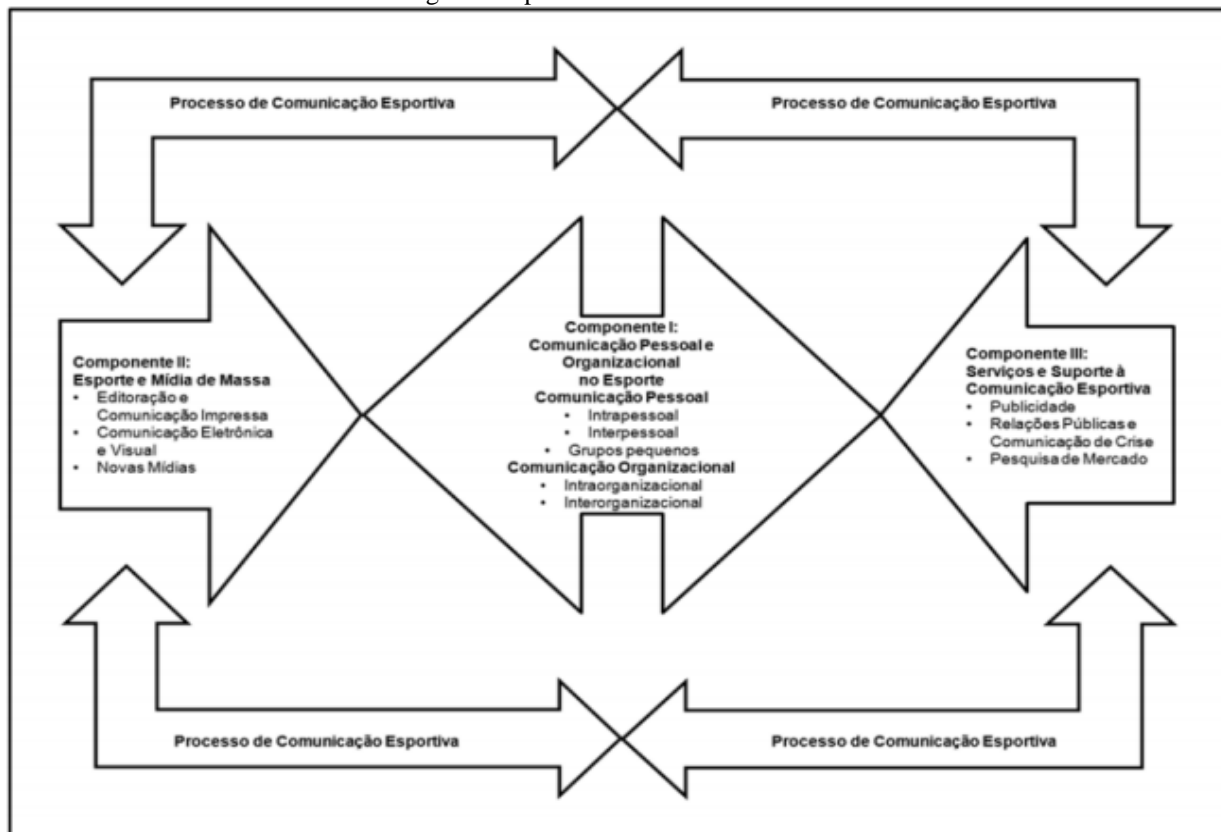
Sports communication is still an underexplored field of study in Brazil. We intend to detach the boundaries of areas such as journalism, marketing, and advertising and expand them to an integrated communication perspective. According to Gastaldo (2010), even though there are several developments in the area, mainly physical education, there are many quality articles, research, and bibliographical productions on the communication sector in sports. However, further and more in-depth research on Brazilian sports communication is still needed to talk about its influence and expansion.

To understand sports communication, it is first necessary to understand which of the denominations best apply according to the particularities of the modalities studied. Thus, because of the development of the sports industry in Brazil, strategic planning involving the implementation of integrated communication applied to the corporate identity and its stakeholders was necessary (ROCCO JR, 2016).

According to Margarida Kunsch (2003), integrated communication is directly linked to the strategic management process within organizations, helping to develop the recognition of their interest groups. Therefore, it is composed of organizational communication which, in turn, encompasses internal, administrative, marketing and institutional communication. The main difference between integrated communication and organizational communication is that organizational communication is seen as a “phenomenon inherent in the groups of people who are part of an organization or are linked to it[...].” (KUNSCH, 2003, p.149) .

Therefore, one of the objectives of integrated communication in organizations is the process of identifying it with its stakeholders, and this identification occurs through the interaction between both. The particularities of sports products have increased their relevance, therefore, they work harmoniously. In an attempt to adapt integrated communication to organizations in the Pedersen sports segment, Miloch & Laucella proposed the following system:

Figure 1- Sports Communication Model



Source: Ary José Rocco Júnior, 2016.

The model covers the interaction and the entire identification process, being exclusive and focused on sports communication. Therefore, these stakeholders become supporters, fans, employees, sponsors, partners, sports clubs, communication channels, journalists, and federations, among others in this market niche.

This sports communication process integrates 3 components explained in the image: sport and mass media; personal and organizational communication; and sports communication services and support. Thus, according to Ary José Rocco Jr. (2016, p. 70): “Communication thus plays an important role in building these relationship bridges with the community and society as a whole”.

Furthermore, to complement the theory of Ary José Rocco Jr. and Margarida Kunsch, according to Dominique Wolton (2010) the interaction of these stakeholders was inherent to the human condition and will happen for three reasons: share, convince and seduce. With the advancement of technologies and globalization, communication is increasingly seen as something with more information, speed and fluidity.

The researcher argues that this excessive communication involving technologies gives them a normative and exorbitant power that are seen as the primary issue of organizations and people, but at the same time the consequences of this globalization bring people increasingly heterogeneous (WOLTON, 2010). This cultural interaction permeates society through different religions, social, economic and political conditions that disagree or agree with convictions, purposes or opinions of organizations, placing communication in the central place of this alterity.

Therefore, sports communication professionals should consider the need to avoid this (in)communication and that they have coexistence, a tolerance so that they have a positive result of the negotiation (WOLTON, 2010).

Considering all these aspects mentioned in conjunction with the particularities of the sports product, according to Morgan and Summers (2008, apud EHRENBERG, p.180-183) we have as main: intangibility, inseparability, heterogeneity and perishability.

Intangibility refers to the fact that it is not something tangible and generates possible risks for individuals who are always looking for a physical good to justify the financial expense. Inseparability concerns the fact that the product is consumed while it is produced, as with shows and events. Heterogeneity means that each batch is different from the other, making it impossible to consume an identical product more than once. And perishability happens because this is a product that needs to be consumed immediately, otherwise it loses much of its attractiveness (MORGAN AND SUMMERS, 2008 apud EHRENBERG, 2017, p. 4).

Yet, one of the main differentials, the unpredictability. This consists of the sport's need to have competitors at the same level, since competition arouses greater public interest by generating more information and emotional appeals.

Another aspect of the field of study of sport was its transdisciplinarity due to its ability to permeate areas that allow its analysis of perspectives such as history, geography, psychology, literature, sociology, and even communication.

And, in communication, there may be ethnographic approaches such as businessmen, players, managers and others from a discursive perspective of sport or an analysis of media discourse such as Nelson Rodrigues or historical studies of the sports press that bring the representation of Brazil as a "country of football". (GASTALDO, 2011).

Therefore, it was noted that sports organizations or sports-related organizations provide broad possibilities for organizational communication for studies, edification and progress about the culture of sports-related institutions, taking into account their particularities and the identities of their public. According to Billings, Butterworth and Troman "Communication informs, persuades, and permeates how we play, how we consume, and how we incorporate notions of sport into our daily lives" (2018, p.45), communication directly influences the relationship created with sport daily.

In this way, the professionalization of the sports environment puts aside communication with amateur characteristics and highlights the need to focus on specific communication for sports, which not only reports facts and carries out publicity actions, but which creates relationships with your stakeholders (CAMARGO, 2002).

3 SPORTS COMMUNICATION IN FOOTBALL

Football began in Brazil in the 19th century. The most accepted historical approach is that Charles Miller is considered the "founder" of the sport in the country, as many consider him to have been one of the main pioneers of Brazilian football. In 1894, returning from his studies in England, Charles brought in his luggage the first soccer ball to officially roll on Brazilian fields. He was surprised to discover that no one practiced this sport, which was already so popular in England. So he decided to teach his work and cricket companions - senior employees of the Gas Company, from the Bank of London and Ferrovia São Paulo Railway - resulting in the first football club in Brazil, São Paulo Athletic, made up of British residents in the city of the same name.

Regarding the field of study of sports communication with a focus on Brazilian football, we noticed that studies in the area are still recent. In 1978, historian Joel Rufino dos Santos criticized scholars' lack of attention to football from a more general perspective. In the essay "At CBD, even the parrot salutes", the author deals with questions about the militarization present in Brazilian football, mainly in the selection and the lack of black athletes in the team. Santos points out: "Foreigners are surprised that in the 'country of football' not a single history of football has been written" (SANTOS apud HELAL, 2011, p.13).

The development of bibliographies on the subject, according to Ronaldo Helal, began in 1982 with the publication of the book "Universo do Futebol: Esporte e Sociedade Brasileira", a collection organized by Roberto DaMatta that brings articles by DaMatta himself, but also, by authors such as Luiz Felipe Baêta Neves Flores, Simoni Lahud Guedes and Arno Vogel (HELAL, 2011).

Even with these first steps, studies on football focused on other areas (anthropology, history, geography, psychology, letters, sociology, among others) and there is still a lack of studies with perspectives on communication with an organizational and institutional bias (HELAL, 2011).

However, despite having recent theoretical studies, the fields of organizational communication and football have long-term links, more specifically, since the beginning of the sport in Brazilian lands. In the early years of soccer in Brazil, around 1910, the concern was with more informative communication, such as disclosing team formations, match results and sporting events. This informative nature of communication in football has enabled significant growth in the specialization of sports journalism in various channels such as printed newspapers, radio and television (SILVEIRA, 2009).

Another area of communication that was incorporated into Brazilian football only years later is sports marketing. Ernani Contursi (1996) divides between a) Sports Marketing: which encompasses sports service products and the use of sports as a promotional channel; b) Sports Marketing: related to products and services of a specific sport; c) Marketing through Sport: activities or products that are not directly related to sport, but use it for promotion.

In 1970, with the conquest of the third championship of the Brazilian soccer team in World Cups, together with the first color transmission of this tournament on Brazilian television, "companies began to

emerge using Merchandising techniques in the teams' uniforms" (CONTURSI, 1996). This practice was legalized by FIFA only in 1982. And so the first brands were printed on club shirts.

In Brazilian football, this practice was consolidated at the end of the same year. And the first club to have a sponsorship on its shirt was Democrata de Sete Lagoas-MG. The company that invested in this action was Equipe, a supplier of sporting goods in the state of Minas Gerais, and the sponsorship had repercussions in magazines and newspapers, and it was not long before organizations from other sectors began to invest in football as a communication channel (RAFIH, 2015).

The brands' investment in football had a direct impact on the position of the Brazilian national team in 1990 as one of the teams with the best technical performance and financial condition, bringing even more recognition to the identity of Brazilian football worldwide.

The conduct regarding image, market, negotiations and communication with the public related to the sport was often treated in an amateurish way, for example, in the formation of the Brazilian Championship - Brasileirão - which exposes a lack of planning and organization regarding the distribution of titles and joining them to some Brazilian clubs, issues that are widely described in the book "No Fundo do Baú: Pioneirismo no Futebol Brasileiro", written in 2012 by Laércio Becker. All these events were important for the development of some communicational aspects within football. Regardless of whether being a club or not, organizations began to understand the importance of taking care of their corporate identity and what benefits this could bring. Therefore, "The promotion of the brand image is, and always will be, the most important attribute of any sports product or service company" (CONTURSI, 1996).

To define sports communication in football, we apply the concepts already presented in the previous paragraphs. Margarida Kunsch's integrated communication model and Pedersen, Miloch & Laucella's adaptation to sport (Figure 1) show that soccer also has sport and mass media, personal and organizational communication, as well as services and support for sports communication as parts important part of the management process.

When an organization linked to football chooses to use integrated communication, it assumes greater control of its messages and more assertive communication management as it does not need an intermediary. This paradigm shift of the intermediary in sports communication (journalism, for example) breaks with the traditionally built logic (QUINTELA, 2020). The Portuguese author José Lemos Quintela still says:

Clubs, by owning their communication platforms, began to have greater control over their messages, gained autonomy from traditional media, and freed themselves from the obligation of journalistic intermediation. With this, they manage what to say, who to say it, how to say it, and when to say it, without any kind of contradiction (QUINTELA, 2020, p. 6).

It is noteworthy that within the components described by Pedersen, Miloch & Laucella in the proposed model, there are still the particularities of football in this process. One of them was the fact that this modality deals with the fans' feeling of passion for the club, "passion creates a feeling of unity between producers and fans/consumers, which makes fans assume, support and fight for the club's victory [...]"

(REALLE, 2011). It was necessary to develop very specific communication strategies to deal with something so intangible and transform it, at some point, into something tangible. The demand for sports communication management in football through the recognition of the area by organizations shows the importance of consolidating studies to maintain the specificity and meet needs (QUINTELLA, 2020).

Another method that complements the study is known as the 4th Industrial Revolution, Industry 4.0 and was one of the terms used to define a high technology strategy carried out by the German government and is currently being implemented by industries and companies (BITKOM et al. , 2016). It proposes customized products with better quality, greater complexity and lower costs, as well as technologies that link the production system to be more collaborative and flexible (HERMANN et al., 2016).

The fourth industrial revolution does not act only in factories but in all sectors. They bet on productivity and promote an improvement in the consumer experience. For each sector has its application (CHENG et al., 2015). Communication 4.0 involves industry 4.0 technologies such as: chatbots, artificial intelligence, virtual reality, and the digital channels used today.

One of the biases of industry 4.0 was the internal issue of the organization, so it can be mentioned the internal optimization of communication through it. Because of this, communication processes are faster, with better team coordination, training adapted to the virtual environment and even changes in operations (URBIKAIN et al., 2016).

For that, we have, as sports communication in football, aspects of the integrated communication model brought by Margarida Kunsch and Pedersen, Miloch & Laucella that can be implemented together with 4.0 communication. That is, organizations need a comprehensive communication structure so that they have all the related information and follow the strategic objectives (ALKAYA, 2015), thus enabling decision-making based on up-to-date information, in addition to a faster reaction. according to market competitiveness. And all of this helps the brand adjust itself to the communication demands of its audiences.

4 COMMUNICATION AND IDENTITY

For greater knowledge about football and all its marketing and institutional aspects, it is necessary to understand the importance of the Brazilian identity associated with the sport. Despite being popularly known in the country, it had an elitist beginning in Brazil, as already mentioned. Thus, the first game held partially within the official rules, was also promoted by Charles Miller, in 1895. The match took place between teams formed by employees of the São Paulo Railway and the Gas Company. The place of match was in Várzea do Carmo and it can be said that from that day football was established in Brazil (GUTERMAN, 2009).

Despite the beginning of the practice of football with official rules and professionalization being widespread, amateurism prevailed. According to Guterman (2009, p. 18): “The clash between amateurism and professionalism would be the keynote of Brazilian football in the first three decades of the twentieth

century". And, with the popularization of the sport linked to its adoption by less favored classes, the transition from amateur to professional began.

With the encouragement of the government of Getúlio Vargas, football grew sufficiently to make it possible, in 1914, to found the Brazilian Sports Confederation (FBS). During his government, a great effort was made to increase the practice and visibility of football. In the same year, some intellectuals began to criticize that football was a major European influence in Brazil. The sport had already spread throughout the national territory, due to the first title that was won when the Brazilian team beat the Argentines in the Copa Roca (GUTERMAN, 2009).

Only in 1920 were blacks allowed in the sport, but from that moment on, football was ratified as the main element of national identification, bringing together people of all ethnicities, social conditions and different regions of the country. Efforts to spread football in the country resulted in the election of Brazil as the host country of the World Cup in 1950 (GUTERMAN, 2009). These aspects contributed to the transformation of football into a universal sport.

Sport can be considered a social phenomenon in modernity, as it is constructed and shaped concerning people and is consumed as a form of culture. Culture, in addition to being shaped by society, is renewed through the accumulation of traditions, ways, artifacts, human relationships, thoughts, habits, and customs, among others, which are modified according to the context in which it is presented (GUTERMAN, 2009) .

Over the centuries, the concepts of identity have been improving and unraveling for more funneled concepts. The main concept that will be used in this text is the construction of the individual's identity composed of cultural, social and historical issues involving any type of communicational relationships (MOSTARO, AMARO, HELAL, 2014).

According to Stuart Hall (2005, p. 10):

Thus, identity is something formed, over time, through unconscious processes, and not something innate, existing in consciousness at birth. There is always something "imaginary" or fantasizing about your unit. It always remains incomplete, it is always 'in process', always 'being formed' (HALL, 2005, p.10).

From this premise, it is possible to think about identity as a strong attribution not only of individuals but also of organizations, actions, and products, among others. Sport, therefore, has a reciprocal relationship with society, having a great influence on this relationship and on the groups that are part of it. (LEVER, 1983; VARGAS 1995).

The sport involves the life of man and society, marks in time and space, through its different modalities, the cultural preferences of people. Such preferences vary, although, depending on the space, they are sometimes culturally influenced by prejudices resulting from the accumulation of traditions (PROHMANN, 2001 apud LYRA FILHO, 1973, p. 19).

Brazil took advantage of these cultural preferences of the population with the addition of the rest of the Brazilians, in addition to the elite, to make the modification of the sport for the commercialized national institution (LEVINE, 1982). As previously mentioned, culture is based on the society in which it is available and, specifically in Brazil, football has come to have an essential social role: that of national identification (MOSTARO, AMARO, HELAL, 2014). In this way, a socializing practice was built, thus allowing a national feeling: football. (MURAD, 1996, p. 16 apud SOARES, 2007, p.35). According to Guterman (2013), having the best football in the world has become a project to affirm Brazil's identity.

The relationship between communication and the formation of an identity was based on several narratives and discourses created by the actors involved, be they individuals or even organizations. The principle of these narratives was the same, as we linked the representative image of that individual or organization based on the way they communicate, in which it is assumed who these actors are and how they represent themselves through the formed speeches. The formation of these discourses depends on several factors such as the environment in which they are inserted, considering their culture, time-space, as well as memory, because without it there are no narratives about these actors, but not everything can be narrated (SÁ MARTINO, 2010; BUENO, 2005).

The application of these speeches and their narratives was an individual choice or a choice of a corporation, aligned with the image it wants to build, thus forming the idealized identity. Within this aspect, we see how organizational communication works within the institution, which is based on a comprehensive approach with the formation of corporate identity. According to Joan Costa, the corporate identity is based on a communication system that is incorporated into the company's strategy, this extends and is present in all manifestations, productions, properties and actions of the same. Identity thus presents itself in the first place, as a style unit of corporate communications within the diversity and its components (COSTA apud BUENO, 2005).

These different degrees and scenarios that communication has infers us to relate it to the construction of corporate identity and its communication. Not limited only to the set of symbols, logos, images, colors, fonts and graphic patterns that are defined as unique and representative of that particular organization, and its products or services. But yes, the cultural aspects create a personality for each organization.

By employing the perspective of organizational communication from the perspective of the formation of corporate identity in football organizations, we noticed several speeches and narratives created by clubs to highlight the identity of the team in question. According to the study carried out by researchers Karla Ehrenberg, Ary José Rocco Júnior and Carlos Henrique de Souza Padeiro, it was possible to make a diagnosis as to how soccer clubs deal with their communication and management (including issues related to identity and image), through mapping from the websites of eight Brazilian clubs, eight Latin American clubs (excluding Brazil) and eight clubs in the United States.

In this diagnosis it was possible to perceive different discourses and how they are applied and, of the eight clubs investigated, five did not even have the concepts of mission, vision and values formulated and disclosed, which are characterized as the initial steps to establish a reasoned corporate identity. Among the three that presented these concepts on the institutional portal (Flamengo, Internacional and Grêmio), the application is not done in a clear, objective and, above all, strategic way. The communication actions carried out by the clubs are directed towards marketing purposes that seek belonging and social acceptance and not necessarily the construction of an image aligned and coherent with the identity of the clubs (EHRENBERG, ROCCO JR., PADEIRO, 2019).

From there, we reflected on the structuring of a sports team and its process of creating a corporate identity based on its history, beliefs, values and habits. The process was influenced by inputs brought by individual identities of its audiences, as well as athletes and club directors in addition to its history of achievements, forming the identity structure. One of the ways to pay attention to the construction of this identity in clubs was through the observation of the formation of their symbols and their meanings. Through this lens, we were able to find the identity formed in their materials for consumption by their sympathizers.

The cultural subsystem, within the framework of the dynamic organization of a football team, is defined as a complex set of representations, values, purposes, symbols, etc., built throughout the history of the club, which are integrated and shared in interaction by all its members. (...) This complex set of values, symbols, etc., support how the team expresses itself and resolves the different situations that derive from sports competition, inside or outside it (CASTELO, 2009, p. 26 apud EHRENBERG , ROCCO JUNIOR, BAKER, 2019, p. 5).

In this way, we also punctuate the role of the culture of the environment shared between individuals and the formation of this corporate identity, directing organizations in the sports environment, more precisely, football, in which, based on its constructions throughout history that reflect in its tangible and non-tangible materials influence the lives of its audiences.

It is known that the notion of identity is not limited to clothing, however, when reflecting on the discourse presented in sports, in which a kind of connection is established between individuals who undergo a recognition process with the teams they follow , be it through a family link passed from father to son, identification with the discourse presented by the brands, or even the fact that the brand in question was present at some important moment in his life, incites us to pay attention to the importance that a shirt has in the role of building the fan base as part of a brand's identity. Despite the identity distinctions found in each individual, it is noted that, at a certain point, the use of clothing of something that one believes in is shown as a way of also exposing this identification, being, in the case of football, through the use of the shirts of the uniforms.

Clothing plays a significant role in identifying the individual, as pointed out in the text by Grant McCracken (2003), in which he reflects on the role of clothing to represent categories, principles and cultural processes in which the individual, as a communicator, plays a relatively important role. passive because it allows us to examine a certain culture from the perspective of how it is exercised by others and

their daily lives, observing material culture (clothing) as an active and routine means of communication (McCRACKEN, 2003, p. 87).

In this way, clothing is often expressed as a symbol of belonging to a particular environment, even if it is formed by the influence of several other identities, as pointed out by Stuart Hall (2006), who considers the postmodern subject with a notion of a fragmented, multiple identity, which may be contradictory to each other, breaking with the vision of a single and permanent identity of traditional societies (MOURA, 2008).

That, put to a corporate vision, we notice the constant need of soccer clubs to make themselves recognized among their audiences through the performances of the teams and through their products, such as their shirts, which are a symbol of corporate identity. The role of communicating, even passively, is in charge of clothing, which carries, in a symbolic way, the history of the club and its speeches.

A team's shirt, together with the shield, constitutes its greatest symbol, that is, its sign of recognition. It is used as a synthesis of the team, when wearing it, the fan indicates that there is a representative of that association, someone who identifies with the meaning that the team has (MOSTARO, AMARO, HELAL, 2014, p. 73).

By identifying the relevant role of communication included in these shirts, we pay attention to the efficient ways found to enunciate through them, either by symbols and symbologies of the club itself or by the way that a brand is inserted in this medium to reaffirm itself as a business and, from that, generate profits for themselves as well as for the sponsors. Considering that both the club, the brand and the sponsors have different objectives when being put on a shirt, it is noted that, in the end, the objective is both institutional and marketing, however, for this purpose to be achieved effectively, it is necessary to captivate this fan/consumer by making him/her attract and be won over, through identification with the brand.

The correct management of this sport-company relationship is essential for the growth and development of these institutions. Therefore, the role of integrated communication addressed by Kunsch (2003) is essential, as it shows us effective communication strategies for approaching the fronts that the sports scene lacks.

As Ary José Rocco Júnior (2014, p. 344) puts it: “Again, the emphasis is on human action, on the fact that the individual chooses, among an infinity of objects, those best able to represent his social identity”.

5 CONTEMPLATED OBJECTIVES

In this step, to illustrate, a survey of data was carried out in an organization that manufactures sporting goods.

At the outset, the first objective of analyzing the organization in question was to understand and increase the public's recognition of its corporate identity based on organizational communication.

With that in mind, our goal is to generate brand recognition with those people who already consume it and humanize it, especially with clubs, fans and athletes. Another goal based on the main objective was

to promote the intersection of organizational culture with football clubs with a focus on the relationship between the two. As well as starting a more direct relationship with athletes as competitors already do and are successful in terms of brand recognition.

And, finally, focus on direct communications with fans to bring them closer, as well as give due prominence and importance to the main consumers of the organization.

6 SPECIFIC OBJECTIVES

To have an effective communication, it was necessary to have an integrated communication as well as the alignment of the organization's strategies with its various publics. To fill in the analyzed gaps in the organization's communication processes, to solve these problems, we proposed actions that align with the purpose of the brand nationally. Also aiming at strengthening the image with football clubs in addition to their employees so that it brings a reflection on the importance of approaching the brand as a communication culture and in this way, promoting the brand.

When considering the result of its last campaigns (2021/2022), in which there is a convincing added value to the brand and how this impacted the public in terms of the quality and vision of its products, the relevant potential of the organization was perceived in being present in the sporting goods market as a more relevant force than the one found today.

With the support of resources and skills to carry out the corporate identity communication planning with a focus on the relationship between the organization and football clubs in the development of sports products, we outline actions following the analysis of the environment already carried out to improve its strengths and opportunities in the market, as well as the relationship with its audiences. Therefore, its objective is to promote the corporate image, together with the dissemination of its identity to consolidate relationships with those who already know the brand and to reach new people who have interests in common with the organization. With that in mind, our goal is to generate brand recognition with those people who already consume our products and humanize it, especially with clubs, fans and athletes. Another goal based on the main objective was to promote the intersection of organizational culture with football clubs with a focus on the relationship between the two. As well as starting a more direct relationship with athletes as competitors already do and are successful in terms of brand recognition.

And, finally, focus on direct communications with fans to bring them closer to the sports brand as well as give due prominence and importance to the main consumers of the organization.

7 GENERAL CONTEXT OF THE ORGANIZATION

The organization chosen to constitute this organizational communication plan was a manufacturer and supplier of sporting goods. The company emerged in 1924, and after 6 years of its foundation, they opened a factory focused on the elaboration of sporting goods, mainly for soccer. Thus, it became a pioneer

in the sponsorship of sporting goods in football. In 1994, the organization sponsored the Brazilian men's soccer team. This had a direct impact on brand recognition nationwide.

With more than 95 years in the market and presence in more than 120 countries, it is a brand licensor, that is, it negotiates its license for some companies to manufacture and market its products. The brand's production license in Brazil has been managed since 1999 by a group specializing in sports brands (with administrative headquarters in São Paulo). In 2021, it was the most present brand in Serie A of the Brazilian Championship, with 7 football clubs: Cuiabá Esporte Clube, Club Athletico Paranaense, Associação Chapecoense de Futebol, Fluminense Football Club, Grêmio Foot-Ball Porto Alegre, Santos Futebol Clube and Sport Club do Recife.

8 DIAGNOSIS OF COMMUNICATION PROCESSES

Aiming at improving the understanding of the organization's communication processes through the study of corporate identity and clothing identity, in addition to the investigation and analysis of scenarios and mapping of the company's publics, this study gave us the ability to carry out, more assertively, the diagnosis of the organization in question. Based on the proposed theoretical studies, we developed what will support the proposed communication planning. This action plan favors the continuous improvement of processes, precisely because, as pointed out by Kunsch (2003, p. 69) that "the organizational system is made possible thanks to the communication system existing in it, which will allow its continuous feedback and its survival ", it was necessary to analyze the processes so that the diagnosis could be effective and solve possible communication problems.

According to research carried out through qualitative interviews, as already mentioned, it was possible to perceive that the business model adopted by the organization interferes in the unification processes related to the corporate image and identity. As it is a licensing brand, whoever manages the organization is the license holder, therefore, certain guidelines need to be followed for the stamping and use of its brand on products of sponsored clubs.

Other communication actions, such as the identity of product launch campaigns, are planned by each local licensor. This factor makes room for different constructions of identity within the brand itself, which can lead to distrust and doubt in some stakeholders.

One of the main consequences was the lack of unification of the brand as an organization, without strategic planning carried out together, generating a lack of reliability among its stakeholders. Trust is a slow process, built over time and involves a mutually beneficial relationship with your audience such as profits, better wages and prosperity for the community. Therefore, it is necessary to understand the degree of credibility that the organization has and, when this trust is earned, work to maintain it with clear and objective communication, risk management and strategic alignment.

This problem occurred because of the late investment of the campaigns that the organization exerted - its recognition as a corporate identity, mainly as a supplier of football club shirts, was only started after

the retro campaign of the clubs sponsored by the organization in 2020. According to this pre-diagnosis we realized that it manages to transmit its organizational culture, its purpose and its values through its campaigns, that is, its brand will only be able to be consolidated in the market when it gains the trust of stakeholders through these campaigns.

Because of this, it was found that it has an integrated communication policy with its sporting goods aimed at its corporate identity, but which was still considered weak, according to the interviews given by its employees. It is also noteworthy that the brand already had some owners, confusing the public about its corporate identity and how it communicates. In addition, it was through audiovisual media, be it videos on Youtube or Instagram that the organization has more views and reaches more people around Brazil, especially. However, it still does not fully exploit the full potential in this process.

Even with some difficulties related to communication processes, it has become a well-known brand on the national scene for its investment in sports products in the segment of football boots and shoes. As reported in an interview, before the Covid-19 pandemic, the organization's biggest core business was the sale of cleats, mainly indoor soccer. In addition, the company also seeks to contribute to the evolution and professionalization of the sport through its products.

Regarding the manufacture of its products, it was concerned with maintaining its focused structure, exclusively for each category of product produced. This means that the factory that manufactures the clubs' shirts is not located in the same place that produces the brand's shoes. This allows the company to maintain stricter quality standards about its products, having greater control over the production processes.

Based on this analysis of its communication processes, it was possible to understand the gaps that exist in the corporation and how this was applied to its audiences. Thus, the recognition of the brand in the market based on its organizational actions proves to be problematic since the little space that was perceived to be occupied in the market, even producing quality materials, is latent. According to a study carried out by Neto (2009), it was one of the last placed in the ranking of trusted brands in the sporting goods market. A lot has changed since then, thinking about economy and technology, which directly affected the way companies communicate with publics, but it is still in a less prominent place compared to other brands, even occupying national and international territory comprehensively.

9 PROPOSED COMMUNICATIONAL ACTIONS

Taking into account the data and information gathered, in addition to the analyses, the first action designed aims to connect and improve the brand's relationship with its audiences, mainly fans and people who already have contact with the brand. The proposal for the action consists of creating a video of up to 1 minute telling the story of the brand and mainly its trajectory in Brazil, using storytelling to convey its tradition in football.

The second action aims to disseminate and disperse the relevance of the use of the brand in Brazilian daily life. The target audience are people who already have contact with the brand. The action includes

sponsorship of influencers who are fans of teams that have ties to the brand, for brand visibility in clips, podcasts and live broadcasts.

The third action aims to generate greater credibility in the relationship between the club and the brand, in this case with the sponsored clubs. The proposal for this action is to hire an employee focused entirely on dealings with the relationship between the clubs and the brand. And another person immersed in the area of business intelligence.

The fourth action focuses on the identification and humanization of the brand through both base and professional athletes. For this action, advertising campaigns, charitable actions and events will be carried out, valuing the athlete's journey, placing players in the role of influencers.

The fifth action aims to promote the brand image and generate recognition through identification with potential consumers. For this, it is proposed to carry out a "street" football championship for teenagers aged 12 to 16 years, in the 6x6 format. Competition with 1st, 2nd and 3rd place, in addition to outstanding athletes and the opportunity to partner with brands from the sports world.

And finally, the last action focuses on generating affinity and intensifying the brand's image before the fans of the sponsored clubs. The proposed action consists of urban intervention in the vicinity of the stadiums, using the art of local artists as a means of publicizing the shirts and advance sales with a total focus on the shirt and exclusive content about its construction process.

10 FINAL CONSIDERATIONS

Finally, based on the proposed actions, two hypotheses are considered when executing them. The first is that when establishing criteria under the company's strategic objectives, the areas will be structured based on integrated communication, in which the organization's departments will communicate effectively, efficiently and realistically. Consequently, brand recognition will generate an expansion of brand activity in the sports market. In this way, the construction of the corporate identity will be consolidated more comprehensively and expressively. The second hypothesis is, by not building new competencies through strategic actions, it means that the company will be disputing the market in the lowest price quadrant, that is, it will remain stagnant, which may even lead to a decline in its relevance in this market, considering the rapid changes in approach when relating to the public and the frequent oscillations in the economic world, the permanence of the brand's legacy is increasingly at the mercy of external interference, which will reflect in an erasure of its legacy. Unless this is the positioning intended by the brand, which does not seem to be the case.

Therefore, integrated communication is essential for the strategy to reach brand recognition that we proposed in this article and the alignment with the objectives established by the business. However, organizational communication studies with a sports bias are very recent and little explored, which directly implies the difficulty of understanding the scope of sports communication and its particularities. Finally, it

can be concluded that the corporate identity is linked to the identification of people with organizations, showing their potential as a communicator through their sports materials.

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