

# **Football Programmes for Brasil – a proposal for Coca-Cola Refrescos S.A.**

**Prepared by West Nally Group July 6 1977**

## Introduction

This document proposed a programme of football activity and sponsorship for Coca-Cola Refrescos S.A., designed to assist Brasil to capitalise on the opportunities provided by The Coca-Cola Company's tremendous corporate commitment to association football.

The world-wide sponsorship programme currently being executed by The Coca-Cola Company, FIFA and the West Nally Group, are described in this proposal. Many elements of these programmes are ideally suited to Brasil. Combined with additional sponsorship and sales promotion activities built around football – designed specifically for Brasil – they would amount to a very strong programme indeed.

In a market as important as this, where football is the national obsession, The Coca-Cola Company's sponsorship of this sport obviously provides Coca-Cola Refrescos with a very valuable basis to work from.

## **1. West Nally and The Coca-Cola Company**

Throughout the world, the West Nally Group is deeply involved with The Coca-Cola Company's football programmes. We are constantly briefing Coca-Cola offices on how to obtain the greatest benefits from these programmes, in the following ways:

Press and publicity

Sales promotion

Public relations

Assessing whether/to what degree The Coca-Cola Company should become involved in major football events

Monitoring developments in world football

Counteracting adverse publicity

Creating closer links between national football associations and Coca-Cola

If Coca-Cola Refrescos S.A. decides to implement the programmes suggested here, it will be able to benefit from West Nally's input from the rest of the world and the benefits of experience gained on the projects so far – this is very valuable.

The specific projects currently being executive by West Nally for The Coca-Cola Company, which would be of benefit to Brasil, are:

### Forthcoming Workshop in South America

In order to assist The Coca-Cola Company's Football Co-ordinators to a deeper understanding of the Coca-Cola Football Programmes, and appeal to senior management for a greater degree of supporting activity at local level, West Nally has designed a series of three 3-day seminars around the world. One was held in Asia (Hong Kong) on 3<sup>rd</sup>/4/5<sup>th</sup> June, one in Europe (Amsterdam) on 13/14/15 June, and the third will be in Santa Domingo.

The seminar will go into each existing programme in detail, provide ideas on how they can be developed more fully in every market, show the first examples of the new FIFA/Coca-Cola Youth Training Kit ("Go for Goal") and give ideas of how it can be used, examine the potential for football-linked sales promotions in every markets, and include many other sessions, audio visual presentations and working meetings which will be of great value to the executives attending.

If Coca-Cola Refrescos S.A. elects to work closely with West Nally, it goes without saying that this will provide the best "follow-through" after the Workshop, enabling projects selected during the Workshop to be executed in Brasil with the continuing assistance of West Nally.

### "Go for Goal"

On behalf of The Coca-Cola Company, West Nally is preparing what will almost certainly be the most important Youth Training Kit for football ever created.

Containing 5 films, 5 packages of slides, teaching manual, 10 wall charts, 60 coaching cards and a simplified football rule-book, this highly visual Kit will have vast potential for exploitation in PR, publicity, sales promotion and merchandising terms.

West Nally is already designing a full support service for the Kit – how to use it, how to develop it into sales promotion terms, blue-prints for its publicity and launch and much more besides.

A Portuguese language version of "Go for Goal", endorsed by a Brazilian football coach or star, can be arranged for Brasil, with the only additional cost being that for dubbing/translation, together with a detailed programme for its launch and uses. It would be a very valuable element in improving coaching facilities for young players in Brasil.

### Soccer Skills and the proposed "Go for Goal" Award Scheme

West Nally will be co-ordinating the soccer skills programme worldwide, leading up to the first international final in Argentina at the World Cup.

At the same time, we are examining the development of other skills schemes more appropriate to sophisticated football nations like Brasil. These could be called "Go for Goal" and linked to the same concepts embodied in the Youth Training Kit, i.e. actual skills contributory to playing football well, like passing, dribbling and heading.

A skills competition suitable for Brasil, designed to involve Bottlers, should include the same basic elements as those included in the original soccer skills contests, so that Brazilian children could compete in the first international finals.

West Nally's assistance would be required to co-ordinate Brasil's inclusion in the international final and to advise on the running of such a contest at national level.

### The World Cup

West Nally has been working on proposals to link-in Coca-Cola with the World Cup. These have resulted in The Coca-Cola Company concluding a unique deal, giving it control over stadia advertising, world-wide rights to mascot, symbol and legend for promotional purposes, the stadia franchise, film, book and TV opportunities, certain merchandise rights world-wide and the unique opportunity to hold the international finals of the soccer skills contest in Argentina during the World Cup with guaranteed TV.

### The World Development Programme

West Nally is also deeply involved in the press and publicity support of the FIFA/Coca-Cola World Development Programme, a world-wide coaching project designed to assist the younger football nations.

### The FIFA World Youth Tournament for the Coca-Cola Cup

West Nally is playing a considerable part in this new youth tournament. Brasil could well qualify for this tournament every two years – and also win fairly regularly – and would therefore stand to gain much from a programme supplementary to this tournament.

## **2. Our recommendations**

### Introduction

Brasil is one of the most successful football nations in the world. In a country where football is a vital part of everyday existence, the need for football programmes designed to capitalise on The Coca-Cola Company's tremendous corporate investment in this sport is self-evident.

In sports sponsorship, continuity is essential. The planning necessary before each programme commences obviously takes time and the greatest benefits are reaped in the second and subsequent years after the initial time involvement and expense of establishing worthwhile projects. This will be particularly true in Brasil, where the sheer size of the country and the consequently high costs of communication will require patient forward planning.

Thus, the projects adopted must be the right ones. In this document we can strongly recommend what we see as the right objectives and direction for Coca-Cola Refrescos' football initiatives in Brasil. And we can illustrate how projects would work.

But talking the concept of these projects forward to finished plans ready for implementation can only be achieved after several months of groundwork in Brasil, with West Nally and Coca-Cola Refrescos working closely together with the Ministry of Education and the Brazilian Confederation of Sport (CBD),

With this in mind, the programme we put forward is a combination of long-term projects – where the main weight of the Company's support should go – and much simpler concepts with obvious and immediate sales promotion/public relations benefits which Bottlers can seize and exploit. We do not imagine that all these concepts will be adopted simultaneously – the selection of priorities is something only Coca-Cola Refrescos can do.

#### Who the programme should be aimed at?

Youth. As with the football projects currently being undertaken by Corporate, Coca-Cola Refrescos should direct its main efforts towards youth football.

Brasil's incredible football skill stems from an outpouring of natural talent, harnessed by a national obsession with winning – particularly the World Cup.

Paradoxically, formal coaching is hard to get and organised school football has been described as “virtually non-existent” by a leading Brazilian football expert. Until, and if, a child manages to get taken on by a Club, copying his heroes on the TV is all the instruction he is likely to get.

Thus the existing direction of the FIFA/Coca-Cola Football programmes – towards youth and towards coaching – seem ideal for conditions in Brasil.

A secondary target could be coaches and football teachers, because only by improving the level of coaching in any country can new generations of players obtain the instruction they need.

#### Planning and organisation

##### Pilot Areas

We would recommend that, initially, any programme for Brasil should be concentrated on five urban areas to be selected by Coca-Cola Refrescos.

For instance, Rio de Janeiro, Sao Paulo, Porto Alegre, Belo Horizonte and Recife or Salvador. If this pilot operation is as successful as we hope it will be, the programme could be extended.

##### Feasibility study

The first stage would be conducting of a feasibility study into people and infrastructure at local level in each of these five centres. Who would be available to help run and implement programmes? What support could reasonably be expected from educational and football organisations?

Only with a realistic appraisal of the help available can plans for the proposed programme be finalised.

## Seeking acceptance for the programme

### Ministry of Education

In order to arrive at a programme that has a guarantee of success, there is obviously a need for top-level liaison with the Ministry of Education right from the start.

Through informal discussion, mutually acceptable objectives can be worked out from the start. These discussions should also include the Conselho Nacional de Desportos right from the start. The possibility of funds from the Loteria Esportiva should also be taken into account at an early stage.

### Brasilian Confederation of Sport

Bearing in mind the Confederation's important role within sport in Brasil, a presentation of the proposed programme should be made to the CBD at an early stage to obtain their official approval.

With CBD support, implementation of the programme will become a practical proposition.

## GO FOR GOAL

### Launch and implementation

"Go for Goal" is the new FIFA/Coca-Cola Youth Training Kit. It will be ready in English by August and can be translated and dubbed into Portuguese for use in Brasil.

As we understand it, there is a tremendous demand – almost craving – for football instruction by young Brazilians.

Apart from the fortunate few who are taken on by clubs at an early age, coaching is hard to come by. "Go for Goal" will be particularly suitable for Brasil because:

- \*\* It is simple – items like coaching cards are self-explanatory and each card is a lesson in itself
- \*\* The presence of a teacher is desirable but certainly not essential
- \*\* No special equipment is needed – and you don't have to play on a marked-up pitch. All you need is players – and markers.
- \*\* It concentrates on teamwork and not the development of individual skills. In other words, the aspect of football which young Brazilians need instruction in most badly – the skills come naturally to them.
- \*\* It is highly visual – films, slides, wall charts, coaching cards – all use the picture, the action, to tell the story. It's the way to communicate in low-literacy areas.

Thus, even without teachers and football pitches “Go for Goal” provides a phased programme of instruction which will suit young players from beginners to competent players.

### Endorsement

Because Brasil is a highly nationalistic football county, we would recommend endorsement by a national football star or coach for the “Go for Goal” Kit. This would be “flashed” on to the existing artwork – providing motivation for young Brazilian players to use the Kit.

Also, in launch publicity for “Go for Goal”, we would recommend that any references to the Kit’s technical content coming from West Germany should use the expression “from the double World Champions”, or “bi campeoes mundiais”. This is likely to mean more to young Brasilians than references to the Deutscher Fussball-Bund.

### Launch

An Information Pack on launching “go for Goal” is already prepared for all Coca-Cola markets and there is no point in repeating the recommendations here.

### Uses for the Kit

Ideas for this are already included in the Information Pack. In Brasil, we would recommend that group collection schemes should be encouraged for entire Kits – otherwise few schools will have sufficient resources to buy what is a fairly expensive item. Coaching cards and wall charts can also be collected on an individual basis.

Also for consideration would be the presentation of a number of Kits to the CBD and the State Federations as a gesture to encourage its acceptance in professional circles – i.e. among young players with Clubs – and a PR/ promotional programme aimed at Clubs.

### On-going programme using “Go for Goal”

Bearing in mind the importance of providing coaching to young players in Brasil, a continuing youth coaching programme using “Go for Goal” as the corner-stone would be an excellent idea.

To keep “Go for Goal” alive, such concepts as

- \* The “Go for Goal” Young Player of the Year
- \*\* “Go for Goal” scholarships
- \* “Go for Goal” tests, awards and certificates

could be adopted. Awards could include a year’s free pass to the boy’s local stadium and the chance to meet his favourite team on the pitch and have his photo taken with them.

### “Go for Goal” on TV

The films could make an excellent TV series and thus reach a wide number of young people, including those outside the pilot areas.

### Inter-schools Football Tournament

As we understand it, school football in Brasil is not organised and, although sport is a required part of the educational curriculum, the lack of facilities limits school football.

In order to provide an attainable goal for young players in Brasil – apart from the remote and dizzy aspiration of representing the country in some future World Cup – we would recommend the introduction of a schools football tournament.

Such a contest would have to concentrate on the pilot urban areas recommended in this proposal, initially with teams nominated or invited to take part.

Pitches could be hired from smaller clubs for the matches and prizes and awards could be much-covered items like footballs, football boots and other equipment. The winning team's school could be awarded a complete "Go for Goal" kit and the winning team could be completely 'kitted out' in Adidas football shorts and shirts.

All participants would be awarded some small token of their participation – such as a badge to sew on their shirts. There should also be prizes for the beaten finalists.

How this tournament is organised, in detail, will depend very much on the Ministry of Education and the helpers available to The Coca-Cola Company. As dedication to football is very intense in Brasil, we do not anticipate any lack of voluntary assistance and it might also be possible to involve co-sponsors from the media and Loteria Esportiva in a supporting role, to provide additional funds.

Practical assistance could come from the Professional Players' syndicate, who could well be interested in helping to organise the tournaments in return for a reasonable fee.

### A Coca-Cola/CBD Award Scheme

This proposal describes a simple award scheme for children.

It is designed to encourage their constructive interest in football, by giving them the opportunity to move from Grade to Grade – displaying their achievement by the possession of the appropriate certificate and badge or patch.

Its success will be assured by the strong instinct all children have for collecting things. In this case, the successful completion of a Grade will give them the right to redeem, for x crown corks, a beautifully designed patch or badge, which can be sewn onto their clothes.

### Who is the scheme aimed at?

In Brasil children play football from an early age. Not all have the talent or luck to get taken on by a Club and progress to professional standard, but all of them enjoy playing.

This proposed Award Scheme is designed to draw in this wider audience – the thousands upon thousands of children who love the game and follow it avidly. At the same time, the scheme will still offer those with talent the chance to progress to senior grades.

When a child has passed all Grades, including the higher “special “ Grades, he could automatically get a trial with the junior team of the local professional club of his choice. This would be a fantastic incentive for the children.

### How it works

The proposed scheme is built around the creation of six Grades of competence/achievement in football.

The Grades, which would be devised by the CBD, should be straightforward enough to be judged by a teacher, coach or even the parish priest.

Once a child has entered the scheme (see “How to enter”) he receives a simple folded card with the necessary Grade 1 tests or requirements printed on it. Once a card is completed (i.e.the tests completed) it must be signed by his teacher or some person in authority and countersigned by a senior teacher /head teacher – someone in a position to verify the qualification of the person who judged the test.

The child then sends the completed card to the CBD – in actual fact to a mailing house appointed to handle the postal arrangements – and receives his Grade 2 card, and a certificate.

Having passed Grade 1, the child then has the right to acquire his Grade 1 patch.

With each successive Grade, he can acquire another badge until he has a full set of six.

Additional levels can be grafted onto the basic award scheme to enable children to aim for their “Striker’s badge” or their “Goalkeeper’s badge” to keep interest alive after they have reached Grade 6.

### How to enter

There are alternative ways for children to enter this scheme.

Firstly, through the media. The scheme could be launched in co-operation with a newspaper, or a television programme which covers sport.



Secondly, entry forms and details could be provided at point-of-sale of Coca-Cola. In other words, in shops and cages, a dispenser with award scheme details, proclaiming the age group eligible for entry, would reach a wide audience.

Probably the ideal solution would involve both methods.

Once running, the scheme is self-generating – in other words the child gets a new card every time he posts in an old one – and becomes a mail house operation.

#### Involving Coca-Cola Refrescos

Although, once running, the scheme would be partially self-liquidating, through sales, setting it up requires capital for designing and producing patches, certificates and folders, establishing mailing arrangements, public relations and publicity and photography, typesetting and artwork.

If Coca-Cola Refrescos were prepared to invest this required capital, in return it should expect title recognition to the scheme, together with the CBD, and a degree of identification in the patches and on all printed materials and stationery connected with the scheme.

The Company would also expect to be involved in activities surrounding the scheme, such as competitions, meetings of different Grades, football get-togethers and other ancillary activities which would be natural developments of the scheme.

#### Benefits of the scheme

- \* It provides a structure of achievement at grass roots level of football
- \* It is simple to administer
- \* It is flexible – it could, for instance, be linked to “Go for Goal” in name and style to provide a comprehensive coaching and achievement programme for children
- \* It is easy to understand, judge and administer
- \* It offers Coca-Cola Refrescos access to young people through their favourite sport and considerable opportunities for promoting the product.

#### Scholarships for football coaches

In every country, however successful it is in world football, coaches need and benefit from exposure to the methods and experience of other nations.

Thus, a scholarship scheme for coaches to visit West Germany, Holland and other successful European soccer nations – attending courses at centres like the Sports School in Hennef – could be an extremely valuable contribution towards raising standards of coaching in Brasil.

In this context, we are not talking about top coaches from top clubs, but rather those who would not normally have the resources to make such a trip. The selection process could take into account the individual situation of the coach

– if he is in a position to influence or help school children or create or improve coaching facilities through schools, he should be favourably considered.

This project is visualised as a corporate image building/public relations project for Brasil, serving the same purposes as the World Development Programme does internationally.

It would not be an expensive project, involving limited administration, a return airfare to Europe per person and the costs of accommodation and attendance at, for instance, the Sports School in Hennef (less than DM40 per day). Airfares could be negotiated with KLM on a group basis if a number of coaches travelled at the same time, or Varig Airlines might consider participation as co-sponsor in return for free tickets.

The scholarship could have title recognition for Coca-Cola and could be built up through skilful PR to an important annual event. In writing the qualifications for scholarship, Coca-Cola Refrescos could emphasise the objectives of helping youth and improving coaching facilities for young players through the school and community – not just for the fortunate who have been accepted by Clubs.

#### “Know the rules” competition

This is seen as a simple, short-term idea – a “Know the rules” quiz with a sales promotion element.

In Brasil, where children start playing football regardless of lack of pitches, goal-posts or even balls, they need the knowledge to turn their spontaneous expression of skill into a proper game.

In other words, the rules. As part of the “Go for Goal” kit, we are shortly publishing “Brief Rules of Football for Young Players” – an extremely low-cost, simple illustrated rule book of football.

Translated into Portuguese, this could be extremely valuable for young players in Brasil.

A simple quiz, entered on presentation of x number of crown corks or cut-out seals, could win a copy of “Brief Rules” for the child.

The aim would be to enable as many as possible to win this very inexpensive prize, so the questions would have to be deliberately simple. However, the same quiz could always be run at older age-group levels, with more difficult questions, it is proves highly successful.

#### Collection schemes for football equipment

The possession of a proper football is of tremendous importance in Brasil. The child with a football is guaranteed a place in every game (even if only in goal) – indeed, the ball enables the game to happen in the first place.

Other items of football equipment – boots, for instance – are also great status symbols.

In conjunction with Adidas, a collection scheme for football equipment could be organised with a mini-catalogue of items. X hundred crown corks or cut-out seals could equal one football. Other items could be boots at a low-cost, foldaway goal net which West Nally is currently investigating. Cheaper items could be team numbers, coloured bibs to distinguish one team from another, shorts and socks.

If necessary, the collection scheme could have a cash element – i.e. x crown corks plus x Cruzeiros = football.

As well as providing Coca-Cola Refrescos with a good sales promotion, this scheme would be of great practical value – football equipment is much needed in every part of Brasil.

#### The “Soccer Game”

“Soccer Skills” – now known as the Soccer Game – is having its first international final in Argentina during the World Cup next year.

If Coca-Cola Refrescos has not already planned a “soccer game” competition, there is still time to organise one on a limited basis in one or two urban centres. Provided that the contest contains the basic elements of the original Adidas Game – heading, keeping the ball in the air with one foot and then alternate feet, goal kicking and running keeping the ball in the air – Brasil would be eligible to send its winners to Argentina.

Given the Brazilian skill and natural ability to juggle the football, there is every chance that Brasil could win this contest. Such a victory could be a valuable publicity opportunity for Coca-Cola Refrescos. It would also encourage Bottlers to support a more extensive soccer game contest for subsequent years.

Full details of how to launch and organise a soccer game contest can be provided by West Nally in a separate document if Coca-Cola Refrescos requires this assistance. In this context, the United States “Kick Me” programme also provides useful experience to draw upon.

#### Programme of activities build around the FIFA World Youth Tournament for the Coca-Cola Cup

At the time of writing this document, Brasil had reached the semi-finals of the first FIFA World Youth Tournament for the Coca-Cola Cup in Tunis.

It is a near-certainty that the Brazilian national youth squad will qualify for this tournament every two years and they could well win it on many occasions.

With this in mind, it is vitally important for Brasil to use the opportunities provided by this Coca-Cola sponsored tournament in a programme of

promotional and public relations activity surrounding the Brazilian national youth squad and the tournament itself.

While nothing will ever replace winning the World Cup as a national obsession for Brazil, the World Youth Tournament could provide an important event for Brazilian youth to identify with – filling the non-World Cup years with another aspiration – to be World Youth Champions.

Building up the World Youth Tournament would provide opportunities for

- \* Coca-Cola Refrescos in many areas, such as:
- \* Sales promotions linked to winning prizes to the Finals
- \* Press conferences for the national youth team
- \* Competitions to choose/design a team mascot
- \* Photocalls during team training
- \* Human interest stories on the young players
- \* Receptions for the returning team
- \* Team posters as a sales incentive

Prior to each World Youth Tournament, West Nally would recommend a programme of activities for Coca-Cola Refrescos.

Ends

Re-typed by Denise Norman from original  
March 21 2007