

LEADERSHIP AT FPF - FERNANDO GOMES
AN EXAMPLE OF LEADERSHIP IN SPORT

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Abstract

With this work, we intend to evaluate the performance of a leader, what is his influence on the success of the organization, highlighting and classifying his performance.

The leader, Fernando Gomes, becomes president of the FPF on December 10, 2011 and it is under his leadership that the AA national team wins its first international titles (Euro 2016 and League of Nations 2018-2019).

We seek to understand what has changed in the FPF that, under the leadership of Fernando Gomes, allowed him to win titles and to understand what share of success can be attributed to its leader.

We will also make a presentation of the main decisions of leader Fernando Gomes.

Keywords: FPF; Fernando Gomes; leadership; decisions in organizations

JEL Classification: M14

1. The Portuguese Football Federation (FPF)

The Portuguese Football Federation “is a non-profit collective person, of public benefit, constituted in the form of a private law association, comprising twenty-two district or regional associations, a professional league of clubs, associations of sports agents, clubs or sports societies, players, coaches and referees, registered or affiliated under the terms of the statutes, and other sports agents included therein ”(art. 1 FPF statutes).

In the past, this organization was responsible for organizing the games between the Porto Association and the Lisbon Association. In May 1923, he joined the “Fédération Internationale de Football Association” (FIFA) as a full member.

With the connection to FIFA, the objectives of the FPF become identical to that body, with a “mission to coordinate, streamline, develop and organize Football in all its dimensions and categories, in a harmonious whole, ensuring its continuity and growth throughout the national territory and in all social media and age groups, with the aim of positioning itself as one of the most competitive in the international panorama. FPF cooperates closely with its international and national partners, public and private, with a view to independence and mutual benefit, for the success of its mission. ” (FPF, 2017)

Currently, the Federation is much more than the institution that organized national competitions and European and world events. We are facing an organization that is involved in competitions, but also in everything that surrounds football. Social responsibility is assumed as an "obligation" and not just a phrase that is put on missions.

With a transversal action in areas such as diversity, health and environment, the Portuguese Football Federation has an important role in the action and development of projects of a social nature, both through the use of the image of its leader, as well as of its most important athletes who present an image recognized by the general population. We could approach several athletes and coaches, however, it would not be as relevant as talking about names like Cristiano Ronaldo, Ricardinho and Madjer - athletes who achieved worldwide recognition by being congratulated as the best players in the world in their respective modalities. The promotion of projects related to Social Responsibility demonstrates the level of commitment that FPF attributes to the environment.

An example of this activity is the “Project 23 scholarship holders”, aimed at high school students, with emphasis on those who live outside the main urban areas. The scholarship

winners will be entitled to a pedagogical kit containing sports materials as well as a computer, tablet and other school material, such as support books. One of the advantages of the kit is based, in addition to what has already been described, on the inclusion of an annual subscription that gives access to various cultural events in the Serralves and Calouste Gulbenkian Foundations, showing that there are more opportunities outside the context of football.

1.1 Eyesight¹

“The FPF must increasingly strengthen its role as a central reference in the development of Football in Portugal, in such a way that this activity is increasingly standing out as one of the most relevant in Portugal's project in Europe and in the World.

The FPF assumes itself as the dynamic entity of Football as a sporting, economic, social, educational and leisure activity, taking into account the growing relevance in the formation of youth, in the economy and in the international image of the country.”

1.2 Mission²

“FPF's mission is to coordinate, streamline, develop and organize football in all its dimensions and categories, in a harmonious whole, ensuring the respective continuity and growth throughout the national territory and in all social media and age groups, with the aim of positioning itself as one of the most competitive on the international scene. FPF cooperates closely with its international and national partners, public and private, with a view to independence and mutual benefit, for the success of its mission.”

1.3 FPF² values

“The values that express the FPF's Vision and Mission and that create the best conditions for the achievement of its objectives are:

1. FPF believes that it will only succeed if all its partners are equally successful, so it will always be supportive, transparent and loyal to them in pursuing their goals. 2. FPF is governed by principles that allow sustainable development and always promotes compliance with the highest ethical, social and environmental responsibility standards.

¹ Retrieved from the page of the Portuguese Football Federation (16-01-2020): www.fpf.pt

3. The FPF guarantees sporting truth at the heart of its decisions, through the democratic functioning of its structure and dialogue with its partners.

4. The FPF encourages inclusion, the acquisition of knowledge and a healthy lifestyle, without prejudice to safeguarding the entertainment and economic activity of football.

5. The FPF defends “ZERO TOLERANCE” in relation to racism, discrimination, violence in football and addiction to games or results. 6. The FPF defends the rationality and economic success of Football, guaranteeing transparency, integrity, loyalty and honesty, even in the absence of legal obligations. ”

2. Fernando Gomes - Profile of a leader

On December 10, 2011, Fernando Soares Gomes da Silva becomes the 34th President of the Portuguese Football Federation with 46 votes out of 82 delegates. It is the beginning of the 1st term, of the one who is still the current President of the FPF.

Born in Porto, on February 21, 1952, the Graduate in Economics from the University of Porto and leader of the FPF, began his journey in sports management in 1992 when he took over the management of FC Porto's Basketball. Subsequently, he assumes the position of director-general and administrator of FC Porto's SAD in the financial area, having integrated several committees of UEFA and FIFA.

With a strong connection to sport as a basketball athlete, a sport in which he served as President of the League of Basketball Clubs, he also has the Presidency of the Portuguese Football League (LPFP) on 7 June 2010 until he decided to run for office. to the Presidency of the FPF.

It is in your presidency that Portuguese Football achieves most of its international sporting achievements, such as Euro 2016, the League of Nations in 2018, the qualification of the women's team for the first time in a European Championship, and two European titles in the formation levels (under-17 and under-19). The success extends to other sports with the title of European Futsal champion in 2018 and in beach football with two world titles (2015 and 2019). (ALMEIDA, 2020)

He is distinguished on December 15, 2015, by Cavaco Silva with the “Grade of Grand Officer of the Order of Infante D. Henrique”, together with the players and the national

beach soccer technical team - distinction attributed to “whoever has provided relevant services to Portugal, in the country and abroad, as well as services for the expansion of Portuguese culture or for the knowledge of Portugal, its History and its values.” (PORTUGUESE HONORIFIC ORDERS, 2020)

Currently, Fernando Gomes holds the 3rd term in the Presidency of the FPF, in which he proposes to achieve new international achievements with the teams.

"This is a time when we will have to guarantee the structural stability of our own home" stressed Fernando Gomes (LUSA, 2020).

3. Strategy and main decisions

The presidency of Fernando Gomes will start at the beginning of the 3rd term and after 10 years of leadership, we can evaluate those that were some of the promises made and their fulfillment.

Bearing in mind that Management consists of defining objectives and, using all available information, planning a strategy and organizing resources, guiding them towards their achievement. Keeping control over the tasks and thereby checking the execution of the plan.

The expectations in relation to his candidacy were globally high, since the “candidacy of Fernando Gomes was launched (...) by the overwhelming majority of the leaders of professional football clubs, only with reservations on the part of Sporting and national, while Benfica reserved a position for later”(LUSA, 2020).

In this two-mandate course, many promises have been fulfilled, and others remain unfulfilled.

At the time of his 1st candidacy, he expressed his intention to guarantee "transparency, credibility and protection for the Portuguese athlete", limiting "the admissions of community players", trying to create the necessary conditions, without violating the Law, for an obligation "of inclusion of a minimum number of players qualified to represent the national team of Portugal ". With the intention of defending transparency, Fernando Gomes affirms that he intends "a determined fight, with specific rules, to all kinds of lack of sporting truth, especially to the doping and corruption ". " We want it to be clear to the

entire world of supporters how doping is done. Who is controlled and how. Principle of universality, everyone can be controlled in the same way "(GOMES, nd))

In the 2nd term, it is clear that the intentions are deeper, maintaining the intention to give credibility through transparency and integrity. In the new program, it presents 110 commitments ranging from technologies in football, to a clear commitment to training, a commitment to sustainability and the increase in sports practice.

In its commitments related to credibility, it advocates the disclosure of the observers' reports, the publication of the arbitration reports for professional and non-professional games and the training of sports agents to combat match-fixing.

In the area of training, it intends to create the conditions to add to the experience acquired through practice, the theoretical aspect of training for all players in football. The training must be transversal to the athletes, but also to the other agents of Football. Managers, referees and all other stakeholders are now important for the improvement and quality of Portuguese football.

As far as sustainability is concerned, since it consists of "development that aims to satisfy the needs of the present without compromising the ability of future generations to satisfy their own needs." (ADALMIRO, sd) two of the commitments assumed were the creation of the City of Football and with that the selections - "we do not walk around the house in terms of training and there is a series of logistics that is completely outdated in the positive sense." (GOMES, sd) - and the creation of a scholarship for ex-players and players wishing to pursue higher education.

It is important to note that the idea of the football city is not original to the current President, however, the project is different from what was thought by its predecessor as it is clear in the statement of Gilberto Madaíl on the opening day: "It is a project a bit different the one we had imagined, with a hotel, swimming pool, pavilion, for example. But it is better to have this City of Football than to be as we were: with nothing ". (GODINHO et. Al., 2016)

One of the commitments that Fernando Gomes demonstrates some importance, taking into account the ambitious goals he intends to fulfill, is in relation to the increase in federated practitioners. The increase in practitioners is clear when they commit to creating

a ranking for clubs that have more female athletes registered. It even intends to award prizes to those who most encourage women to practice sports.

These are a small sample of the 110 commitments contained in the intentions for the 2016-2020 mandate.

We must emphasize that the ambition remained for the 2020-2024 term, with 120 commitments that are divided into six major areas, but that go into detail such as “Guaranteeing the activity of the football, futsal and beach soccer teams, in the different levels and genders ”, " Reaching 300,000 federated athletes, according to FIFA rules, in 2024 ", " Developing a digital platform that allows the growth of informal football, with the registration of practitioners, information on fields / pavilions, teams and referees " and also “Develop initiatives and campaigns associated with accessibility and inclusion of people with disabilities in football: accessibility in stadiums, support for adapted football and promotion of employability”, among many others. (GOMES, sd)

Since it is not possible to talk about all the commitments in more detail, we decided to focus on “Cidade do Futebol”, “Channel 11”, “Portugal Football School” and summarize some commitments that served to evaluate the execution and the success and failure of some commitments.

3.1. Portugal Football School

"Training and qualifying sports agents with a view to promoting and developing football in Portugal" (GOMES, sd)

Fernando Gomes assumes, in his 2016-2020 program, training as an objective, focusing on some areas: University of Football; e-learnig; Training for sports officers; Encouraging the training of former players. (GOMES, sd)

The incentive to training will imply “establishing partnerships with Higher Education Institutions, with the aim of obtaining training certification” betting “in the areas of training of coaches, referees, players, sports managers, health and performance, ordinary members, sports facilities, football and society ”(GOMES, nd).

In 2017, Portugal Football School is created to respond to this need with the following objectives:

- Create a national training program for the different agents;

- Establish partnerships with Higher Education Institutions to obtain training certification;
- Implement continuing education and postgraduate programs in partnership with these institutions;
- Make distance learning available for training courses;
- Encourage the development of scientific research activity. (1)

Figure 1 - FPF Research Unit Organizational Chart



Source: www.fpf.pt

Portugal Football School is the realization of one of the measures of the program, in which Fernando Gomes hopes that it will become a center of excellence. The training offered goes beyond sports agents to health professionals, journalists or family. Which in some way is quite demonstrative, of the understanding that the FPF has before society and not only with its partners.

“(…) It will always be an open space, of cooperation, where the School and the University will be able to interact with the football family in the identification of problems, in the open discussion and in the presentation of solutions” (FPF, sd)

3.2. Football City

“The City of Football will naturally be understood as the home of the national team. Like all houses, it must be designed to receive guests. But it is fundamentally a place of work and retreat, where the main values to defend are the serenity and functionality of the

spaces. A place where players, coaches, collaborators and managers are constantly preparing demanding missions. The architecture defines the place of this work and for this reason it must in this case be sober, durable, easy to use and understand.” (FPF, sd)

Figure 2 - Soccer City



Source: www.fpf.pt

Figure 3 - Football City Infrastructures



Source: www.fpf.pt

Football city is a project promoted by the Portuguese Football Federation built over 17 months, in Alto da Boa Viagem, in Oeiras, and located in the Jamor National Sports Complex, west of the National Stadium. The new structure includes the headquarters of

the Portuguese Football Federation and the Logistics and Training Center of the National Teams.

This is one of the promises of Fernando Gomes, whose investment amounted to around 15 million euros (2 million more than budgeted) and was built on land provided by the State and all investment is the sole responsibility of the Portuguese Federation Football - with self-financing and subsidies from UEFA and FIFA.

The football city is constituted by the logistic and training center that includes all the necessary conditions for the preparation of a team, with three fields and another half field for specific training of goalkeepers, in addition to a bench for 300 people, 11 changing rooms, two gyms, health and performance unit, press center and pharmacy. (LUSA, 2016)

It is a place of work and rest, where the serenity and functionality of the spaces are defended. It is a place where all the players in the sport can focus on their tasks. (RISK, sd)

Subsequently, the Athletes' House was built - over 18 months - which was completed on August 4, 2020 and opened in November, something that has been discussed since the inauguration of the National Stadium in 1944, where it was intended to expand the facilities of the venue , in order to improve the conditions of the athletes.

The Complex presents a score of 4.4 / 5 on Google and has numerous comments reporting the “excellence” of the space.

“The joy comes from the awareness that in this way we will be able to create a new space for the growth of our football and offer all those who defend our teams a home of their own, a dream that we had wanted to achieve for many years”, says the President of the Portuguese Football Federation, Fernando Gomes, in a message published on the institution's website(FPF, 2020).

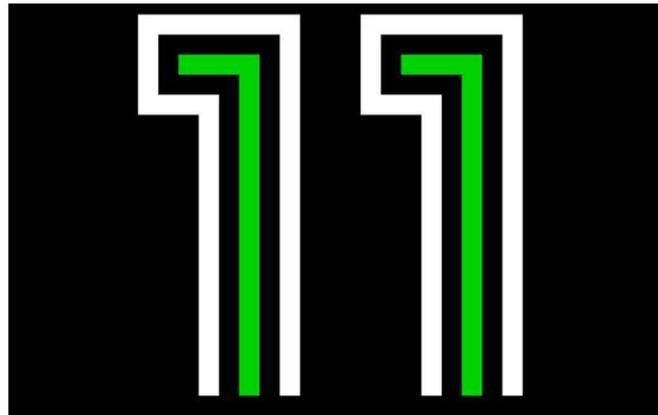
3.3. Channel 11

“There was a planned training and interconnection plan with the Players' Union, which included the creation of this platform. It is another instrument in the fight against Match Fixing. ” Fernando Gomes 2017 (CHANNEL 11, 2017)

Channel 11 is the television channel of the Portuguese Football Federation launched on August 1, 2019. The main objective of the channel is to highlight football and national sport.

"We want to demonstrate that football is an element of development, that football does well." (FPF, 2020) Nuno Santos, former director of Channel 11

Figure 4 - Channel 11



Source: www.fpf.pt

In addition to broadcasting the games of the different 25 national teams in Portugal, channel 11 broadcasts other non-professional football, futsal and beach football competitions, also focusing on women's sport.

“The grid is designed according to the different audiences that watch television throughout the day. The channel will bet a lot on the direct. It will be the Portuguese channel that will best accompany Portuguese players and coaches in the world and also the one that will have more female sport ”(FPF, 2020)

However, it presents international football broadcasts namely the Brazilian championship, the Mexican championship, the Polish championship, the South Korean championship, the Greek championship and the second English league.

It also transmits stories and original content about the Portuguese in the world of football, in addition to debates between commentators where the good of football is privileged, canceling the transmission of controversies around it.

Currently, its director is Pedro Sousa (also presenter of the “Futebol Total” program).

Channel 11 also prioritizes interaction with the public through social networks, as it is an initiative aimed at improving Portuguese football.

The new content platform of the Portuguese Football Federation (FPF) promises to democratize the less visible side of football. (CALHEIROS, 2019)

Channel 11 is the transmission and attempt to modify a sports culture that has been “attacked” by the other social media, therefore betting on an analysis of football from an educational and constructive point of view.

The President of FPF, Fernando Gomes, spoke of "a pioneering and excellent project" and stressed the intention of "promoting and developing football, offering excellence in our content and contributing equally to a more culturally and socially responsible country". (FPF, 2020)

3.4. Other measures

Despite his great achievements, some of Fernando Gomes' commitments in the 2016 electoral plan were left unfulfilled for not drawing up a ranking of clubs with more female practitioners, the lack of disclosure of the reports of arbitration observers and non-compliance with the stipulated number of federated players. The goal of the current FPF president was that, at the end of his second term in 2020, there were 15,000 federated players, but the number of athletes did not exceed 11 038.

Number of federated athletes in football:

Table 1 - Evolution of federated practitioners

2012	2018
153 530	189 417

Source: Self elaboration

One of the commitments imposed by Fernando Gomes in his third term is to reach a figure of 300,000 federated athletes by the end of his term in 2024.

If we look at the table above, we see that in 6 years the number of federated athletes has increased by 35 887 federated practitioners. Applying the proportionality rule and taking into account the current pandemic situation, it seems unlikely that the commitment of 300

000 federated athletes will be fulfilled, however, the determination and ambition of the president of the FPF is evident.

Analysis of Net Results 2016 - 2020

Analyzing the FPF Financial Statements, we emphasize that in the last two years (2020, 2019) there was a drop in net results, with the drop from 2018 to 2019 being 49% and from 2019 to 2020 it is 34%. Despite the sharp declines in the value of net profits in the last periods, it appears that there is an average value in the last five years of approximately 4 million euros.

Table 2 - Net Results

	2020	2019	2018	2017	2016
Net results	2,375,882.86	3 604 704.46	7 055 987.95	3,769,876.24	3,091 580.01

Source: Self elaboration

4. Conclusion

Based on the evaluation and analysis of the Leader of the Portuguese Football Federation, Fernando Gomes, we can classify him as an Entrepreneur leader (Map EGOS). Its competitiveness can be seen in the definition of the objective of winning more international titles in the national teams; as a challenger, insofar as he manages to involve the Spanish Football Federation in a joint bid to organize an international competition; prone to risk and an agent of change by creating a television channel for the Federation and promoting the “restructuring of competitive teams and adapting the clubs' certification model to the reality of the new season” (FPF, sd).

It appears that the Portuguese Football Federation has a Corporate Governance, more specifically the Stakeholder model. We were able to identify in the Federation the characteristics of an organization that cares about the environment and its stakeholders. Social Responsibility is not just a matter of punctual contributions in improving the quality of life of the inhabitants where they are located. There is a permanent concern to contribute to the well-being of all stakeholders.

Concerns about ethical issues are addressed as a responsibility on the part of the FPF in a serious way, placing them in its objectives to be achieved. Objectives such as ensuring

transparency regarding the financing of organizations and their management, preventing conflicts of interest.

In order to guarantee sustainability, the FPF places as the first objective of the commitments (priority areas) to become the “base building of Portuguese football” (FPF, sd).

It is concluded that the strategies and decisions of Fernando Gomes and, therefore, those of the Portuguese Football Federation are going beyond the purely sporting objectives and assuming a responsibility in Portuguese society as an organization of public interest. With reference to the work done so far, it is envisaged a continuation in the fulfillment of the commitments assumed and, therefore, a future of achievements and successes.

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