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THE FOOTBALL INDUSTRY THE CASE OF THE 'PROJECT' ENDAVANT

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Thanks to

I would like to say thanks to Tino Traver for his great help wich he gives me from his position institutional relations of Villarreal CF, he bring me the oportunity of an interview with him, and I get a lot of information needed for my final proyect degree, and during the process of this one he was helping me

Introduction

The election of the work to realise has been encouraged from the point of view of my academic worries, and workwise in the world that I move and I would like to work in.

It is for this reason that in terms of learning we believe that it is interesting to know how an entity is related to its environment, and manages these relations to maximize its future benefits, and workwise I devote myself to the world of the football, I am a national football trainer, and the election of studying the Villarreal CF and particularly the platform "Endavant Villarreal", it is given by my environment, since my profession allows me to have access to information and I consider myself a well-known entity of this world.

On the other hand we tend to think that football is highly profitable, and knowing how clubs function, and their capacity as a social catalyst, we believe that it is relevant and at the same time suitable as a subject matter.

In this same piece of work we can observe a beginning where we describe the evolution of football and how it has evolved into such a social phenomenon. We will then proceed to discuss football's economic and social context and its impact on different european leagues, we will also reference academic terms with the specific

case study, and lastly we will study in depth Villarreal CF, and its platform "Endavant Villarreal"

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FIRST PART:

**FROM THE ORIGINS OF
FOOTBALL TO HIS ACTUAL
IMPACTS**

CHAPTER 1

THE EVOLUTION OF

FOOTBALL AND ITS

ACTUAL IMPACT

1.1 The origins of football

EVOLUTION OF FOOTBALL AND ITS ACTUAL DIMENSION

"To what extent is football similar to God? The devotion that many believers have and the distrust created by many intellectuals." This statement was said by the uruguayan reporter Eduardo Galeano. It resumes the dimension of football, which is a phenomenon like no other: there is no place in the planet where a ball or sphere-like object has not lead to a football match.

When football was born, as we are going to see, it was seen as a sport for rude and analphabet people, which later was considered as a valve to undergo everyday problems, and we still do not know the the reason for which it captivates so many people.

Football is much more than a sport, in many occasions it is an opportunity for developing countries to get to be known and earn some respect world-wide, this way, a small, isolated town can multiply its influence in society through football.

We can therefore state that football is a social, political, economic, cultural and educative phenomenon, due to the fact that this sport enhances moral values, such as teamwork, sportsmanship, solidarity and generosity.

¿Where was this sport born?

Football's process of creation was a long process, which involved and mixed many different cultures, creating a final product which is a lot like the sport we actually know as football. We can say that football's origin began in China, more than 2.000 years ago; followed by Japan 500 years later, where Kemari was practiced; in Greece, Episkyros was also a similar sport to contemporary football.

Even though the origins of similar sports to football were far away from Northern Europe, the country that managed to unify and spread the rules of football was the United Kingdom.

Although the beginnings of similar sports, they do not place to the soccer in this place, the country that it managed to announce and unify under the same rules was the United Kingdom.

Nevertheless, to speak about the history of football is to speak about the United Kingdom, since from the seventh century, in the British Isles a game that was practised in multiple forms began to bloom, until it adopted its contemporary rules and was perfected at the end of the nineteenth century. This sport became to be known as football.

1.1.1 The United Kingdom as a catalyst

The most relevant and important people in the United Kingdom, did not support football, as they believed that it was a minor sport, and was not worthwhile the time, a situation that now would not be conceivable since football is one of the phenomenons with major world aftereffect, to come from this initial point to the current point, exists a process that I believe is necessary to revise, to understand what was meant by football in the beginning and how it has overcome all the difficulties that it has found to its step.

It is known as a fact that in the fourteenth century certain prohibitions existed to the practice of football, according to many historical sources, in the year 1314 the mayor of London was forced to deprive of authority the practice inside the city and punished all who played the sport to go to jail. Years later, in 1365, Edward III published a few rules which prohibited "to play skittles, football and other stupid games that are useless". Years passed by and the image of football was not improving: in 1531, Sir Thomas Elyot published a book in which he recommended people to abolish the practice of football due to its brutal fury, which should be silenced. The Anglican church did not agree with the practice of football either and did not want this sport to continue.

Despite all the difficulties faced by people wanting to practice this sport, football was capable of "addicting" those who enjoyed the sport and started looking for other places as cloisters, where they could keep on practising their passion. These measures were very harsh and were managing at some points to decrease the practice of football. However, they did not have enough power to abolish this sport, when at the beginnings of the nineteenth century, when football reached a status where citizens began playing football in public schools and reached a major role during their recesses. Football began gaining recognition and stopped being a leisure activity, due to the fact that everyone started to recognize its educational values, since, it distanced children and students from drinking and other irresponsible activities.

Football was looked as a way to encourage teamwork, sacrificing for a common output. In every school there were a number of rules, but the desire of all the schools was to practice the sport between them, giving a new effort to unify the existing rules, arising the called Rules of Cambridge.

The definitive propulsion to the creation of common rules were the attainment of matches in London in 1863, when twelve representatives of clubs and schools meet in Freemanson's Tavern of Great Queen Street, and as a result, definitive rules were adopted that same year.

1.1.2 Evolution of football until today

Eight years later, in 1871, the first formal league was organised: The football Association Cup (the current British Cup).

Years later the rules were synthesized, to give the sport legal position. The figure of the goalkeeper was born; in 1872 the figure of the referee appeared; in 1873 the corner kick arose; in 1877 the current duration of the parties was established. Once the practice of football was formalized and all teams were playing under the same rules it began spreading rapidly. This globalization happened due to the economic expansion of the English empire, english travellers never missed a ball inside their suitcases. In this epoch the intellectuals stopped criticizing the practice of the sport for being "rough", it was underestimated by its use, since it was seen as the opium of the people, detested by academics both in America and in Europe.

1.2 Football as a social phenomenon

A phrase that identifies the force that football has in the current world (given by an Argentine journalist) is the following: "The world is round because God is a football fan", this comes to symbolize what football represents in modern society. To the margin of phrases that exaggerate what football symbolizes, it is undoubtedly, the most popular sport, due to a series of fundamental characteristics, as for example: football is a very economic sport of practising, in any moment and place it is possible to organize a football match, without needing a surface in particular, either 22 players, or regulatory space, in the same park several matches are played simultaneously, this way its

simplicity, the unpredictability of not knowing who wins, or the need to be a group of the people to be able to practise it give this magic that football has and is capable of dragging millions of people.

In addition, football is essential for our everyday life, during football matches all the fans are coaches, players and managers, we think we would all do it better and also that the one sat next to us does not know as much as us about football, all this generates an argued pre, and post match that nourishes our lives. We can say that football generates illusions. It serves as a tension plunger, evading your problems, and your illnesses, as writer Javier Marias indicates: "Football consists of this world without worries in which at least during 90 minutes everything is secondary. "

The consumption of football never becomes exhausted, from August until May there are competitions, (leagues, cups, tournaments between clubs of different countries, Europe League, Champions League, and Libertadores cup, in addition to other minor competitions), to all of this it is necessary to add that during the summer World cups, Euro, and Olympic Games, and otherwise, the fans keep themselves entertained with the transfer window. All this evolution forces sociology to incorporate football in its studies, since currently it is more than a game, it is an entire social event, since analyzing the whole environment of football reliable conclusions can be made about contemporary society, adding to the principles of our world.

We can observe 2 places where for a series of reasons football is lived in a special way, this happens both in South America and in Europe.

1.2.1 South America the "cradle" of football

In South America football is a form of life, if in the rest of the world football is a passion, the specific case of South America goes further away, in countries such as Brazil, Argentina or Uruguay, football is more than a game, more than a business, there are countries where many people live in precarious conditions, and football can become a leakage valve for the families, since they live dependent on the evolution of football, with the hope of that some European club pays a generous quantity for any relative, to solve their own precarious situation.

Children learn to play sometimes barefooted and with the dream of pulling up their families with their footwork. Also when one of these countries organizes a soccer

event, a World cup or Cup of America, the country is paralyzed, people working ask for special permissions to be able to watch some of the matches, this makes work absenteeism rise.

1.2.2 Europe and its passion

In Europe, it is possible to affirm that football is a better taken passion. We can find the best example in the United Kingdom where, match after match, independently on who they are playing against, stadiums fill up, and fans vibrate with their teams, also the mass media have a business built on the pre-matches and post-matches, with specialised sports programs. In Spain something similar happens, for example four out of the ten most read newspapers are sport-natured journals, where football usually occupies a major part of the news. These four newspapers mentioned earlier on are: "AS, Marca, Sport and Mundo Deportivo", also eight out of the ten most watched programs are sports news or football matches, in certain TV channels (such as "Cuatro" and "la Sexta") we can say that the sports space occupies almost more space than the informative one in itself.

In the old continent we also observe certain facts that reveal football's social impact: some tragic events as the death of George Best or the spanish Antonio Puerta and Dani Jarque. In Best's case, its burial turned into viral topic, it was transmitted directly by the famous television channel BBC, and there was an inflow of half a million persons, so the bank Ulster decided to print notes with Best's face a year after his death. These notes scarcely lasted one week. We can observe some similar episodes in our country, in Spain, the death of Antonio Puerta managed to join two teams that do not get on specially well with each other, Betis fans and Seville fans. They both wept for the tragic death of the player of the Seville, also the presidents of both clubs melted in an emotive hug, it was the hug between two fans after such a frightening fact.

1.3 Football as a political phenomenon

Politics is one of the phenomena which gives society major concerns, in addition cities depend on decisions that politicians take. Football has kept through history a narrow relationship with the world of politics; it has been used by dictators, has been named as

a social drug, the "opium" of the people, also it has served like a catalyst element to encourage people in the world of football on to the world of politics.

Football gives unique popularity very difficult to obtain in other ways. This has been used by some people to strive after the world of the politics. This is the case, for example, of Silvio Berlusconi, who created an empire in Milan, managing to obtain good results both in Italy and in Europe, and obtaining a reputation as a good agent and noble man, this helped him to project the image that he desired upon himself, starting in politics and in his first elections was elected prime minister, position he shares with the presidency of AC Milan. In Argentina we find a similar case to Silvio's: Mauricio Macri, which was the president of Boca Juniors in 1995, and after a decade of achievements and success, presented his candidacy to being the mayor of Buenos Aires; at first he did not achieve the target, but he worked out for the following one and was chose as a mayor for this city.

1 .4 Football as a cultural phenomenon

We have mentioned previously that thinkers and artists started being opposed to football for the image that was being projected of the sport, of being for crude and rough people, being seen as a stone in the way of the long-awaited creativity, but this concept of football has evolved, and, these last few decades there has been numerous arts that have been related to football, such as movies, literature, painting or music. Literature and music have been the most emphasized genres in this relation between soccer and culture. A big number of European and American authors have written or composed based on football, starting with the people who compose the canticles for football teams, up to authentic personalities in the Literary field (Mario Vargas Llosa or Gabriel García Márquez) or the music field (Serrat, Plácido Domingo, Sabina).

1.5 Football as a social, solidarity and education phenomenon

In the modern epoch, we have associated in many occasions football with solidarity, doing joint activities with the target to carry out activities for the sake of the neediest, and this has been like that because the sport with more pull and with major capacity of call of masses is football. There are numerous the actions that year after year are carried out in benefits of multiple causes like the struggle for peace, the struggle against racism (UEFA is one of the most afraid entities about this so they tend to intensify actions against this so that the football is an example for society), against drugs, poverty (usually play in significant dates like for example Christmas) also many of these associations are managed by clubs or players so that they have the necessary means to organize suitable actions.

On the other hand, for the dimension of football as an educational tool we can extract a few words of the Getafe ex player, Fabio Celestini who said¹ “Football is not only chasing a ball, it means much more”. What player means is that this sport multiplies the gives importance to the values of participation, teamwork, respecting teammates, rivals, referees, facilities and everything which surrounds this sport, effort, commitment, these are some of the most frequent principles that they are employed at most football schools, all this helps to form better people. Another distinguished player, Jorge Valdano said that: “football teaches from practice and that's why it turns out to be so pedagogic. It has the ability to teach without the beneficiary realizing it. You learn while you play”. The presence of football in the academic ambience is every time major and in Spain postgraduate courses specializing in sports management surpass already the hundred.

¹The content of these statements was published in the newspaper AS in 2008

CHAPTER 2

ENVIRONMENT OF FOOTBALL **AND RELEVANT FACTORS**

2.1 Regulation by which clubs are lead

In this chapter² we are going to try to aim at a series of aspects that result from big relevancy at the time of understanding how the football business works in our country. We will begin the chapter mentioning briefly the legislation by which clubs are lead by in Spain.

Regulation by which spanish clubs are lead in Spain (Act 10/9, 15th of October, 1990)

The Spanish Constitution, in its article 43. 3 points out that “the public powers will encourage health education, physical education and sport. Also, they will facilitate the suitable use of free time”. In this sense, public powers have approved a series of legal and regulatory dispositions that draw the juridical frame in which football clubs are unrolled in our country, being the Law 10/1990 of Sport, of October 15th, 1990 the main point of legal reference to the study of football clubs. One of the main aftereffects of the above mentioned law is the demand of transformation of the professional clubs into SAD, which materializes in the Royal decree 1251/1999 of July 16 on SAD, and another series of norms of the same legal status, of which only some articles or dispositions remain current at present. Also, to tackle the finished form of the analysis of the regulation, the adaptation of the PGC will be mentioned briefly to the SAD, which tries to adapt the countable norm to the requirements and needs for the sports clubs.

Note: “SAD” stands for “Sociedad Anónima Deportiva” (public limited sports company).

2.1.1 Law of Sports (Act 10/1990 15th of October, 1990)

The fundamental target of this law, approved in 1990 and that has suffered some modifications with posteriority (the last one 11-07-2013) is to regulate the juridical frame in which the practice of the sport must be unrolled in the Spanish state, for what it differentiates two ambiances of the sports activity: that one that the citizens play like spontaneous and “chill” activities and the sports spectacle turned into a phenomenon of masses that is becoming more and more professional. In the sport practised by fans, the legislator claims to encourage the sports association, and with this object they must legislate the elementary sports clubs, which have a form of simplified constitution, while

²The information in this chapter is taken from the BOE; law 10/1990

for the professional activities there is established a model of juridical and economic responsibility by means of the conversion of the clubs into SADs.

The law contemplates also a few associative forms of the second grade, which are the sports federations, and an organ in charge of the administrative performance of the State in the sports ambience, which is the Higher Council of Sports. Also, there is indicated the procedure that must continue a club to take part in official competitions: first of all, to register in the record of sports associations and in the federation of the corresponding sport, and later to adopt the juridical form of SAD, although there is contemplated the possibility that the clubs taking part in professional competitions of football with positive hereditary balance preserve its juridical structure, as it is the case of Real Madrid, Barcelona, Athletic de Bilbao and Osasuna, which still have not formalized this conversion. With this measurement what the legislator was claiming was not another thing than to regularize the economic situation of the clubs, so that if a club does not obtain economic results that make it viable, its shareholders have to help to maintain route with increases in capital or dissolve the society. This was an aspiration that was coming from the background, so since the television entered game, they have produced in football an inflationary process that had provoked an exponential growth in the expenses of teams, what it took most clubs into a chaotic situation, which was saved only from the hand of extraordinary results, generated generally across a player's sale, or increasing the indebtedness, which gave place to a strong growth of the debits for balance and the financial expenses of the clubs.

This situation, which was affecting the whole of Europe, was tried to fight against in Spain for the first time in the year 1985, when a plan of sanitation was approved which targeted to re-establish the hereditary situation of the clubs, but the defeat of this measurement and the ineffectiveness of the agents of clubs provoked that since 1988 certain steps were beginning to happen, especially on the part of the CSD, to approve a law that established certain responsibility mechanisms for the leaders of clubs, and that culminated with the approval of the Law that occupies us, which establishes the compulsory nature of the conversion of most of the clubs into corporations. They created in this law the called personal guarantees, which there had to cover 15 % of the budget of the club and, one year later, a new sanitation plan was established with a validity period until 2002, which did not turn out to be too successful either.

2.1.2 The image of SAD

Although we have already quoted them previously, due to the big importance that they have acquired in professional sport, it is convenient to deepen more in some of the legal aspects of SAD, which are going to be the fundamental juridical figures in the business of football.

Corporative aim: The SAD will take as a corporative aim the participation in sports competitions of professional character. This corporative aim demands the professionalization of sport, but does not exclude the promotion and development of sports activities, that is to say, them popularly known like youth clubs.

Economic exercise: The economic exercise of the SAD will be fixed in accordance with the calendar established by the corresponding professional league, it being established that, unless another thing is indicated, will close the exercise on June 30 every year.

Share capital: A fundamental aspect for the SAD is the fixation of the minimal share capital, which will never be able to be lower than the established one by the Law of Corporations. The Royal decree defines the minimal capital for a SAD, there being established its calculation as sum of the following addends:

- First: 25 % of the average of the expenses, including the amortizations, for the clubs and SAD (excluded of major and minor expense) that take part in the competition
- Second: determined according to the negative clear hereditary balances that, in its case, there presents the balance of the last natural trimester. Nevertheless, if the first one of these addends was lower than the second one, the minimal capital is fixed as the double of the hereditary negative balances.

This fixation of the minimal share capital is carried out by an organ like the Joint committee, which will be integrated by two people designated by the CSD and the League

Corresponding professional, who will have to notify its decision in the course of three months, understanding itself in the opposite case that the minimal capital will be:

- If the clear hereditary balance of the club was negative, the sum of the clear hereditary balance and 25 % of the average expenses of the clubs and SAD that take part in the competition

- If the hereditary balance was positive, the minimal capital will be of 60. 000 more euros than the said percentage of expenses since the hereditary balance is a fundamental element to determine the minimal share capital of the SAD; it becomes necessary to indicate how it is necessary to carry out the calculation of this balance, which is obtained of the following way: Proper Funds + capital Subsidies (sports clubs and others) + positive change Differences + fiscal Income to distribute in several exercises + Loans of participation with expiration date superior to 5 years.

– In addition to all this, the Law of Sport establishes that the shares of a SAD must be nominative, the share capital must be paid out entirely and with capital contributions and that all these criteria will be applied also to those clubs that gain access to an official competition being already SAD. Initially it was foreseen that only shareholders of the SAD were natural people with Spanish nationality, the public legal people, savings banks and similar entities and Spanish legal people or societies whose foreign participation was not superior to 25 % and whose members were completely identified.

Nevertheless, the increasing social demand and the evolution of other models of our environment, provoked the Law of the Sport to eliminate the mention to the nationality of the shareholder, although it did not achieve it was stopping a big emphasis in the significant shares in the SAD, settling that when 5 % is possessed or any more than one SAD people cannot already have a direct or indirect participation in another SAD of the same official competition and that to acquire 25 % or more of participation needs authorization of the CSD.

Dividends share-out: The Law of Sport, in its original writing, established that a SAD could not distribute dividends until there was not a constitute legal reservation equal or bigger than half of the average of the expenses in the last three seasons, but the modification of the law eliminated this restriction.

2.1.3 Countable rules and periodic information

The chaotic economic situation that led to the Plans of Sanitation and to the configuration of football clubs as SAD, forced us to see also the need for a major control on the finance of the clubs, what it led to the detailed regulation of the information to preparing, the way of doing it and the information to be presented before the different organisms. There was established the obligation to send to the CSD and to the corresponding Professional League the audit reports that they accompany to the annual accounts and the management report before depositing them in the mercantile Record, as well as the obligation to present before the CSD a half-yearly information that it would include, like minimum, a few intermediate financial conditions and also the obligation to present before than the CSD the annual accounts before being presented in the General shareholders Meeting. Finally, the Order of Department of Economy on June the 27th, 2000 on the sectoral adaptation of the General Plan of Accounting to the SAD was specifying the of the countable information, establishing the compulsory nature to all the SAD and professional sports clubs that have not adopted this juridical way of following this norm, which endures some substantial differences with regard to the PGC.

2.1.4 The Professional football league and UEFA

As we indicated previously, the Law of the Sport foresees, in addition to the clubs, the existence of other intermediate figures, which are the federations and which target is the management of footballistic interests. Nevertheless, professional leagues must also be created, which must target controlling, looking over the discipline of its affiliates, as well as trying to promote and exploit commercially its competitions. The LFP is the manager of exigibles and approves the economic requisites to the SAD and clubs to integrate into the league, between that they stand out:

- To pay the quota of inscription demanded by the League--:
- to justify that it knows about fiscal obligations and commitments with the public healthcare insurance.
- Not to have unpaid debts to players and technical staff
- To present an explicit memory of the economic resources of the SAD or club and the relation of its Directorate or Council of Administration

- To enclose a copy of the labor contracts
- To send the shareholders' list of the SAD
- To present the guarantees demanded by the Law of a Similar Sport is also the function of the UEFA at continental level, which tells with a series of responsibilities at European level similar to those of the League in our country, standing out:
 - To treat all the questions regarding European football
 - To promote football in Europe in a spirit of peace and fair play
 - To safeguard the interests of its members
 - To organize the competitions and international meetings inside Europe is in charge of carrying out also strong measurements of financial control, which are acquiring special importance in the last years immediately after the initiative of Financial Fair Play that appeared to remain implanted in this year 2014, and that they try to improve the economic and financial capacity of the clubs.

At the time of evaluating the financial conditions there arises the problem of the heterogeneity of the countable systems, but to fight what is done it is to put a series of requisites in order to receive the license UEFA, which are: or to have enough resources and credit possibilities or to be able to prove a prediction of positive net assets at the end of period or credit a solid financial structure.

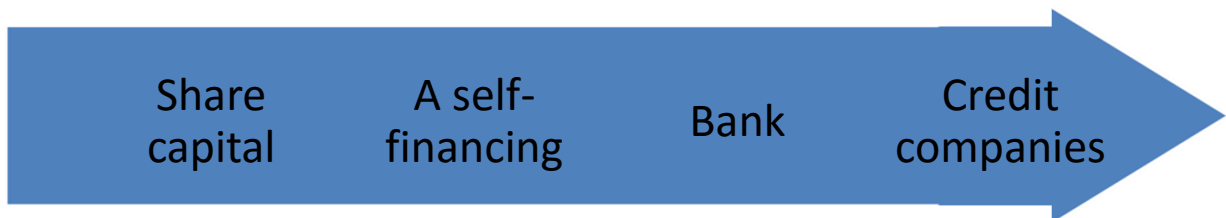
CHAPTER 3

FINANCING AND INDEBTEDNESS **IN THE FOOTBALL CLUBS**

In this chapter and as soon as there was analyzed the dimension of this sport, like the regulation that governs it, we can analyze the financial situation of Spanish football, to complete this way better the piece of work. Also we are going to realize comparisons with other European leagues, with the target to deal with what situation football finds itself in Spain and to see if we have to worry regarding to what is happening in other countries. As introduction to the topic we are going to see a series of details on how clubs of our country are financed and which their main inputs are.

3.1 ¿How are clubs fundraised?

First illustration: different sources of funding



Source: Hand made

3.1.1 Resources

The main financing sources at the disposal of the clubs are the following ones:

- Share capital; it consists of selling a "part" of the company to the people that look for an economic yield, or to have a feeling for the club and of this form participants of the process feel.
- A self-financing resource that the company generates and does not distribute and therefore they are available for the use that they create suitably.
- bank financing or of credit companies

- we give others, that are proceeding from shareholders or societies that it have character almost of capital as its limited liability.

These are the main ways of financing these types of societies, but there are new forms of financing as for example the investment funds that at present are used to finance in common the signings of the clubs.

On the other hand, in British football clubs have always been historically small enterprises that were a property of small enterprises or fans, Spanish teams were born with associative character, and it was not until the end of the XXth century with the law of the Sport when they transformed in companies.

3.1.2 Clubs indebttness

-Indebtedness Long term; The clubs have come to the bag to face major investments in infrastructure, both Real Madrid and Atletico Madrid attended the issuance of bonds for the construction of their respective stadiums. However in recent times clubs have preferred other forms of financing, such as bank debt.

Bank financing has borne the brunt of financing clubs, being common for entities to present a debt situation.

3.2 Finance sources for clubs

Above we discussed the ways of financing, now we will study how clubs can deposit money to consolidate their accounts and share profits among its stakeholders.

One of the hot spots, and where more controversy between Spanish clubs is happening, is the equal sharing because broadcasters argue that it can not be fair because they do not have the same media impact the first classified in the Spanish league as the last one, also it is important to have revenues from the sale of players and linked to European competitions have a plus by punctuated party, and the last round.

3.2.1 Assistance to stadium can be a source of finance

That they continue to be important but have lost relative importance compared to other forms of funding, but clubs do not lose sight. These revenues come mainly in two ways: individual box office income for each match, and the annual subscription to the club. Clubs increasing revenue before starting the season, aim to increase the number of subscribers, thereby reducing uncertainty match to match know how many fans will go to watch the team play, but do not neglect to leave a percentage of the tickets for sale, this rotation helps to increase the number of fans of a club.

3.2.2 TV as a source of finance

This is an important point in the essay, now we present a brief introductory summary mode, specify later in television revenue as they charge special relevance in the work studied.

Revenues from **broadcasting on television**, took their explosion in the late 90s with the expansion of television channels. Today television revenues are the basis of their income and are a source of countless conflicts between clubs.

3.2.3 Marketing as a source of income

Identification follower made the club is high and this must be taken advantage of by the club, brands can get a strong feeling of belonging, and they are less vulnerable to competition, sometimes causing inestimable substantial changes in product prices.

Today clubs work as trademarks and marketing has taken more prominence, in things like international tours, the sale of promotional items, exploitation of the name of stadiums by companies, the exploitation of technological means.

3.2.4 Finance from public institutions

In our country another main source of income is public support, unlike other countries like England where there is hardly any aid.

Public administrations collaborate significantly, because the direct subsidy must help savings for using public facilities free to promote football in a city, and in many cases public institutions are responsible for maintaining and upgrading football stadiums .

3.2.5 Selling players as a source of income

The last source of revenue is income from the sales of players, it is very important in the profit and loss account as it collects generated goodwill between the selling price and the net book value. Many of the clubs are able to consolidate their accounts because of this kind of games, so sometimes clubs are forced to sell their stars to not disappear.

CHAPTER 4

CURRENT SITUATION OF **FOOTBALL IN EUROPE AND** **SPAIN**

4.1 Finance involving important European leagues

Football is a sport which allows the movement of money throughout the whole planet, but it is in Europe where the largest amount of football culture is packed together and concentrated as the vast majority of developed countries can be found within Europe. The two main factors: rich countries and football culture, allow the sport and its business to reach its maximum income.

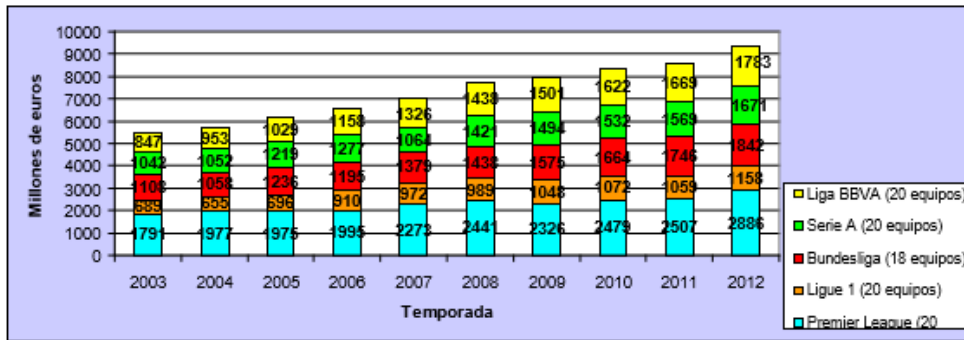
To be able to understand fully how this business works, it is fundamental to analyse a series of accountable reports which allow us to really know which is the economic situation³ of the sport at a continental level. As reference we are going to choose 5 big European leagues, which we think represent better the model of European business (The Spanish league BBVA, to German Bundesliga, Italian A Series, English Premier League and French Ligue 1).

The invoice of these large leagues is growing exponentially, due to the clubs's and leagues's continuous innovation and especially due to the increase of the income from television and its increase when broadcasting events. These large leagues receive an income of about 50% of the whole European football associations and businesses with numbers higher than 9,340 million euros. On a global scale it is clearly seen that the constant invoice is of about 19,500 million euros. We can also see that as each year passes by its income increases as it is a sector where people invest a lot of money due to its distance from reality. This sport also generates and creates large amounts of jobs directly and indirectly.

In the following graph we can observe the exploitation revenues, the total sales carried out by the company during the period covered by the state of the results.

³The information point is extracted from the Report on the situation of the Spanish European 2011-2012, José María Gay de Liebana football.

Second illustration: Comparison of income between leagues



*Fuente: Informe sobre la situación económica del fútbol español y europeo 2011-2012.
Jose María Gay de Liébana*

4.1.1 Statistical conclusions

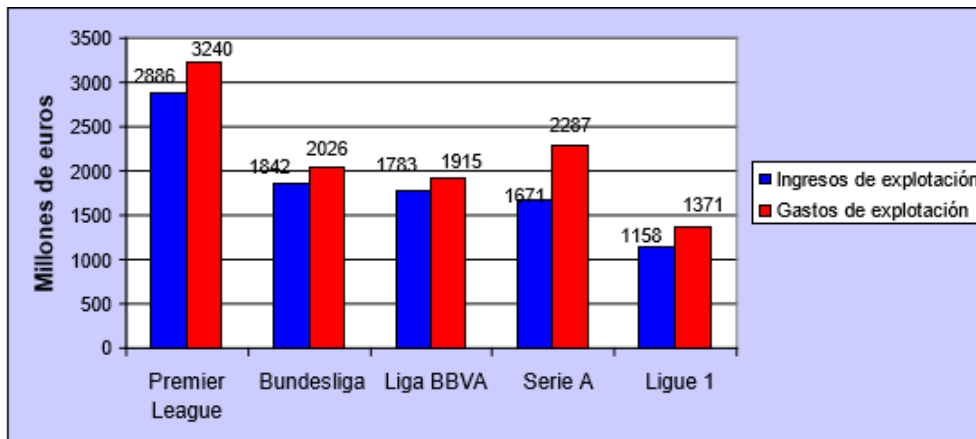
Observing this information⁴ we can comment on relevant information for our work, we see that all the leagues have a positive level of growth and year by year their income increase. The English league is the league that produces the highest income compared to other European leagues, it is a league that is weaker than for example the Spanish one in terms of football.

The German league is in second position in terms of its income volume. This is a curious fact as it has at its disposal 18 teams, 2 less than the rest, as well as having a large number of teams which aren't very well known outside of Germany and its German public. Their advantage is that they have a strong entrepreneurial culture based on strict prices in a country which seems to be the least affected by the actual crisis.

As for the Spanish league, there are two giants who monopolize a huge percentage of this income. These teams are Real Madrid and Barcelona. Talking about the French, the irruption of the sheikh Al-Thani in the PSG has sky-rocketed the income produced and in the next years it will reach the same level as the rest of the leagues.

⁴The information point is extracted from the Report on the situation of the Spanish European 2011-2012, José María Gay de Liebana football.

Third illustration: Economic situation between European football and Spanish



*Fuente: Informe sobre la situación económica del fútbol español y europeo 2011-2012.
José María Gay de Liébana*

The financial results aren't as negative as could be expected and do not help improving the development deficit which is the only way of regulating the situation is by means of extraordinary income (be it as a sale of players or assets).

4.2 Comparative of television rights in Europe

The television rights are a critical point in the income of a club.

Since we have already mentioned previously, the underlying income to the television rights have become pretty important since the end of the 90s when the appearance of new channels of television sky-rocketed the competition, in such a way that nowadays television contracts reach multi millionaire numbers.

Nowadays the income originated from television is part of one of the main sources of income. After clubs complain as they argue that at present an equitable share-out does not exist between clubs.

For all of this they present themselves as a fundamental point when analysing the economic - financial environment of football in Europe and in our country. We are going to describe how this negotiation is carried out inside our borders, since Spain is precisely one of the countries in which the share-out of these rights is much more

unequal, and where Real Madrid and Barcelona distribute, as we will see now, almost half of the share-out, leaving another half to distribute between eighteen teams. This way many economic differences are generated which explain many of the sports differences that are then observed on the field.

The Spanish League or League BBVA is the third league that collects more income for this concept. This league is surpassed both by the English Premier League and by the Italian Series A, but also it is the league where the share-out is less equitable.

In England, the top two teams in the standings in the previous year, which are Manchester United and Manchester City, only receive 15% of total revenue, while in Spain Real Madrid and Barcelona account for almost 50% of television revenues .

The other two major league we have included in this analysis, which are the French Ligue 1 and Serie A, leaving aside Bundesliga, resemble more the cast of the Premier, so that the two teams that receive more take between 14 and 18% and the last ten between 33 and 46%, while in Spain the ten least successful in the distribution of television revenues equipment only carried 20.9% of the total, ie between Real Madrid and Barcelona share more than twice as much money than among the last ten teams in the table.

The differences are so huge that Madrid and Barcelona were in this exercise 118 more than Valencia million, which was the third in this particular classification, while English Manchester City receives only four million more than Arsenal or Marseille more than ten million Lyon.

It is less clear whether this is sustainable, because we have seen a few years ago in the Scottish League how many teams threatened to leave the competition if a redistribution of that money is not produced achieving a greater share of income and maybe something similar happen in Spain if we do not solve this problem, which could be the joint negotiation of rights, as is done in other leagues, but you need the authorization of the big clubs, something that apparently never happen

4.2.1 Rights of television in Spain

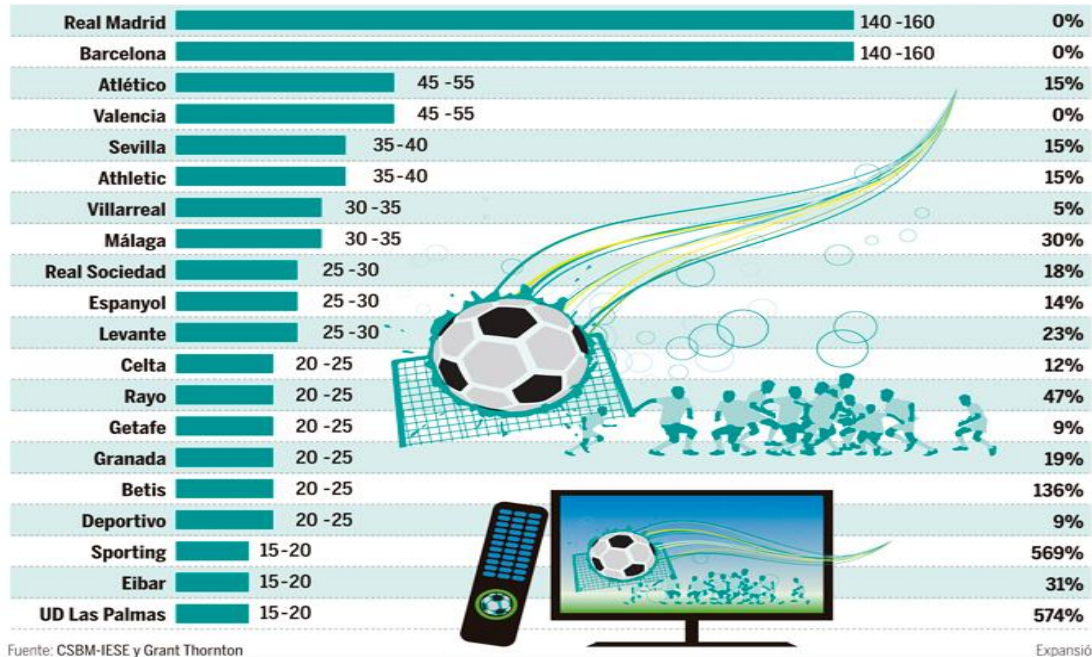
Fourth illustration: Income from television in the Spanish league

¿Cuánto ingresará cada club de la Liga por TV este año?

INGRESOS DE LOS CLUBES POR TV PARA LA TEMPORADA 15/16

Estimación para unos ingresos totales de 1.000 millones, el fijo que se ha asegurado la Liga.
En millones de euros.

Incremento
relativo de ingresos
con respecto el año anterior



Fuente: CSBM-IESE y Grant Thornton

Expansión

Source: CS8MIESE and Grant Thorton. Seen on June 10, 2016 in the daily expansion

As we can see in the chart the differences between Real Madrid and Barcelona are very large compared to other teams⁵, we can see that the television networks are reaching agreements to reduce these differences we observe in the right column where except Valencia, all clubs receive more money for their TV rights.

I think that football generates a very large amount of revenue, and we think that should regulate the flow of income and expenses, make a model more suited to the times with monetary restrictions, salary limits for business team and so there would be so many differences between clubs and thus it could better distribute television revenue.

⁵ The information is extracted: CS8MIESE and Grant Thorton. seen on June 10, 2016 in the daily expansion.

**SECOND PART:
THEORETICAL-PRACTICAL CASE
ANLYSIS**

CHAPTER 5

ACADEMIC TERMS

At this point⁶, I will discuss different concepts related to the business world, thanks to its definition and its application to the work itself, will facilitate the understanding of it.

5.1 Concept of the mission and analysis of it

First, I will discuss the concept of the "mission" of the company, this concept answers the following question What is the essence of our business, and that way do we want to take next?

So the mission is represented through the identity and personality of the company, pick up the raison d'etre of the company, justifying its existence, it is and will be the basis of the company.

Each company will have a different "mission" and not being in the same sector, or act in the same market niche, the company's shared mission with its competitors. It is directly related to culture, sharing their values and beliefs. The mission is part of the company, it is conditioned by the corporate culture, but also the mission also influences the corporate culture, complement and enhance each other. To be able to implement this concept in the company, it is necessary that the company knows all its workers, regardless of their position in the hierarchy of the company, its functions, or whether its structure is more or less flat. The mission has a unifying role, and it is able to create a sense of belonging among workers, the company and the concept implementation will be optimal.

In this case, Villarreal through Endavant platform tries to do acts of social responsibility, since they believe that football is a business that generates profits and should revert to society.

In the project Endavant Villarreal, actions are used with the same "pattern" Villarreal Cf share, values and corporate culture.

This club is identified with the following values;

Respect through social activities with various entities later explained.

The desire to excel, being a humble club with a population that is competing with teams that have a much larger populations, and through the quarry to be a team that is always remediated committed young projection and usually they work out.

⁶ The theory is based usadaen chapter in this book: Wars, L.A. and Navas, J.E. (2007). Strategic management of the company. Theory and applications. Civitas, Madrid, 4th edition, 41 chaps. 2 (2.1 and 2.2) and 3.

Ethics in their leadership as they always maintain the same proportion as allocated to the quarry, whether the year is the club allocates 10% of its budget to its quarry, Villarreal also characterized as a club sanitized.

At all levels is a fairly flat structure, currently through the new training plan implemented at the club, all coaches are part of the process and meetings are held weekly with different levels in the club to take into account the views of all.

In the case of Villarreal and specifically with the "Endavant" project, all people associate this word to the business culture of the club, always look forward, always will appear new challenges, and together we will create a more efficient structure.

5.2 Concept of the project and practical vision

Following the concepts studied, I'll talk about the concept of "Vision", mainly answer the following questions how should we be, what do we want to be in the future?

So the vision is understood as the mental image of the desired future path by the company, and always adapted to the ambitions of managers, who are generally taking the most important decisions of the company. This will essential to identify the differences between what we have in the present, and what we want in the future, paving the way we want to overcome the challenges we set ourselves as a company, for it is necessary that all members of the company know about this business vision.

For the challenge involving the whole business network, it is necessary to be a long term challenge formulated generally tend to be of a duration of ten year away, or even an indefinite period. It should be formulated so ambitious, that everyone has a sense of belonging, and get the commitment of all members of our company, it should be achievable because if it is an illusion and people unable to meet short-term challenges not believe in the new business vision.

Business insight will give meaning to all, will help understand strategic decisions, logistics, a change in the hierarchical organization.

In the case studied, we can see that Villarreal through Endavant project wants to implement a new business vision.

Due to the situation in the province of Castellon, it is a historical province in terms of football, and until the 70s did not have a clear benchmark, was the golden age of

Castellón playing in the first division and get to play a final of the Copa del Rey, the time when Del Bosque and Planellas used to play.

This forced the province to become “albinegra”, and also had players from different places in the first team, fans engaged with their game, their structure, and corporate culture.

Thus growth Villarreal CF has been found with a stone in his way, and people who once joined the albinegro feeling is now reluctant to change their "colors". Therefore Villarreal's business vision is to expand its brand, get more supporters in the province by population as 55,000 inhabitants in Villarreal, compared to 150,000 Castellon, has created the brand Endavant to bring the feeling of the submarine to all people who wish to collaborate with Villarreal.

This feeling was because Villarreal is growing because in recent years have joined several factors that help this expansion Villarreal, on the one hand the decline of CD Castellón, the good work of Villarreal with your results, you can see football and first division games against European teams, through the Europa League and the Champions League, and the actions carried by Villarreal through Endavant province that are focused to gain more followers.

5.3 Concept of social responsibility

Another of the concepts studied during the degree, and I think it has a special interest in this project is the concept of "**Social Responsibility**", you should know that the principal target of any company will be to maximize the benefits of the shareholders present and future, the company meet its stakeholders will not have different obligations than legal.

This is where the picture enters the role of the concept of social responsibility, that is, to the extent that the activities of a company protect and improve society, assuming different practices of the minimum obligations (whether legal, economic, social or technical) they have with other stakeholders.

What means to have a corporate social responsibility?

Involves having other than to maximize profits functions, the assumption of social responsibilities, not only will help facilitate the resolution of social problems, but it will

help give recognition to the company with the different stakeholders and society, because as companies can generally make action to help society, and often these decisions to help or not help will fall on business ethics have senior management of the company.

The Club through Endavant project, gives a vital importance to the social responsibility of the club, because as I mentioned earlier, always devotes 10% of its profits to the quarry, and as will comment on these sections the club through Endavant Solidaritat, it is dedicated to all joint proposal that receives and is feasible to perform for the club, put it into practice, plus all the equipment the club's youth is connected with associations in the province of Castellon and throughout the year they will maintain a relationship, doing joint activities, either in the sports city "Miralcamp" or on the premises of the association concerned.

The president of the Spanish League, Tevas commented:

"With Villarreal there is always a detail that draws attention. I can personally have differences of opinion with the president on some issues, but it is a team that has the values I want to have football. Both at the level of 'fair play' financial and a sporting level it has always been a club that has been identified with our idea. "

5.4 Concept of business environment and practical application

The business environment can say that are factors external to the company that will define the context in which the company will develop its activity.

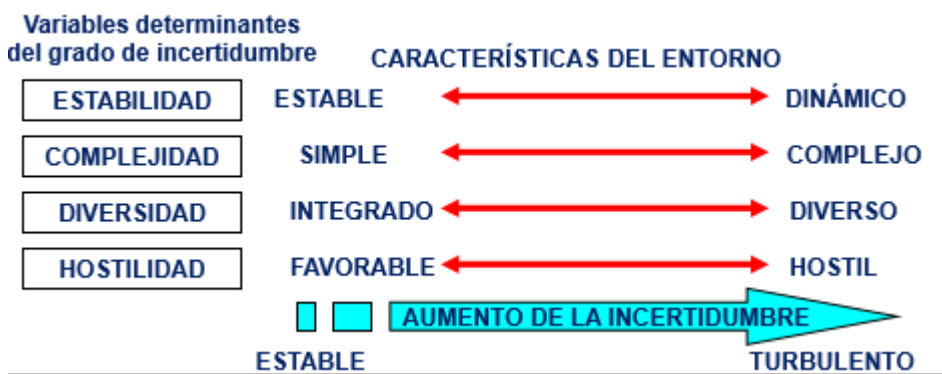
ENVIRONMENT factors external to the company: define the context in which the company operates have significant influence on corporate strategy The company can not control absolutely

The environment Endavant project is complex because it depends partly on sponsorships to carry out both clubs and athletes, clubs who want to work, so their turnover, the potential synergies that may arise with other associations people with other athletes are unpredictable and not known in the long run will happen.

The target audience is very marked, since in the same target area have another team first division with more history and greater support from fans as Valencia CF, and

discussed above with CD Castellón, also if resurface from the ashes would return to take that brand awareness that craves through Endavant.

Fiveth illustration: stable or turbulent environment



Wars, L.A. and Navas, J.E. (2007). *Strategic management of the company. Theory and applications. Civitas, Madrid, 4th edition, chaps. 2 (2.1 and 2.2) and 3.*

We will use the chart above to analyze the characteristics that define the case study environment so we can better understand the work done.

First Villarreal is in a dynamic environment, as their actions depend on your budget, and budget of his performance in Spanish and European competitions, can have a forecast of what to do with historical data, but are not conclusive, say that is in a dynamic environment

Following variables in terms of the complexity football is in a complex environment, due to the amount of influences received, interests and wealth it generates around it, so we can say that it is in a complex environment, part of the variable of diversity, following the previous thread there is currently turnover associated with football are beyond the preparation of the template, so we will say that is in a diverse environment and is open to change.

At present times, Villarreal is in a favorable environment because there is no other team within a radius of 60 km in the maximum Spanish category.

To conclude with the environment of the 4 variables studied, stability, complexity and diversity make us think that Villarreal is operating in a turbulent environment, but the hostility variable tells us that the club works in a stable environment, because we have no data quantifiable among them we can not say with certainty that environment is operating the club today.

CHAPTER 6

“ENDAVANT VILLARREAL”

6.1 History of Villarreal CF

1920-40-decades; club foundation. The Club was born on the 10 March 1923, with the aim of promoting the sport. It started with the colors, white on top and black bottom, until the year 1946 that did not change until the actual colors, due to the civil war the club was extinguished, getting to play a promotion to the second division.

40-50-decades: Club Atletico Fogthetecaz. After the Civil War, this new club was created, using the initials of the surnames of the founders, the team to be newly created appeared in Second Regional category. After several meetings it was decided to change the name to be called the current Villarreal CF.

-a Decade of 50-60-70: Climb to Second Division. Regional champion in 1951, also in the Cup came to remove the Iruña Pamplona and Barcelona, creating great excitement in the home crowd proclaims. 52 to 56, he played in the first regional, amounting to Third division until during the 61 campaign, until 67 made it to the second division.

-a Decade of 70.Descenso to Third Division. He began a new challenge staying in the second division, was not achieved, and 70s remained in third division.

Ups and downs 80s -a decade. In the 86/87 season, to ascend to Second "B" in the following seasons is reinforced to achieve the ascent to the second divisió, and following the resignation of Benito Floro resigned whole directive, and Pascual Font de Mora appears to save the situation and that the club does not disappear.

90s -a decade begins climbing. Villarreal started this stage with the ascent to Second Division B, in the 92-93 season began in the silver division. This category is maintained until the 97-98 goes to the league of stars.

-season 99-2000. Promotion to the League of the Stars. Debuted at the Santiago Bernabeu, after making a very good first lap and ended deflated down to Second Division. 99-00 achievement in a new ascent, and the following year finished in seventh place.

-New millenium. League and UEFA Champions League. The summer of 2003 the club won its first European title by beating Heerenveen, this allowed to play the following year the UEFA Cup reaching the semi-finals in successive years Villarreal continued conquering good performances both in Spain and in Europe, being the 2004-2005 his best year by finishing third, and the following year reaching the semifinals of the Champions League.

As we see the club has suffered a brutal growth in population and 55,000 people they are reaching the highest levels of European and Spanish football.

6.2 What is Endavant Villarreal?

Villarreal CF, through the corporate brand 'Endavant'⁷, aims to transmit and represent the values of the club through the various activities being carried out for more than a decade for social, cultural, sports and educational. The club, exemplary in sports and exemplary for its healthy economy, having decided to forgo public subsidies, has always demonstrated its social involvement and commitment beyond sport.

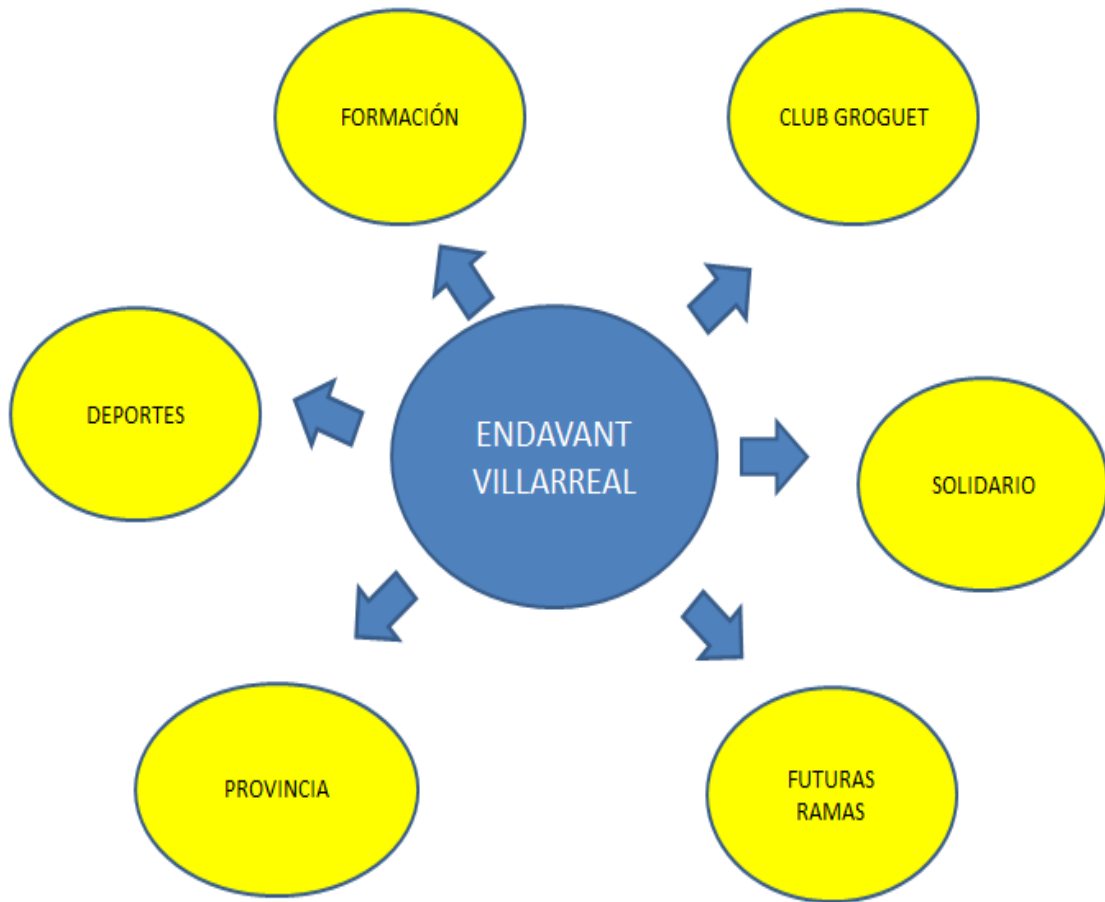
Since 2004 sponsors clubs and athletes from the province to promote the progress of sport in Castellón. It also shows its solidarity to assist economic and social way with countless non governmental organizations (NGOs), institutions and associations side.

Another aspect in which the entity pays special attention is on children. Villarreal has its own kids' club, Club groguet, with more than 10,000 members and has as main objective to inculcate values such as sport, health and equality. The club has an agreement with different universities to encourage training centers, research, dissemination of knowledge and innovation in the field of sport, in addition to distributing scholarships to their athletes. And finally, the company has become an ambassador of the most representative towns in the province with the aim of promoting tourism in Castellon, promoting social and cultural activity, one of the key drivers of the economy.

Endavant is the slogan adopted proudly Villarreal CF and its surroundings. Endavant encompasses all these initiatives because it identifies the spirit and values of the club: strength, courage, unity, optimism, enthusiasm. Endavant is the effort of all.

⁷ The information is taken from Chapter 6: The website of Villarreal CF

Sixth illustration: Structure current endavant villarreal season 2015 / 2016.



Source: hand made

6.3."Endavant sports"

At this point, Villarreal continues its commitment to society, it is reinvesting its profits in aid agreements and sharing synergies with the different entities / individual athletes in their discipline not that much revenue is generated and to survive and / or improving need support of this caliber.

So englobariamos everything related to the world of sport, other than professional football, are all aid does Villarreal both individual athletes and clubs, making available to them a number of tools and aids, for thanks to Villarreal get going "endavant" and achieve their individual goals and group both.

Currently it has sponsorship agreements with the following entities and individual athletes: Club Friends of Basketball, Futsal Club Peniscola FS RehabMedic, Athletics Club Playas de Castellon, Club Mediterranean Volleyball, Handball CD Castellón, L'illa Grau Volleyball Club Castello , Cd Roda, Futsal Moldeazul Auto-Real Villarreal CF. Pablo Torrijos, Pablo Herrera, Sebastian Mora, Sara Sorribes, Roberto Bautista Agut.

6.3.1 Teams

As we have seen throughout our work football has evolved in practice and impact, a sport that at its inception the high societies did not want to practice because it was considered a tough sport, has been gaining weight in society to become what it is today.

Now football is seen as a way of life, children grow up admiring their idols, imitating everything they do on and off the field, so we can say that it has become a social phenomenon, with incalculable and capable magnitudes of generating where wealth comes, recently data have come out to play in the first Spanish division generates an impact of 60 million euros a year in the city that gets the coveted promotion.

Villarreal through Endavant is conducting an unplayable social work, but we must set up measures to control the impact of their actions, and to set up budget items, to reach everything as club decides to intervene.

Last but not least important to note that the case studied versed about Villarreal CF, we have seen as a club that is an example of the other clubs in terms of social impact, because of all the actions taken.

Futsal Moldeazul Auto-Real Villarreal CF: This club adheres to the project in 2014, which also carry the official name of the submarine, add the shield of Villarreal CF to his shirt, and change to yellow dress.

This collaboration is economic, social and sports, as has with other entities in the province.

The Football Club Auto-Real Moldeazul Villarreal CF, room was founded in Vil-LAREAL in 1987; his career began in the local league, and was ascending categories to settle in the First National, which is the current Third division. The company is currently responsible for managing the Municipal Sports School, and school leagues futsal, dealing with advocacy and dissemination of this sport, as well as conducting training courses for monitors and other campaigns in collaboration Servei d'Esports with the Ajuntament de Vil-LAREAL.

Involving more than 400 players, fitting in more than forty teams, with their respective monitors.

In this case the Villarreal has a social ethic with the people with this agreement helps a minority sport in his hometown, which also has a lot of strength in the village, with more than 400 players.

6.3.2 Individual athletes

Pablo Torrijos: (Born in Castellón de la Plana May 12, 1992) is an athlete who specializes in the triple jump and long jump, currently plays for Athletic Club Platás Castellon. Villarreal that keeps agreement with this club decides to step "endavant" with the athlete, and do one of the leaders of the project "Endavant Esports". The athlete managed to beat this year's record Spanish triple jump length has been internationally on numerous occasions, and has a long and bright future.

Pablo Herrera: (Born in Castellón de la Plana in 1982) is a beach volleyball player, he was the first "sponsored" this project Endavant Esports, born with everything. Castellon evenly today with Adrian Gavira Collado Cadiz. Accumulate 3 participations in the Olympic Games in Athens 2004 being his best result with Olympic silver.

Pablo was formed in Volleyball Club l'Illa-Grau, has helped the team on numerous occasions in winter when their competition this stop.

Sebastian Mora: (Born and resident Vil-LAREAL on February 19, 1988) is one of the athletes who maintain this agreement with Villarreal Cf, especially as it relates to sports facilities, medical and equipment servicios. It is one of the most important track cyclists on the national scene, and has a large palm groves, with eight championships in Spain, and two Europeans in their extensive track record. Mora was part of the Olympic team that competed in the Olympic Games in London, where, with his team managed to beat the record of Spain.

Sara Sorribes: (Born in Vall D'uxo in 1996) is one of the athletes who maintains a sponsorship agreement with Villarreal CF, is currently one of the most important players on the national scene and that you just get to most old, has proclaimed champion of Spain in all categories, junior European champion and silver medalist in doubles was proclaimed. In 2013 the silver medal at the Mediterranean Games and US Open finalist Junior hung.

Roberto Bautista (Castellón de la Plana 1988) has an agreement that is limited exclusively to the sport plane, allowing the use of Benlloch sports and medical services instalaciones Villarreal CF. Roberto's case is peculiar because it keeps a large personal bond with Villarreal, because he combined up to 12 years the submarine, with playing tennis, when in the junior category he decided to devote himself to tennis.

Currently it ranked 15 in the world ranking of the ATP. His best results have been the gold medal and bronze medal at the Mediterranean Games of Pescara (2009), the semi-finals of the Madrid Masters, fourth round of US Open, and third round of Wimbledon and Roland Garros, also this year has led to the Spanish team in the fight for promotion to the Davids Cup.

6.3.3 Actual changes in Endavant sports

A view of the ordinary citizen, the project "endavant esports" was like something unattainable because it includes athletes from Olympic level or clubs minority with some force in Castellón sports, then Villarreal this year has decided to extend its range to sports with less force in the province of Castellon, such as the Handball Castellón, and women's volleyball.

Continuing in the line of making "endavant esports", available to any athlete, or entity the club has decided to open a period of free registration, where any child registered in Castellón, you can ask to start this program, this period is closed on May 22, 2016.

What are the next steps?

The club in this period will ask participants, documentation club, financial resources available, impact present and future in the province. With these data will be able to integrate into the program to individuals and entities that they believe should be in the project.

6.3.4 Budget

It is a point that as club have studied that games are going to spend, and after passing the selection phase and also the agreements that the club are interested not know how much it will spend, according to the head of Endavant Tino Traver says " this 2015 budget will double the budget of 2014, the stakes are high, we went from 200,000 € to 400,000 ". The club which spends most of budget is the Playas de Castellon.

6.4 Endavant provincial futbol

This project aims to reach the largest number of players in the province of Castellon, and is a partnership between Villarreal and football clubs of the province, currently they are attached to this agreement then study, 42 of the 67 existing clubs in the province, with Club Deportivo Roda, and the First Touch more specific than the other agreements.

6.4.1 It brings the associated club Villarreal

Villarreal brings first a return of € 100 to the club if they get your player partner Villarreal done, bring them material equipment, and also help them to train players through the talks that produced methodologists Villarreal with coaches these clubs, these coaches can enter the job market Villarreal CF, that when making the campus or tournaments can hire.

Also, if the card to a player Villarreal these clubs, the club will receive an amount proportional to the league get to play that player as player rights training money.

Finally Villarreal takes a step forward getting your medical services available to the associated club, apart from having a second opinion from a professional, you are going cardiological reviews in critical ages between 15 and 16 years is where there is the greatest risk of sudden death.

6.5 Endavant formació;

At this point Villarreal started a joint project with universities in the province of Castellon, knowing the importance of education so the club is associated with Jaime 1 University and private San Pablo CEU University in Castellón. In this way the club demonstrates its firm commitment to help the student athletes as well as support for their sports and training initiatives

6.5.1 University JAUME 1:

The agreement reached with the University Jaume 1 signed in 2012 called: Chair Villarreal CF Sport and the main lines of work with the UJI are as follows:

-Training And occupation: Performing together for training and dissemination activities with national and international orientation, as well as courses, seminars and conferences on sport as, for example, conducting courses football coach.

Scholarships to athletes: With several calls and meetings, the program helps athletes elite students of UJI has moved from the initial endowment 10,000 euros to 25,000 euros to reach in future editions.

-Projects Research "Healthy Penyagolosa Trail 'Participation in research projects in the field of physical activity. Classroom will collaborate on the project "Healthy Penyagolosa Trail" that started this year in Uji.

-Communication: Villarreal CF will continue to collaborate in the Advanced Course in Communication and Sports marketing has already been taught this course at the UJI. In addition, the actions of the framework agreement signed between the two entities will develop.

-Villarreal CF Radio: Official radio Villarreal CF will continue to be fully realized by the UJI students through the Vox UJI Radio (FM 107.8).

-Grada UJI: The club spent 250 entries Norte Fund at university (except matches Real Madrid, FC Barcelona and Valencia CF) so you can sell them among his students at a price of just 7.5 euros and in the case of have sports card in all areas, be elite athlete or a member of university selections, priced at only 5 euros. The money raised is intended to strengthen the program of the Chair Endavant Villarreal CF of Sport.

The Chair will have its scope in Villarreal, the province of Castellón and Valencia, and will be led by Professor of the Department of Education and director of the UJI Sports Service, Carlos Hernando.

6.5.2 CEU-Cardenal Herrera University

The main lines of work according to the CEU-Cardenal Herrera University -subscribed in October 2015 and called Aula Endavant- are as follows:

-Training and occupation: Performing various joint actions in health and nutrition to develop in school, sports and cultural centers in villages throughout the province of Castellon.

-program Physiotherapy: Implementation of Physical Therapy program where students and professors of the CEU-UCH develop practical sessions and research initiatives with teams belonging to Villarreal CF and sports clubs that are part of Endavant project.

-Days Health, nutrition and healthy living: students and teachers Degrees in Nursing, Medicine and Food of the University CEU Cardenal Herrera sessions taught to schoolchildren around Castellon health and nutrition sport and healthy life.

These educational activities will be held in the Sports City Club, clubs associated with Endavant program in schools in the province or the University.

-Culture Overcoming and entrepreneurship: School of Castellón will also be the recipients of the training on the culture of improvement and entrepreneurship that will teach students and faculty of Education of the CEU-UCH sessions.

-program education for Cantera Grogue: Students of the College Football Villarreal CF and benefit from the training sessions mentioned, enjoy a specific educational integration program, which will contain aspects of training in transferable skills.

-Management Of corporate communications and brand Endavant: Collaboration between the CEU-UCH and Villarreal CF also extends to the communication field. Among the initiatives contemplated this new Aula a program for managing the visibility of the brand Endavant and other support communication management club it included. Both students and teachers participate Grades in Advertising, Journalism, Audiovisual Communication and Marketing of CEU.

Scholarships for students in Castellón: Call for scholarships CEU-UCH and Villarreal CF castellonenses aimed at students with a good academic record who wish to pursue a degree in the University CEU Cardenal Herrera. These scholarships aim to encourage effort and improvement, values shared by the club and the University. The scholarship program will be a benefit for students grade equivalent to an approximate average discount of 75% of the cost of each academic year. Initially will be offered around 12 scholarships for Grades Primary Education, Early Childhood Education, Nursing and Medicine CEU-UCH in Castellón, which involves an investment of around 60,000 euros per year and around 300,000 euros per year when there scholarship students from first to last course.

6.6 Endavant province

The main idea of this project is to create a feeling "yellow submarine" in the province of Castellon; currently they are attached to this project 130 of the 135 towns in the province, being remarkable that the city of Castellon has not loved part of this initiative, neither the current government nor the previous one.

During the week of the game, a population is the protagonist, to create brand awareness that he wants Villarreal makes a series of actions:

First the people will have many entries as required for the party in question, plus transportation will never be a problem as the club enabled many buses as they are required, the club made a promotional video of the people concerned putting on the map world the people in question, have an average of 100,000 visits Villarreal channel on youtube.

Before the game in Llaurador- Square is located attached to campo.- The club provides a space to the people in question with the aim that promotes their products, or promotes what it deems appropriate.

On game day, the mayor of the town is in the traditional food of directives, according Traver- Tino responsible for Endavant says- "In those meals are linkages created and synergies are shared so that presidents of the Professional League football have come to visit the village in question."

Last but not least, the Villarreal allows the people in question exhibit his band before and the rest of the party, the people receiving a tribute through this.

With these actions Villarreal collects valuable information for advancement and expansion, also passed a questionnaire to find out if they are members, and if they have ceased to be, and if they are not can know why, and make efforts to solve these possible problems.

Philosophy, form or mechanism for the province to see that Villarreal is there, and we feel close.

6.7 Endavant Club Groquet

This part of the project is that Villarreal tries to approach the kids here all the activities that makes the club for children, currently has 10,000 members, children and nilas throughout Spain and even abroad are included. The groquet club's main objective is to inculcate values such as sport, health and ingualdad. The message is transmitted through activities inside and outside of schools, and with the supervision of Villarreal CF.

Then we name the activities of the club:

'A Star in your Cole: Players Villarreal's first team visit schools in the province in a fun day where photographing, sign autographs and answer questions from the smallest through a curious interview.

-Casals Grogquets: El Madrigal has the presence of thousands of young fans. There are two boxes for football Villarreal CF base and CD Roda, another for the Mediterranean newspaper and one for Club members who have served years groguet the pregame week, so they can celebrate enjoying the game.

-Centers Grogquets: Introducing a charity project, the center will enjoy free visit of Villarreal CF to the center, to live a match at El Madrigal, a guided tour of the stadium and a final party of course.

-Ludoteca Groguet: Free service on match days at El Madrigal where subscribers can leave their children for 30 minutes before kick off. There are 20 places available per game and reservations can be made through the mail groguet@villarrealcf.es

Eleven groguet: Take the photo with the starting lineup of the submarine before a game! Register at the official pre week (valid for league and Copa del Rey) meeting tent.

-VYP & Club groguet: Children Very Yellow People (PVY) for the 2013-14 seasons will enter different sweepstakes to participate and be protagonists in the acts of the UEFA Europa League.

-Celebrations in El Madrigal: Enjoy and celebrate your birthday, baptism or communion in yellow temple.

-Activities Several: A lot of activities will be organized throughout the season for the children of the province as children's parties and exclusive contests

6.8 Endavant Solidarity

Villarreal CF understand that football is a business that affects very large profits, and has a moral obligation to revert to society for help from their position to those most in need, collaborates economically and socially with NGOs mainly from the province Castellon, such as Roig Alfonso Foundation, Trinidad Alfonso Foundation, ASPANION, CARITAS, Panderola, Afanias. Okikobo or Asindown, among many others.

The most important action carried out in 2014-2015, was the "Uniting for Hope" project, a project promoted by the Rock Celtic SUBMARI intended to finance a research to improve the quality of children overcome childhood cancer .

For the match concerned, Celtic Glasgow travel free Villarreal, arbitrations were free, and the research required 60,000 €, they managed to raise 300,000 € which were integral material for the project, of the aftermath after childhood cancer, well in that match one of the children who had overcome cancer, Gozam, lived like a player template, he got to play the game and score a goal, this action went viral.

6.8.1. The quarry is also solidarity

La Cantera Grogüeta takes a step forward and the solidarity effort adds Villarreal CF. For this, the club has launched the Endavant Igualtat initiative, unprecedented in Spain, in which each team yellow soccer Football 11 basis sponsors a special center in the province of Castellon throughout the season. The department of psychology and methodology of the club and commitment to education and personal development of youth football players. It wants to train people with values and social sensitivity commensurate to the needs and difficulties of others.

Thus, young players help them, share with them their experiences and that reality also helps them to grow themselves with an exchange of values. The collaboration involves regular visits to both centers associations as facilities Villarreal CF. Each team and its association assigned engaged in coexistence and share unique moments.

Through this initiative, the Villarreal CF gives away a ticket package, which vary depending on each game, the different Non Governmental Organisations (NGOs). Each association or foundation can sell seats through their own channels and receive

the full amount of each sale. Thus, the club benefits from increased attendance in the stands and allows each entity may well raise funds for their own funding or launch different projects.

6.8.2 “Proyecto Escuela de Discapacitados Intelectuales” (EDI)

With the firm objective of integrating all groguets, whatever their condition, Villarreal CF launched the project in the 2015/16 School of intellectually disabled (EDI). This is a team composed entirely of players with disabilities from special centers such as the Occupational Center or Panderola Villarreal and serves as a leisure activity, sport and fun in which also generates identification defend the colors of the club.

The EDI team participated in the Special Olympics which were held in June 2015, trains twice a week in Sports City as it is fully integrated into the structure of the Cantera Grogueeta.

Unified Football is a sport born within Special Olympics and increasingly widespread in different countries of the world geography. It aims to bring together in the same team players with and without intellectual disabilities so they can share values and norms in a unified way. For this we established a regulation which, among many other technical aspects, seeks to ensure the honesty of the players during the competition.

6.8.3 Conquering Steps

Begun in 2015, collaboration with Conquering Steps is that the club makes available to the association all means at their disposal to help to raise as much money as possible with the aim of trying to finance various avenues of research to get the cure.

Conquering Steps is an association founded by affected Girdle Muscular Dystrophy LGMD-1F. In several studies it has been found that the protein affected in the disease is the same as HIV reproduced, whereby the mutation of this gene makes them immune to AIDS. Therefore, the cure of this muscular disease could also mean the end of HIV.

6.9 Objectives of endavant villarreal:

6.9.1 Who decides these actions?

At present, the Villarreal CF at all levels and sections certainly has a flat organizational structure, in the case studied Endavant Villarreal; Paloma Masó and Tino Traver, are directly responsible for all sub-projects arising from this platform also working jointly in the Marketing department with Fede Alcacer, and Joseph Manuel Llana is one of the club managers, likes to be part of this project, act as follows:

the idea is presented, it is assessed to what extent the club can help these associations decide the plan of action will be carried out, and finally the plan is executed, are not hierarchical decisions and that facilitates the multitude of tasks that make simultaneously.

6.9.2 Endavant brand objectives;

'The main objective of the club is to generate brand recognition and partnership with the club, associating very marked the yellow submarine values.

He has a very defined work with the quarry, allocates 10% of the budget to the quarry regardless of sporting results.

- A new sports city to try to accommodate all players under its control is built.

-nowadays Is considered a selling club, the bet club for young people, which is revalued at the club and later sold to big European clubs, the last case is that of Eric Baily, signed by Barcelona for 5 million of €, and sold by € 40 million to Manchester United.

-due To the center town, the club is considered close, since it has 55,000 inhabitants, players are shown near the fans, and people can go see workouts without restrictions other big clubs.

-In China is an emerging country, Villarreal is located in 3 place like Spanish club better known, and this is by Wanda project, a project that the club carried out with Chinese clubs where players and bring form, and the XTEP sponsor clothing is a provider of Chinese clothing.

- As a future goal want the whole mass of people who deal in all initiatives, have some mechanism to study the impact on society, and the number of new partners or assistants to the stadium that generates the action itself.

6.9.3 What would be the overall budget?

Currently there is no set amount, since in the part of Endavant Esports and Endavant Solidaritat, the club operates on the basis of applications which also receives Endavant Province idea is to expand to more clubs therefore have no estimate direct what they will need.

From the direction of Endavant traver Tino says "the budget this year will be around € 2 million, we invested € 1 million in medical appointments and cardiological reviews and Sponsorships 5000,000 € in clubs and individual athletes."

CHAPTER 7

CONCLUSIONS

As we have seen throughout our work football has evolved in practice and impact, a sport that at its inception the high societies did not want to practice because it was considered a tough sport, has been gaining weight in society to become what it is today.

Now football is seen as a way of life, children grow up admiring their idols, imitating everything they do on and off the field, so we can say that it has become a social phenomenon, with incalculable and capable magnitudes of generating where wealth comes, recently data has come out and it has shown that the first Spanish division generates an impact of 60 million euros a year in the city that gets the coveted promotion.

Villarreal through Endavant is conducting an unpayable social work, but we must establish measures to control the impact of their actions, and establish budget items, to reach everything as the club decides to intervene.

Last but not least important to note that the case studied versed about Villarreal CF, we have to see this club as a club that is an example of the other clubs in terms of social impact, because of all the actions taken.

CHAPTER 8

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