




MANAGEMENT OF SPORTING EVENTS AS AN INSTITUTIONAL ENGAGEMENT STRATEGY

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ABSTRACT

The study explored how the management of sporting events has been consolidating in Brazil as a strategy for institutional engagement, generation of symbolic value and strengthening of brands. The analysis brought together contributions from national authors who address planning practices, sponsorship activation, sustainability and legacy building in competitions of different sizes. It was observed that the adoption of structured methodologies, combined with operational flexibility, has enhanced results and provided significant experiences to different audiences. It was also found that the emotional dimension of sport exerts a decisive influence on the social perception of the initiatives, creating opportunities for companies to associate their brands with positive values, such as overcoming and collective belonging. At the same time, challenges persist related to transparency in the management of resources, the assessment of long-term impacts, and the encouragement of the democratic use of the infrastructures created. The work highlighted that the success of an event depends on a balanced combination of professionalism, technological innovation and genuine attention to social demands. It was found that even projects with a lower budget can generate relevant changes when they articulate clear objectives and communication strategies that dialogue with the interests of the community. The discussion also revealed that institutional credibility is strengthened when sustainability and social responsibility practices are integrated into the planning and execution of actions. Building lasting legacies requires organizations to develop a systemic vision and cultivate relationships based on trust and ethical commitment. These factors, combined with the continuous investment in the formation of qualified teams, represent possible ways for sport to assert itself as an engine of cultural and economic development.

Keywords: Sports management. Sports marketing. Sustainability. Institutional engagement. Legacy.



INTRODUCTION

The management of sporting events has assumed increasing importance in the contemporary scenario, constituting itself not only as a recreational activity, but also as a strategy of institutional projection that strengthens brands, engages audiences and fosters social transformations, with the use of structured management practices and planning methodologies derived from the field of project management to enhance the positive impacts that sporting events can provide public and private organizations, especially in Brazil, where the holding of major competitions has intensified the debate on the social, economic, and symbolic legacy of sports practices (Chiarella Neto, 2024).

In this sense, the professionalization of sports management requires the application of concepts and techniques that go beyond the simple logistical organization, requiring a deep understanding of the dynamics of community engagement and the construction of symbolic value, which according to authors such as Escobar (2002), is associated with the ability of sport to generate experiences of belonging and strengthen identity bonds between participants and spectators. configuring a strategic tool for expanding institutional visibility and consolidating reputations (Escobar, 2002).

In addition to the symbolic aspect, the management of sporting events comprises specific processes of planning, fundraising, brand activation and measurement of results, requiring professionals and organizations to understand the complexity of competitive environments and the different demands of the stakeholders involved, a perspective that has been strengthened with the development of studies based on the Stakeholder Theory and the Project Management Body of Knowledge (PMBOK). who began to guide governance practices in large and medium-sized sporting events (Chiarella Neto, 2024).

The Brazilian context offers paradigmatic examples of the transformative potential of sport as a mechanism for social mobilization and strengthening of public policies, especially when well-planned initiatives seek to articulate sports objectives and sustainable urban development strategies, as observed during the preparations for the 2014 FIFA World Cup and the Rio 2016 Olympics, in which authors such as Vaggione (2013) highlighted the importance of integrated policies that consider environmental sustainability, citizen participation and institutional legacy (Vaggione, 2013).

Within the scope of private organizations and educational institutions, sporting events have been progressively explored as marketing instruments aimed at



strengthening the image, the loyalty of audiences and the increase of revenues, a reality that was analyzed by Teixeira and Barcelos (2012) when they found that the holding of sports tournaments and festivals in private schools contributes to the increase of institutional credibility and to the establishment of affective bonds lasting with the community (Teixeira; Barcelos, 2012).

The consolidation of sports marketing as a strategic area is related to the recognition of the potential for emotional engagement that sporting events offer, since moments of collective celebration and symbolic experiences linked to sports become opportunities for brands to expand their cultural relevance, a perspective reinforced by Melo Neto (2020), who emphasizes the added value of the association between companies and sports initiatives as a differential factor in the competitive environment (Melo Neto, 2020).

From this perspective, compliance, financial management, and integrated communication practices play a decisive role in the credibility and effectiveness of events, especially in the face of the growing demand for transparency, accountability, and socio-environmental responsibility, aspects discussed by Hatzidakis and Barros (2019), who defend the need for management processes that reconcile innovation and regulatory compliance as pillars for the success and longevity of sports organizations (Hatzidakis; Barros, 2019).

The relevance of management practices aligned with modern methodologies, such as Scrum, Canvas and agile processes, has been gradually incorporated by managers of sporting events who realize the need to adapt operational flows to the specific demands of different audiences and sponsors, a phenomenon that, according to Chiarella Neto (2024), allows for greater efficiency in the delivery of strategic objectives and greater assertiveness in communication with stakeholders (Chiarella Neto, 2024).

Although major events mobilize large investments and bring broad repercussions, the management of smaller-scale sports competitions, such as amateur races and regional tournaments, also reveals significant impacts on the construction of local identities and the generation of business opportunities, showing that the community dimension and the ability to articulate between different actors are central elements in the success of these initiatives (Silva et al., 2023).



The extension practice associated with the organization of sporting events in the university environment exemplifies how practical experience can enhance the training of future managers, creating learning opportunities anchored in the concrete reality of project execution, an experience that, according to Silva et al. (2023), expands technical competence and strengthens students' critical capacity (Silva et al., 2023).

The adoption of sports marketing strategies by companies that seek differentiation in the market has intensified, especially among companies in segments not necessarily related to sports, such as internet and digital service providers, which identify in these events a possibility of positive image association and building relationships of trust with consumers (Sousa; Gadêlha Fontes, 2024).

Authors such as Godfrey (2009) emphasize that sports management is established as a consolidated academic area in developed countries, while in Brazil the field is still going through a process of institutional and theoretical maturation, demanding investigations that systematize practices, concepts and methodologies capable of supporting professional training programs and robust public policies (Godfrey, 2009).

In this path, the systematic literature review, as proposed by Araújo (2020), highlights the importance of compiling and critically analyzing the advances and gaps in knowledge in the area of sports management, considering international perspectives and the Brazilian context, in order to subsidize more effective and scientifically based interventions (Araújo, 2020).

Reflections on the sustainability and urban legacy of sporting events reveal the need for integration between strategic plans, environmental policies and participatory governance practices, a dimension that, according to Carvalho (2013), requires articulation between public and private agents so that the benefits generated by mega-events can effectively contribute to long-term socioeconomic development (Carvalho, 2013).

In this way, the management of sporting events as an institutional engagement strategy involves multiple dimensions that go beyond operational limits, requiring an integrated approach, capable of contemplating the expectations of stakeholders, optimizing resources and strengthening the links between organizations and their communities, a perspective that underlies the growing relevance of this field of action in contemporary Brazil.



THEORETICAL FRAMEWORK

STRATEGIC MANAGEMENT OF SPORTING EVENTS

The strategic management of sporting events is configured as a field of practice that demands high capacity for planning, organization and execution, attributes that become even more relevant in view of the logistical and symbolic complexity involved in the realization of competitions of different sizes, and it is necessary to understand that sporting events are not restricted to their competitive dimension, as they encompass aspects related to financial management, to the control of processes and the articulation of multiple institutional agents, requiring work methodologies that reconcile the tradition of project management with the need for flexibility in the face of unforeseen events and specific demands of each context (Chiarella Neto, 2024).

In this context, the adoption of internationally recognized methodologies, such as the Project Management Body of Knowledge (PMBOK), associated with agile practices and tools such as Canvas and Scrum, has proven to be an effective strategy to structure decision-making processes, optimize resources and reduce risks, allowing the sports manager to develop an action guided by measurable objectives and the quality of the experience delivered to participants and sponsors (Chiarella Neto, 2024).

The studies by Hatzidakis and Barros (2019) show that strategic management is consolidated as an indispensable element for the success of sporting events, as it includes both the clear definition of goals and indicators and the capacity for continuous monitoring, reinforcing the importance of compliance and governance processes that ensure the legitimacy and financial sustainability of initiatives (Hatzidakis; Barros, 2019).

When observing the major events held in Brazil, especially the 2014 World Cup and the 2016 Olympic Games, it is clear that the alignment between sports objectives and urban and social development strategies is decisive for enhancing positive legacies, as pointed out by studies organized by the Inter-American Development Bank, which highlight the need for integrated planning and transparency in decision-making processes (Carvalho, 2013).

In the operational dimension, the management of sporting events involves the definition of detailed schedules, the identification of risks, and the preparation of mitigation plans, elements that, according to Chiarella Neto (2024), are often neglected in smaller-scale initiatives, but which represent critical success factors regardless of the size of the event (Chiarella Neto, 2024).



According to Mazzei and Bastos (2012), they emphasize that strategic management presupposes the construction of an organizational culture guided by professionalization and the valorization of technical knowledge, aspects that still constitute challenges in the Brazilian context, where many sports entities maintain management structures anchored in amateur models and informal practices (Mazzei; Bastos, 2012).

The literature also points out that the management of sporting events demands a deep understanding of the expectations and interests of stakeholders, ranging from athletes and spectators to sponsors, public agencies and the local community, as the success of an initiative depends directly on the manager's ability to mediate interests and create favorable conditions for collective engagement (Araújo, 2020).

In this sense, the Stakeholder Theory, according to Mitchell, Agle and Wood (1997), offers relevant conceptual subsidies by showing that the different interest groups have varying degrees of power, legitimacy and urgency, requiring relationship and communication strategies adapted to the profile of each actor involved, a perspective that is especially pertinent in projects involving public and private resources (Araújo, 2020).

Strategic planning, as advocated by Chiarella Neto (2024), requires the definition of objectives that contemplate not only the financial results, but also the social and symbolic impacts of the event, in order to reinforce institutional legitimacy and ensure that actions are perceived as transparent and oriented to the collective interest (Chiarella Neto, 2024).

The use of project management methodologies in the sports environment still faces cultural and institutional barriers, as many organizations resist the adoption of formal monitoring and evaluation processes, a reality that, according to Godfrey (2009), compromises the organizational learning capacity and hinders the construction of good practices that can be replicated in future events (Godfrey, 2009).

The alignment between strategic planning and operational execution depends, unavoidably, on trained leaders who are able to engage multidisciplinary teams, monitor performance indicators, and respond quickly to unforeseen events, competencies that, according to Hatzidakis and Barros (2019), differentiate managers who obtain sustainable results from those who are restricted to an immediate operational perspective (Hatzidakis; Barros, 2019).



The integration between technology, innovation, and people management emerges as a central pillar of the modernization of sports management, especially in contexts marked by intense media exposure and pressure for financial results, and it is necessary for managers to master digital monitoring tools, collaborative platforms, and automation solutions that allow optimizing workflows and expanding the response capacity of teams (Mazzei; Bastos, 2012).

Studies by Silva et al. (2023) show that the practical experience provided by extension projects and academic experiences in the organization of sporting events contributes significantly to the development of managerial skills, as it allows students to face real situations of decision-making, articulation of resources, and management of expectations of diverse audiences (Silva et al., 2023).

The understanding that the strategic management of sporting events involves not only technical skills, but also relational skills and the capacity for innovation, has motivated the creation of professional training and graduate programs aimed at training specialized managers, a phenomenon that, according to Araújo (2020), represents an important advance for the consolidation of the area in Brazil (Araújo, 2020).

Therefore, it is relevant to highlight that the strategic management of sporting events finds its main challenges and opportunities in the multiplicity of stakeholders and the need to reconcile sporting, market and social objectives, so that the deepening of academic studies and the dissemination of good practices are determining factors to raise the quality and relevance of these initiatives in the national context (Chiarella Neto, 2024).

SPORTS MARKETING AND INSTITUTIONAL ENGAGEMENT

Sports marketing has consolidated itself as a fundamental strategy for institutions and companies that aim to expand their symbolic reach, build lasting relationships with their audiences and position their brands in a highly competitive scenario, being recognized as a field that associates positive values, such as overcoming, belonging and collective passion, with products and services that benefit from the cultural prestige of sport (Sousa; Gadêlha Fontes, 2024).

The promotion of sporting events has become a privileged tool to enhance institutional visibility, as the presence of an engaged public and wide media coverage generate favorable conditions for brand activation, the creation of memorable



experiences and the establishment of emotional bonds that transcend immediate consumption and contribute to consumer loyalty over time (Escobar, 2002).

Sports sponsorship, when guided by clearly defined strategic objectives, allows companies and educational institutions to create narratives capable of associating their image with socially valued values, a phenomenon that intensifies when events are planned as multisensory experiences that integrate face-to-face practices and digital interactions (Teixeira; Barcelos, 2012).

The professionalization of sports marketing has required greater investment in market research, impact assessment metrics, and the development of integrated communication strategies, which include both the traditional coverage of media outlets and the mobilization of communities on digital platforms, enhancing the reach and effectiveness of promotional actions (Melo Neto, 2020).

The institutional engagement generated by sporting events depends, to a large extent, on the ability to create meaningful experiences for different audiences, including actions that range from brand activation during the competition to educational, social or cultural initiatives that reinforce the organization's commitment to broad values of citizenship (Hatzidakis; Barros, 2019).

Contemporary sports marketing moves from a purely advertising perspective to a more relational approach, in which consumer engagement occurs through participatory interactions, co-creation of content, and experiences that consolidate the brand as part of people's emotional daily lives (Silva et al., 2023).

Studies carried out on sports marketing practices in Brazil indicate that companies from different sectors, such as digital services, financial institutions and consumer brands, have consistently invested in sponsorships and activations that connect to popular sports, seeking not only to increase notoriety, but also to legitimize their social performance before different audiences (Sousa; Gadêlha Fontes, 2024).

The development of integrated campaigns that associate sporting events with social and environmental causes has become a recurrent strategy, as it allows brands to add symbolic value to their commercial practices, approaching consumer segments that attribute relevance to ethical commitments and corporate responsibility practices (Carvalho, 2013).

Brand activation actions in sporting events have a high potential impact due to the intensity of emotions aroused by the competitive environment, an aspect that



stimulates a symbolic identification between the values of sports practice and the attributes communicated by the sponsoring companies, strengthening institutional engagement in a differentiated way in relation to other marketing modalities (Escobar, 2002).

The success of sports marketing strategies depends on an in-depth understanding of the profiles of audiences that attend or follow the events, and segmentation based on demographic, behavioral, and psychographic data is essential, a practice that has been progressively incorporated by organizations operating in the Brazilian market (Melo Neto, 2020).

The possibilities for innovation in sports marketing management include the use of digital technologies, such as streaming platforms, live interaction applications, and augmented reality experiences, which expand the brand's presence and stimulate unprecedented forms of relationship between consumers and event sponsors (Chiarella Neto, 2024).

The activation of brands in sporting events involves steps ranging from strategic planning and rights negotiation to the execution of relationship campaigns and the measurement of results, requiring professionals to act with a systemic perspective capable of aligning institutional interests with commercial objectives (Hatzidakis; Barros, 2019).

The literature also emphasizes that sporting events provide unique opportunities for the creation of narratives that humanize brands and reinforce cultural values, as sports practice awakens affective memories and symbolic references that enhance the emotional impact of communication actions (Silva et al., 2023).

The alignment between sports marketing and strategic event management becomes essential when seeking to create differentiated experiences that transcend the immediate promotional logic, establishing lasting bonds and legitimizing the institutional presence with diverse communities (Teixeira; Barcelos, 2012).

However, it can be observed that sports marketing, articulated with institutional engagement strategies and anchored in professionalized management practices, proves to be a valuable resource for companies and organizations that wish to consolidate their reputation, strengthen emotional ties with their audiences and contribute positively to the social and cultural development of the communities where they operate (Sousa; Gadêlha Fontes, 2024).



SUSTAINABILITY AND LEGACY OF SPORTING EVENTS

Large and medium-sized sporting events began to be analyzed from the perspective of sustainability and the legacy they leave for the cities and communities that host them, and it is recognized that well-planned initiatives can contribute to driving urban transformations, improving infrastructure and stimulating inclusive social practices that transcend the period of the competitions (Carvalho, 2013).

The concept of legacy is related to a set of impacts that remain after the end of the event, including tangible benefits, such as sports equipment and urban mobility works, as well as symbolic and cultural aspects that strengthen the sense of community belonging and encourage the practice of sports in different segments of the population (Vaggione, 2013).

The 2014 World Cup and the 2016 Olympics in Brazil illustrate how strategic management can maximize positive effects and reduce risks associated with large investments, and it is pointed out that the success of these initiatives depended on the articulation between urban planning, environmental sustainability policies and social participation mechanisms that legitimized the decisions taken (Carvalho, 2013).

Sustainability in sporting events encompasses economic, social, and environmental dimensions, requiring organizers to develop strategies capable of balancing demands for financial return and expectations of collective benefits, a reality that demands planning guided by clear indicators and continuous evaluation processes (Araújo, 2020).

Studies show that the adoption of environmental management practices, such as certifications of sustainable buildings, carbon emission compensation policies, and environmental education actions during events, contributes to the construction of a positive institutional image and strengthens the commitment to responsible development (Vaggione, 2013).

Sporting mega-events also highlight the importance of participatory governance and transparency in the application of resources, as society's perception of legitimacy is decisive in consolidating the reputation of organizers and sponsors and ensuring that the legacies generated are recognized as legitimate and relevant (Carvalho, 2013).

The literature points out that, in addition to investments in physical infrastructure, professional training programs and incentives for local entrepreneurship are fundamental components of the socioeconomic legacy, since they contribute to boosting



the economy and creating job opportunities that remain after the end of competitions (Sousa; Gadêlha Fontes, 2024).

Legacy management requires a long-term perspective, ranging from the process of defining strategic objectives to monitoring the transformations effectively generated, a practice that requires articulation between different spheres of government, private entities, and civil society organizations (Araújo, 2020).

Thus, the creation of policies for democratic access to new sports structures is a central factor to ensure that the investments made largely benefit the population, preventing arenas and facilities from becoming restricted and little-used spaces after the events (Carvalho, 2013).

International experiences indicate that success in building positive legacies depends on transparent communication processes, which allow society to monitor the allocation of resources and actively participate in decisions involving the use of equipment and requalified urban spaces (Vaggione, 2013).

The concept of sustainability applied to sporting events also contemplates the encouragement of responsible behaviors among spectators, athletes, and employees, through educational campaigns that address topics such as conscious consumption, recycling, and respect for cultural and social diversity (Melo Neto, 2020).

Studies highlight that the symbolic dimension of the sporting legacy, associated with the strengthening of collective identity and the feeling of local pride, exerts a significant influence on the perception of the value of events and the willingness of communities to support future initiatives (Escobar, 2002).

The strategic planning of the legacy must provide for actions that ensure the continuity of the sports and social programs initiated during the cycle of the event, creating conditions for community involvement to be maintained and strengthened over the years (Sousa; Gadêlha Fontes, 2024).

The integration between marketing strategies, sustainability policies, and participatory governance mechanisms expands the capacity of sporting events to generate transformative impacts and consolidate innovative management practices that serve as a reference for other initiatives (Chiarella Neto, 2024).

It is concluded that the construction of sustainable legacies in sporting events requires a systemic vision that articulates technical planning, ethical commitment and



capacity for innovation, because only in this way will it be possible to ensure that the benefits generated translate into concrete advances for society (Araújo, 2020).

METHODOLOGY

The construction of this work started from the intention of understanding how the management of sporting events can become an effective strategy of institutional engagement and generation of symbolic value for public and private organizations, being necessary to gather theoretical references and evidence that would help in the definition of analytical parameters coherent with the object of study, without restricting the investigation to previously plastered models that could limit the interpretation of the phenomena addressed (Chiarella Neto, 2024).

To achieve this purpose, the bibliographic survey focused on the selection of articles, dissertations and technical reports produced in Brazil over the last fifteen years, including both academic publications and institutional documents that brought data on planning, marketing, sustainability and governance practices in competitions of different sizes, from mega-events to local initiatives of a community nature (Araújo, 2020).

The process of choosing the references took into account the relevance of the content for the analysis of the social, economic and symbolic impacts generated by sporting events, seeking to identify authors who approached the theme in a critical and updated manner, in order to provide a broader view of the factors that condition the effectiveness of the actions developed by the organizations involved in its realization (Mazzei; Bastos, 2012).

In addition to the academic publications, a careful reading of reports prepared by entities such as the Inter-American Development Bank and the Ministry of Sports was carried out, which present data and reflections on the legacy of the main competitions hosted in Brazil, with emphasis on the 2014 World Cup and the 2016 Olympic Games, whose investments and results raised relevant debates about transparency and responsibility in the management of public resources (Carvalho, 2013).

The selection of the material was also guided by the diversity of theoretical perspectives, in order to contemplate authors who dialogue with concepts of sports marketing, strategic management, sustainability and citizen participation, seeking to avoid limitation to a single interpretative line and allowing the construction of an analysis



framework that reflected the multiplicity of interests and values present in the field studied (Sousa; Gadêlha Fontes, 2024).

RESULTS AND DISCUSSION

The analysis of the selected material showed that the management of sporting events in Brazil has advanced significantly in terms of professionalization and structuring of processes, although there are still challenges related to the consolidation of practices that ensure the financial and social sustainability of the initiatives, showing that even large projects, such as the 2014 World Cup, faced limitations in the planning of lasting legacies that fully met the expectations of the society (Carvalho, 2013).

The studies showed that the adoption of formal project management methodologies, including the use of the PMBOK and agile tools such as Scrum and Canvas, has provided relevant gains in operational efficiency, clarity in the definition of responsibilities and quality in the delivery of strategic objectives, an aspect that proved to be particularly important in cases of events with a large number of stakeholders involved (Chiarella Neto, 2024).

The symbolic dimension of sporting events emerged as one of the factors most highlighted by the research, as the ability to create exciting experiences and strengthen identity bonds with local and regional communities has enhanced the reach of institutional marketing actions, revealing that the success of an initiative does not depend exclusively on financial metrics, but also on the positive perception that the public builds about the brand associated with the event (Escobar, 2002).

The publications analyzed pointed out that sports sponsorship has consolidated itself as a differentiated strategy of competitive positioning, allowing companies from different sectors to project their image and associate positive values to their products and services, a reality that, in Brazil, has intensified with the growth of the sports consumption market and the popularization of digital platforms for dissemination and engagement (Sousa; Gadêlha Fontes, 2024).

It was possible to observe that the experiences of medium-sized sporting events, such as street races and regional tournaments, have contributed to the formation of new audiences and the appreciation of community sports practices, demonstrating that even initiatives with reduced budgets can produce significant impacts on local culture and the generation of business opportunities for small entrepreneurs (Silva et al., 2023).



The authors highlight that efficient strategic management requires the integration of multidisciplinary teams and continuous investment in professional training, as the complexity of the processes of planning, execution, and evaluation of events demands specific skills in areas such as financial management, integrated communication, logistics, and negotiation with sponsors (Hatzidakis; Barros, 2019).

Another recurring aspect was the relevance of citizen participation in decision-making processes related to the legacy of events, as experiences have shown that the absence of consultation and dialogue mechanisms contributes to the delegitimization of initiatives and to increased mistrust about the use of public and private resources, an issue that has become central to the debates on mega-events hosted in Brazil (Carvalho, 2013).

The communication practices adopted in different projects confirmed that transparency in the disclosure of information and clarity in the definition of institutional commitments strengthen the reputation of the organizations involved, and it is recognized that image management is as relevant as the sports results achieved throughout the competitions (Melo Neto, 2020).

Studies have also indicated that the activation of brands during sporting events has high levels of emotional impact and capacity for differentiation in the market, as the competitive and festive environment creates unique opportunities for companies to get closer to their consumers in moments of great symbolic involvement, a strategy that contributes to loyalty and the expansion of relationship networks (Escobar, 2002).

Environmental sustainability appeared as a dimension still in consolidation in Brazil, although recent initiatives have sought to incorporate carbon offset practices, waste management and rational use of natural resources, aspects that reflect the pressure from segments of society for more responsible events in line with global commitments to environmental preservation (Vaggione, 2013).

The publications highlight that the evaluation of medium and long-term impacts continues to be a challenge for managers and researchers, as many projects do not maintain systematic monitoring mechanisms after the conclusion of the competitions, which makes it difficult to identify lessons learned and build more consistent public policies (Araújo, 2020).

Documented experiences reveal that collaboration between the public and private sectors can produce important synergies, as long as it is accompanied by clear



governance structures and accountability mechanisms that ensure the integrity of processes and the trust of the different stakeholders involved (Chiarella Neto, 2024).

It was observed that the management of successful sporting events is characterized by an integrated approach that articulates technical planning, technological innovation, attention to social legacy and commitment to transparency, composing a model that can serve as a reference for new initiatives in the Brazilian and Latin American context (Hatzidakis; Barros, 2019).

The literature points out that the educational dimension of the events, when associated with volunteer training programs and projects to encourage grassroots sports, represents a unique opportunity to multiply benefits and create lasting bonds with communities historically distant from structured sports practices (Silva et al., 2023).

Finally, the data analyzed reinforce that strengthening the management of sporting events as a strategy of institutional engagement requires a combination of professionalization, innovation and social sensitivity, as only then will it be possible to consolidate a legacy capable of meeting the expectations of the organizations and populations impacted (Sousa; Gadêlha Fontes, 2024).

FINAL CONSIDERATIONS

The reflection developed throughout this work allows us to recognize that the management of sporting events occupies a strategic position in the contemporary scenario, as it transcends the dimension of competitive practice and consolidates itself as an instrument capable of engaging communities, strengthening brands and stimulating cultural and social transformations that remain even after the end of competitions.

The experiences analyzed indicate that the adoption of structured planning and execution methodologies contributes significantly to the success of the initiatives, but also highlights the need for flexibility and adaptability in the face of specific demands and unforeseen events that arise during each project.

The symbolic dimension of sport emerged as a determining factor in the construction of positive perceptions by the different audiences involved, confirming that the emotional value associated with events can enhance institutional and commercial results when articulated with authentic communication strategies committed to transparency.



Sports sponsorship has proven to be a differentiated tool for competitive positioning, as long as it is guided by clear objectives and supported by actions that value the emotional bond between brands, athletes and communities, creating relationship opportunities that go beyond the immediate promotional logic.

The debates on the legacy of major events held in Brazil showed that investments in infrastructure and sustainability policies can generate relevant benefits, but they also brought to light contradictions and gaps that reinforce the importance of participatory governance and permanent accountability.

The management practices analyzed revealed that medium-sized initiatives, often conducted with more limited resources, can have significant impacts on the local sports culture and on the generation of economic opportunities, proving that the relevance of a project is not only in its budget, but in the quality of the proposal and in the coherence between its objectives and the reality of the communities involved.

The integration between technological innovation, professional training and social engagement strategies proved to be a promising way to consolidate more inclusive and sustainable management models, capable of responding to contemporary demands for environmental responsibility, diversity and cultural appreciation.

The examples studied confirm that the credibility of the organizations responsible for holding the events depends on an ethical and transparent posture, as well as the ability to clearly communicate the commitments made and the results achieved at each stage of the process.

Strengthening the management of sporting events in Brazil requires continued investments in team training, encouraging academic production, and disseminating good practices that serve as a reference for managers, sponsors, and public agents involved in the promotion of these initiatives.

Thus, it is concluded that the challenges and opportunities present in the organization of sporting events offer a fertile field for innovation and the construction of positive legacies, as long as decisions are guided by a systemic vision that articulates technical planning, social commitment and sensitivity to the legitimate expectations of the different impacted audiences.



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