

Brazilian medals' plan: strategic or emergency plan?

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Abstract

Brazil hosted the Olympic and Paralympic Games in 2016. After London 2012, the Ministry of Sport (Ministério do Esporte, ME) launched the Brazilian Medals' Plan, which was only approved in 2013. It is a plan that seeks complementary support for teams and athletes that intend to compete in 2016. The objective of this article is to critically analyse the Brazilian Medals' Plan through the lens of strategy. The guiding query of the project is how the Brazilian Medals' Plan can be classified: as a strategic or an emergency plan. The method used is a narrative review via a critical analysis from the contextual point of view. A relationship was seen between the structuring of elite sports policy, continuity of the policy, and sporting success. In the document from the Ministry of Sport, it was not possible to identify what strategies are necessary to enter the Olympic "top ten" with the Brazilian Olympic Committee's (Comitê Olímpico Brasileiro, COB) projection of obtaining 30 medals and the Paralympic target to reach the "top five" nations in the Games. It was concluded that the Brazilian Medals' Plan 2016 is of an emergency nature, leaving the country without a long-term plan for elite sports.

KEYWORDS: Sporting Success; Strategy; Results; Olympic Games; Paralympic Games.

Introduction

Since 2009, Brazil has known that the city of Rio de Janeiro would host the 2016 Olympic and Paralympic Games. The country that hosts the Games has the so-called home advantage, which UK SPORT¹ (p. 2) defines as "the implicit assumption that (...) athletes will achieve better results than if they were to compete in the same event abroad". Nevertheless, to maximise the effect of the home advantage, the host country must create strategies in sporting policies focused on development and, considering how to supply the system in a

continuous manner, they must guarantee that the proposed goals will be reached.

The Brazilian sport system is based on legislation created in 1998². A peculiarity of the local system is that the sporting structure was defined before the Ministry of Sport was created, and since that time, it has remained almost unchanged (the Brazilian Federation of Clubs was incorporated). An analysis of Law 9615² shows a rupture in elite sports, with the federal government being responsible for defining policies, while the segment is managed

by the Olympic and Paralympic Committees, the Confederations Committee, and the Federations and Clubs³. In other words, non-governmental entities are responsible for developing high performance sports, and this governance model promotes discontinuity, as shown by the fragile construction of a long-term sport policy and a lack of government strategies.

Countries that have hosted some of the recent editions of the Games have developed plans and

created different models of governance structures⁴. According to MAZZEI et al.⁵, the projects that exist in Brazil are not similar to programmes in other countries that have attained international sporting success and which have already hosted the Games.

Consequently, the objective of this present study is to critically analyse the Brazilian Medals' Plan for the 2016 Olympic and Paralympic Games under the lens of strategy. The guiding query of the project is: How could the Brazilian Medals' Plan be classified?

Method

This is a narrative review that allows for a qualitative analysis of the Brazilian Medal's Plan. This type of methodology consists of carrying out a critical analysis from the contextual point of view. In according to ROTHER⁶ (p. 7), "this type of review does not describe the methodological approach that would permit reproduction of data, nor an answer to a specific quantitative research question".

A review was made of the official Brazilian Medals' Plan presentation in September 2012, assessing the characteristics and targets and. In addition a review was conducted of an Ordinance, edited in April 2013, which established the plan formally, the requirements with which the athletes or sports institutions were to have designed their projects. From these documents, a critical analysis was carried out from the strategic point of view, creating a flow between the intended goals interspaced by catalyst actions and the expected outcome.

The level of formality, reach, and duration of the plan varies between organisations and defines the relationship between them and the environment; a strategic plan is essentially composed of the following points: mission, objectives, strategies, goals and the work schedule, a robust document that is, at the same time, a guide for all work the organisation needs to carry out^{7,8}. In order to be successful in this beginning stage, organisations must know where they are, what they intend to do, and where they want to go⁹; furthermore, if we

presume the dynamic required in management, this should continue uninterrupted in the organisation. To this end, MAXIMINIANO⁸ (p. 340) understands that "the intended scope is the heart of the strategic plan", and that this plan is the fruit of a decision about the standard of behaviour established by the organisation. The objectives that were established at the beginning of this strategic management process are the basis for building specific objectives and strategies that will follow afterward.

CAVALCANTI⁷ (p. 100) states that objectives "decode vision in their most important focal aspects". It is at this time that the means for attaining the objectives are selected, and at this point, the planning team will choose its strategies, defined by HITT et al.¹⁰ (p. 4) as "an integrated and coordinated set of commitments and actions defined to exploit essential competencies and obtain competitive advantage". For SOUZA¹¹ (p. 153), a formulating strategy "includes a set of actions defined by the organisation's upper level management so that the established goals are reached. The defensive or offensive nature of the activities to be carried out will depend on whether the strategy takes on a defensive or offensive nature, respectively". For example, SOUZA¹¹ (p. 159) cites the Brazilian Volleyball Confederation, which, in searching for a strategy for its activities, did so from "the scope defined in the strategic plan, not prepared and executed in a random manner".

Results and Discussion

Strategy on the Brazilian Medals' Plan

In Brazil, discussion about the professionalisation of sports has been recurrent in recent years, due to being host for sports mega-events; a more latent discussion of sport management arises from these events. Nevertheless, the distance between sport and management principles can still be seen. BARNEY and HESTERLY¹² (p. 5) define strategic management as “a sequential set of analyses and choices that can increase the likelihood that a firm will choose a strategy that generates competitive advantage”.

In 2012, the federal government launched the Brazilian Medals' Plan. The main objective was to achieve a place in the top 10 in the Olympic Games and the top five in the Paralympic Games in 2016. As DE BOSSCHER et al.⁴ explained, the medals tally, the most widely known way of publicising the results of the Olympic Games, is the most fragile way of comparing and assessing sporting success among nations, as it does not take into account the number of competitors or the number of events, among other important factors, and thus provides an analysis that is not strongly impacted by the final result of the sporting event.

According to the process of establishing and conducting strategic management, the next step is a detailed analysis of the country's current situation with regard to sports – in this case, which modalities should be targeted based on the potential for return (medals) in each. For example, track and field events offered 143 medals and swimming 103 medals in London 2012, which comprises around 30% of the total medals distributed. An analysis of the supposed potential, using strong and weak points, as well as the analysis of threats and opportunities (such as a SWOT analysis) should be part of the plan in a formal document, considering the resources to be directed to each sport according to its needs.

In Paralympic sport management, there has been a growing concern with the evolution of the results since 1996, which marked the first Games after the creation of the Brazilian Paralympic Committee. Sports managers demonstrated a planning based on the construction of strategies linked to variables that have promoted the evolution of its modalities. This

evolution went from media exposure to increased professionalisation, culminating with the search for a business model and internationalisation of the entity¹³. We see, then, a focus on the long-term, with stronger policies, becoming an enabler of the results. Despite the Brazilian Medals' Plan to have a single base, how the segments (Olympic and Paralympic) perform their strategies differs in essence, inferring a greater cohesion in the Paralympic segment.

With the objective established and the goal defined, observations demonstrated that the strategy adopted by the Ministry of Sport was aimed at achieving more medals in the modalities that traditionally are on the podium, as well as to earn medals in modalities where they had never won medals before. These strategies were dubbed intensive and extensive growth, respectively, with investment directed towards the modalities in which there was a greater possibility of finishing in the top three places¹⁴.

The Perspective of the Athlete and the Staff

The Brazilian Medals' Plan, from the perspective of the micro level, stipulated a financial benefit for the athlete. However, they manage their own careers, acting as a sports executive in parallel to the athlete's career, less than two years for the realisation of the Rio 2016 games. The variables observed by SANTOS NETO¹⁵ contemplate a broader vision of management, as applied to the athlete's environment rather than only focusing on the financial issues, as can be inferred by analysing the plan in TABLE 1.

From the athlete's perspective, these variables should be considered through macro-level planning, converging the amount invested and the estimated targets with the ambitions of the athlete, given that the condition of manager is not ideal for those who need exclusive dedication. As quoted by DE BOSSCHER et al.¹⁶ (p. 45), “that performance is constructed by the management system and by managers”. It is not the athlete who should manage his or her own training, illustrating the importance of a solid and well-founded plan and focusing on new trends in the sport and obtaining benchmarks from other nations according to the good practices observed in sports management in those countries.

Source: SANTOS NETO et al.¹⁷

TABLE 1 – Variables of sport management applied to the micro level

CATEGORY	DEFINITION
Structurally	Contains the physical space and the implements necessary for the execution of the work.
Scientific	Use of artifice, whether through laboratory tests or studies, generating concrete planning grants.
System	Structuring systems, allowing a stream between levels and generating greater input in high performance (system and individual). As well as the perception of elements essential to the functioning of the sports process.
Technical	Elements inherent in the training and professional development.
Training	Refers to the constituent factors of the development of the athlete during the period between competitions.
Competition	Internal and external factors that influence the performance of the athlete during the competitive period.
Psychological	Behavioural Elements influence during periods of training and competition, acting directly on the performance of the athlete.
Individual	Factors which act directly on the athlete, influencing everyday life since until the performance (system and individual) observed in trainings and competitions

At the same time, the study⁴ about the sports policy of a country according to nine pillars (financial support, structure, organisation and governance of sport policies; foundation and participation; talent identification and development system; post-athletic career support; training facilities; coaching development; (inter)national competition; scientific research and innovation), showed the importance of planning for these aspects in the practice of the athlete's environment. This is important to avoid the situation KAY¹⁸ raised (p. 233), "Divergence between policy and practice is regarded to the failure, and often viewed as the product of weaknesses in the processes for implementing the policy as intended", because the success of the nation depends on the athlete's development, despite DE BOSSCHER et al.'s¹⁶ proposal, which, paradoxically, shows that the practices adopted in the athlete's environment do not explain the success among other nations. At the same time, DE BOSSCHER et al.¹⁶ stated that it is important that nations perceive their own context when planning operations. That said, it is not enough to increase funding given directly to the athlete, because this job must be done by the entity that administers its modality in accordance with the established goals, along with the athlete and his or her coaching staff. WATT¹⁹ (p. 136) reported that:

Individuals involved in sport, whatever their role, are far more interested in sports participation than in looking after pounds and pennies. Financial management requires an attention to detail, and

a regular and exact habit that does [this to] some extent is foreign to anyone involved in sport.

The case of the Brazilian Judo team demonstrates change in the form of management after the adoption of the Brazilian Medals' Plan and covenants established by the Ministry of Sport's Growth Acceleration Programmes, aimed at the Olympic and Paralympic Games in Rio 2016. With the approval of the work plan of the Brazilian Judo Confederation, there was a significant change in the relationship between the parties (institution-service). The act of paying daily (\$ 120.00) during training and competitions, through no formal link with the entity, needed to be changed. These professionals needed to link to a third-party company, who happened to be an intermediary between the entities and the workforce. In this new condition, due to the rates provided for in labour legislation and the inclusion of a new institution in this relationship, there was an estimated loss of about 50% of the professionals' incomes (technicians with a value of up to \$ 8,000.00, and other professionals at \$ 4,000.00), in addition to limiting the link's influence to 24 months, generating a situation of uncertainty at the end of that period.

While Olympic sports moved to the binding of the stakeholders, in the Paralympic sports, the objectives are in favour of setting up a structure, looking to potentialise the scarce resources and planning for the long term. PIMENTEL²⁰ reports, from a speech given by the Secretary of High Performance in the

Ministry of Sport, the need for convergence between sports policies observed at different levels and the professionalisation of sports management. This path has already been observed in the Brazilian para-sports. In addition, the Brazilian Paralympic athlete in the Rio 2016 cycle, earned wages of around USD \$50,000, obtained through sponsorships and government incentives, inferring a momentary opportunity-oriented management of the athletes before the competition that occurred in Rio de Janeiro.

Critical Analysis of the Brazilian Medals' Plan

The study of the plan confirmed that the BMP was launched in September 2012, but was only formally approved in April 2013 through an Ordinance

(no. 83/2013) of the Ministry of Sport. Within this document, the plan was shown to follow two fronts: support for athletes and building training centres. However, the following points stand out in the regulations of the Brazilian Medals' Plan²¹:

To make complementary support (emphasis ours) available to selected teams and athletes during their preparation, seeking their maximum sporting performance in order to prepare them to compete for medals while officially representing Brazil in the Rio 2016 Olympic and the Paralympic Games (p. 81).

In analysing the sport policies adopted by countries that have hosted the Olympic Games since 1996 (TABLE 2), a connection was seen between sports policy and the results they achieved.

TABLE 2 – Summary of the strategies to Olympic Games host countries since 1996.

EDITION	COUNTRY	SPORT POLICY
Atlanta 1996	USA	There is little government impact on sport. The Olympic Committee is responsible for the preparation and planning of the teams and athletes in the Olympic Games. It should be stressed that after the Munich 1972 fiasco, there was a movement in the government towards “rebuilding” American sport. This culminated in the 1978 Amateur Sports Act, the only legislation regulating amateur sport in the country ²² .
Sydney 2000	Australia	The country began its search for sporting success in 1976, when it did not win any medals in Montreal. In the 1980s, the Australian government created the Australian Institute of Sport (AIS) in order to assist elite athletes ^{23,24,25,26} Originally inspired by the models from East Germany and China ^{26,27} , years later Australia came to be seen as a reference in the area of developing elite sport.
Athens 2004	Greece	The country looked towards elite sport in the mid-1980s, when it planned to host the 1996 Olympic Games. To do so, the focus turned towards equipment, scientific support, and the internationalisation of local sport. After Atlanta was chosen to host the 1996 Games, the country changed its sport policy, focusing exclusively on elite sport and forgetting about forming foundations, seeking to diminish the government's influence on sport ²⁸ .
Beijing 2008	China	China credited the success it achieved in 2008 to the <i>Juguo tizhi</i> concept, in which the entire country supplies elite sport; the country enjoys one of the most effective systems for the selection and training of athletes ²⁹ . It should be remembered that the development of sport in China began in the 1950s ³⁰ , and was not the fruit of a policy exclusively constructed for Games hosted there. Alongside this long-running sport policy, Project 119 arose, which was focused on the sporting cluster that was responsible for a fifth of the medals at Athens ³¹ .

To be continued

Source: Prepared by the authors.

TABLE 2 – Summary of the strategies to Olympic Games host countries since 1996.

EDITION	COUNTRY	SPORT POLICY
London 2012	Great Britain	The emphasis given to British sport until the mid-1990s was “sport for all” ^{32,33} . However, the objective was revised after the weak showing in Atlanta, and programs aimed at performance were given priority ^{33,34,35} . With the 1997 creation of the World Class Performance Program (WCPP), which was focused on improving elite sport ³² , Britain was able to make a turnaround, moving from thirty-sixth place in the general medals tally to third in London 2012. The focus of this program was to support athletes with a real chance at a medal, as well as developing those who have the real capacity to win, and lastly to identify and develop talent, keeping in mind the need to supply athletes for future Olympics ³⁶ .
Rio 2016	Brazil	The Ministry of sport growth acceleration program launched in 2012, shortly after the London Games, the Brazilian Medal’s Plan, focused on the availability of financial resources, as the podium athlete program, law Agnelo/Piva, Law of incentive to the sport and lottery resources ¹⁷ . The projects have turned for support to the athletes and the construction or renovation of the training centre ³⁷ . However, the lack of expertise in the management of the majority of Nations is a determining factor in the construction of projects well delineated. Decentralization can be perceived, inferring the lack of a consolidated sports policy in the country. In addition to the different directions when compared COB and ME ³⁸ . However, were perceived as the team projects, “Time Rio e São Paulo” and the support with the militarization of athletes.

To compare the information in TABLE 2 and TABLE 3, you can see larger related policies targeting Olympic sports on the part of nations that have hosted the Olympic and Paralympic Games since 1996. One can infer that the para-sports organisation began more recently that did

the Olympic sports organisation. However, you can also note more solid sport policies linked to the Paralympic sports. Here, it is worth noting two exceptions: in Greece, with a policy that is in place on occasion, and the United Kingdom, with a sports policy since 1997.

TABLE 3 – Summary of the strategies to Paralympic Games host countries since 1996.

EDITION	COUNTRY	SPORT POLICY
Atlanta 1996	USA	The country experienced the supremacy of the results between 1964 and 1996, being that after this period, there was a decline in performance, being one of the perceived factors, the growth of other countries ³⁹ . With the Amateur Sports Act 1978 came the recognition of para-athletes in the United States. In 2001, was founded the US Paralympics, an organization subordinate to the USOC, which had already assumed, in 1995, the responsibilities of the National Paralympic Committee ⁴⁰ . However, only in 1998, the Paralympic term was added to the law governing the American amateur sport. However, it was noticed a differentiation in the amount invested in Olympic and Paralympic segments ³⁹ .
Sydney 2000	Australia	The country, aiming at the maximum use of their potential, sought to give the necessary support to their athletes through four areas: a) administration; b) coaching; c) training camps and; d) travel to international competition ⁴¹ . In spite of this model have produced benefits for the para-sports, the lack of resources caused a drop in performance observed in the country against the other Nations ⁴² .
Athens 2004	Greece	The country had little tradition in para-sports and took advantage of the games in the construction of equipment geared to the para-athletes ⁴³ .

To be continued

TABLE 3 – Summary of the strategies to Paralympic Games host countries since 1996.

EDITION	COUNTRY	SPORT POLICY
Beijing 2008	China	The Chinese para-sports presents the formal organization since the end of the years 1970, but only in 1995 the country has implemented a policy aimed at the segment. Was perceived an impact on the local para-sports after Beijing was chosen to host the Paralympic Games in 2008. Noticed an increase in the number of competitions and the Organization of a system geared to the formation of teams and developing athletes. After 2001, the sports policy was oriented to the games ⁴⁴ . This guidance was responsible for promoting an extensive support to para-sport training, aiming at the participation in international competitions in preparation for the games ⁴⁵ .
London 2012	Great Britain	From the definition of UK Sport in which the country fight for second place, with the possibility of reaching the top, the financing was planned based on those goals. Some modalities were included for the first time, in addition to having the support of the WCPP for potential winners. This planning was revised after the Paralympic Games of Beijing 2008 ⁴⁶ . One of the programs created for the London Games was the “Talent 2012: Paralympic Potential”, a program dedicated to the search of potential athletes in some sports to the competitions ⁴⁷ .
Rio 2016	Brazil	There was not a specific strategy to Paralympic sport. However, the management of the cohesion sought Paralympic Committee, through Brazilian Medal's Plan, with the construction of a training centre for 15 sports seeking centralization and facilitating resource management. MIRANDA ¹³ reveals that each of the Management Committee was marked by well-defined strategies and currently seeks a professional business model and the internationalisation of the entity, thereby increasing the sports Exchange.

Source: Prepared by the authors.

In this comparison, a relationship was observed between the way the country structured elite sports, the continuity of sports policy, and the sporting success attained by each country. In Brazil, the Ministry of Sport and the Olympic and Paralympic Committee are responsible for the elite sport. However, because of an out-of-date law and delays in the Decade Plan – which would update the National System for Sport and Leisure –, short-term measures are used for each Olympic cycle.

The lack of a structured sports policy can already be perceived in the relationship with the mass sports, because the gateway in the sport still has clubs as a basis⁴⁸. However, because of mistaken management of these clubs – most of them related to the Olympic sports – they are suffering from a bankruptcy situation. The organisational structure of sports in Brazil leaves clear the subordination of the clubs, while the locus of formation is under the umbrella of the Brazilian Olympic Committee and the dichotomy between the clubs' management

training of athletes and the financial gain needed to keep it in operation (FIGURE 1).

This systematisation of sports in Brazil is done with the understanding that some peculiarities can be responsible for the confusion in relation to the responsibilities of each organisation, governmental or otherwise, in the conduct of the various levels of the sector. Currently, the foundation of Brazilian contemporary sports is, framed as social non-formal sports and usually offered by the three levels of government (federal, state and municipal), almost always in partnership with non-governmental organisations. However, the continuity of this work depends on the continuity of government while maintaining the same political platform, which would guarantee the continuity of programmes and projects, making the system continuous.

Another perceived problem is the disregard for formal sports, which have historically existed in Brazilian clubs, in forming the sports pyramid. With the lack of integration between sports and education, you lose the opportunity to promote the base, generating the resources that today

are scarce on the road to the formation of excellence in various disciplines. Traditionally, the Brazilian sports pyramid consists of three strata, very close to that

suggested by HYLTON and BRAHMAN⁴⁹, in which there is a hierarchy and is usually used to give coherence to the plans, providing continuous sports development.

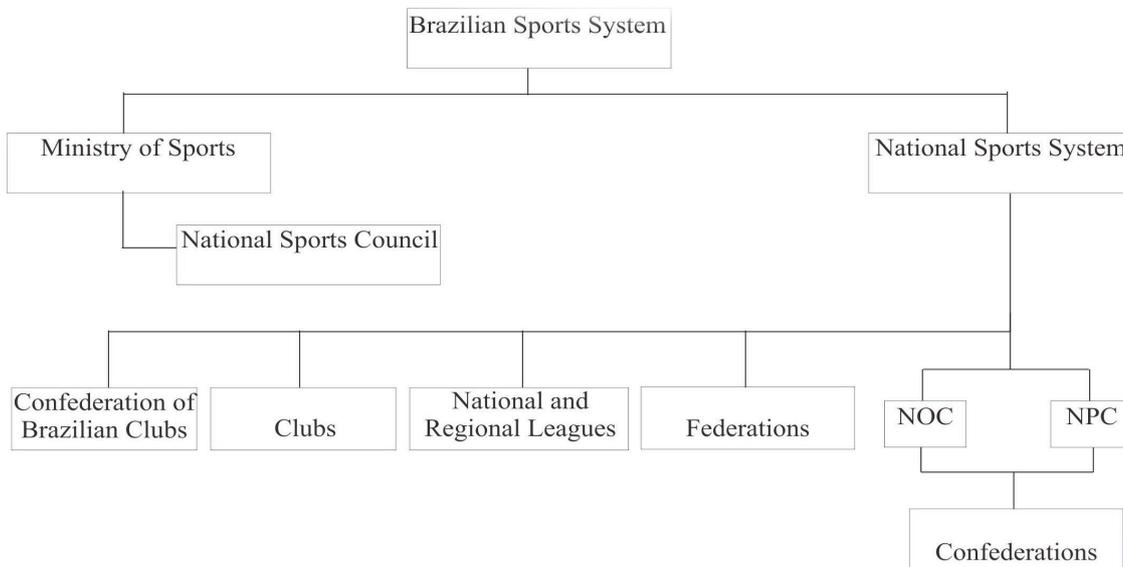


FIGURE 1 – Present model of Brazilian sports governance system.

The Ministry of Sport launched the Brazilian Medals' Plan Brazil without approval, and with two years before the games, bureaucracy was the keyword in elite sports in the country. Meanwhile, a lack of direction in the plan is seen, since only the goal of being in the top 10 in terms of medal totals was included, without describing how to go about doing it, making the project fragile. MAZZEI et al.⁵ corroborates this, stating that there is a need to carry out projects and programmes that seek sporting success. However, considering that the plan was created only a couple years before the 2016 games, it was necessary to work in the extreme short term, something that is not often considered for elite sports that focus on participation in the Olympic Games; it also corroborates the delays described by SANTOS NETO et al.¹⁷ in the matter of sport planning for 2016 in comparison with the United Kingdom. In other words, the formulation of strategies that the Ministry of Sport calls extensive and intensive growth lacks the details and the required lead time for the country to attain the 30 medals predicted by the BOC⁵⁰.

Critical analysis of the Brazilian Medals' Plan 2016 showed that it is an emergency plan; it could not be qualified as a strategic plan due to the lack of elements intrinsic to the model of strategic management and the time factor involved with elite sports. The Brazilian

Medals' Plan 2016 is a late attempt to seek coordinated development of elite sports. Even though the country has had five of its six best Olympic showings since 1996, long-term planning is not yet visible, and support for this segment is mainly based on forms of financial investment that are essentially promoted by the federal government.

The Brazil Medals Plan, when compared to the sport policies of the countries that have hosted the Olympic Games since 1996, can be considered on the same level as that of Greece, a country that changed the focus of its sport policy in accordance with its internal policy. Brazil is searching for contrivances to attain sporting success, to the detriment of constructing a long-term policy based on science, which would seek innovation and a competitive advantage that would be much more than just home advantage.

Results of Brazil's Performance in the 2016 Rio de Janeiro Olympic and Paralympic Games

Considering the medal distribution in London 2012 and the stipulated goals, Brazil needed to attain a market share (MS) of 2.83 compared to the historical series of Olympic results since Atlanta 1996. Prior to the 2016 games, the country's MS was 1.29, requiring an increase of around 120% to place in the top ten

for total medals earned. With this result, the country would move from the 17 medals won in London 2012 to a desired 28 medals in 2016 (nine gold medals, nine silver medals, and ten bronze medals).

TABLE 4 – Historical series of the top ten and Brazil in the Olympic Games since 1996, using Market Share.

RANK	COUNTRY	GOLD	MM	MS	SILVER	MM	MS	BRONZE	MM	MS	TM	MM	MS
1	United States	198	39,6	13,42	162	32,4	10,92	150	30	9,03	510	102	11,80
2	China	165	33	11,19	103	20,6	6,95	90	18	5,42	358	71,6	8,74
3	Russia	133	26,6	9,02	122	24,4	8,23	145	29	8,72	400	80	8,70
4	Germany	73	14,6	4,95	80	16	5,39	102	20,4	6,14	255	51	5,31
5	Great Britain	69	13,8	4,68	57	11,4	3,84	60	12	3,61	186	37,2	4,21
6	Australia	63	12,6	4,27	81	16,2	5,46	85	17	5,11	229	45,8	4,82
7	France	57	11,4	3,86	57	11,4	3,84	69	13,8	4,15	183	36,6	3,91
8	Italy	52	10,4	3,53	47	9,4	3,17	57	11,4	3,43	156	31,2	3,39
9	South Korea	50	10	3,39	55	11	3,71	39	7,8	2,35	144	28,8	3,30
10	Japan	40	8	2,71	43	8,6	2,90	49	9,8	2,95	132	26,4	2,82
22	Brazil	14	2,8	0,95	20	4	1,35	35	7	2,11	69	13,8	1,29

MM (Medal Mean);
MS (Market Share);
TM (Total Medals);
TMM (Total Medal Mean)

Source: Prepared by the authors.

Evaluating TABLE 4 and considering the goals set by the COB, in the scenario posited, the country could reach ninth place, unseating South Korea. In the opinion of the authors, with the 28 medals that were predicted (gold, silver, and bronze, as seen in the previous citation), the country would have been able to enter the top ten group. Nevertheless, the Brazilian Medals' Plan 2016 does not describe the premium modalities in the sense of establishing them as the flagship for the established goal, as China did in 2008 when it created Project 119 and the modalities that would later be the priorities in reaching its goals³¹.

After the Rio 2016 Olympic Games, Brazil did not reach the intended goal, but achieved the best performance ever. However, when we consider the medal count, Brazil won 19 medals (two more medals than were earned in London 2012) and, according to the forecast made by the authors, with 28 medals (nine golds), the country would have reached eighth place, and would have reached the proposed goal. When considering the market share, Brazil decreased the difference from the number of medals earned by the countries in the top ten group from around 120% in London 2012 to around 110% in Rio 2016.

TABLE 5 – Historical series of results in Summer Paralympic Games since 1996

Rank	Country	Gold	MM	MS	Silver	MM	MS	Bronze	MM	MS	Total	MM	MS
1	China	297	59,4	11,59	222	44,4	8,69	177	35,4	6,72	696	139,2	9,80
2	Great Britain	191	38,2	7,46	186	37,2	7,28	191	38,2	7,25	568	113,6	7,36
3	United States	176	35,2	6,87	171	34,2	6,69	204	40,8	7,74	551	110,2	6,96
4	Australia	186	37,2	7,26	168	33,6	6,57	166	33,2	6,30	520	104	6,87
5	Germany	107	21,4	4,18	178	35,6	6,96	162	32,4	6,15	447	89,4	5,44
6	Spain	120	24	4,68	127	25,4	4,97	136	27,2	5,16	383	76,6	4,86
7	France	103	20,6	4,02	123	24,6	4,81	126	25,2	4,78	352	70,4	4,41
8	Canada	116	23,2	4,53	98	19,6	3,83	104	20,8	3,95	318	63,6	4,20
9	Russia	91	18,2	3,55	87	17,4	3,40	90	18	3,42	268	53,6	3,48
10	Ukraine	84	16,8	3,28	78	15,6	3,05	95	19	3,61	257	51,4	3,26
14	Brazil	59	11,8	2,30	56	11,2	2,19	51	10,2	1,94	166	33,2	2,20

MM (Medal Mean);
MS (Market Share);
TM (Total Medals);
TMM (Total Medal Mean)

Source: SANTOS NETO, DACOSTA e MATARUNA⁵¹

Regarding the forecast for the Rio 2016 Games' Paralympic team, SANTOS NETO, DACOSTA and MATARUNA⁵¹ made a prediction based on a historical series from Atlanta 1996 onward and noted that Brazil, in London 2012, was 30% above the historical average. It should be noted that the forecast for the Paralympic sports should be evaluated with caution, because an increase of income was noticed on the historical average observed in TABLE 5, even with a larger number of countries winning medals. Regarding this increase in the total medals since 1996, 98 medals would be needed to reach the top 5 as planned. On the other hand, when a correction index was disregarded over the historical average, a forecast shows the follow numbers: 74 medals (36 gold, 24 silver and 14 bronze).

After the Rio 2016 Paralympic Games, Brazil did not reach the top 5 target, but achieved its best results ever (72 medals – 14 gold, 29 silver, 29 bronze), claiming approximately 60% more medals compared to in Beijing 2008. In according to the authors' forecast, with 74 medals (36 golds), the country would have reached fifth place) and would have accomplished the proposed goal.

The model presented here is adapted from the main idea that SHIBLI and BINGHAM³¹ proposed, which employed statistical tools (regression) and financial resources to make forecasts about the results of sporting events. However, this study used a combination of historical series, market shares for results, and percentages.

Resumo

Plano Brasil medalhas: estratégico ou emergencial?

O Brasil vai sediar os Jogos Olímpicos e Paralímpicos em 2016. Depois de Londres 2012, o Ministério do Esporte (ME) lançou o Plano Brasil Medalhas, sendo aprovado somente em 2013. É um plano que busca um apoio complementar para as equipes e atletas que pretendem competir em 2016. O objetivo deste artigo é analisar criticamente o Plano Brasil Medalhas sob a ótica da estratégia. A pergunta guia do estudo é como o Plano Brasil Medalhas pode ser classificado: estratégico ou emergencial. Utilizou-se a revisão narrativa através de uma análise crítica sob um ponto de vista contextual. Percebeu-se uma relação entre a estruturação da política de esporte de alto rendimento, a sua continuidade e o sucesso esportivo. Nos documentos analisados não foi possível identificar o que é necessário para atingir o "top ten" nos Jogos Olímpicos, mesmo com a projeção do Comitê Olímpico Brasileiro (COB) de obtenção de 30 medalhas e, a meta do Paralímpico de alcançar o "top five" em 2016. Concluiu-se que o plano Brasil Medalhas 2016 foi de caráter emergencial, deixando o país sem um plano de longo prazo para o esporte de alto rendimento.

PALAVRAS-CHAVE: Sucesso Esportivo; Estratégia; Resultados; Jogos Olímpicos; Jogos Paralímpicos.

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