

★★ CERTIFICAÇÃO ★★  
**EXECUTIVO  
DE FUTEBOL**  
2024

**Relação “Faturamento x Performance Desportiva”**

*Ricardo Moreira & Bruno Costa*

**føture**  
academy

## Agenda

- Anúncio Convidado Especial
- Como funciona a MLS?
- Evolução Financeira da Liga – Como é distribuído o Investimento em Atletas
- Regras & Especificidades
- MLS vs SAF: Semelhanças & Diferenças

## Currículo – Bruno Costa



### BRUNO COSTA

GENERAL MANAGER | SPORTING DIRECTOR

LANGUAGES: PORTUGUESE | ENGLISH | SPANISH



#### SPORTING DIRECTOR

FORTALEZA EC | SÉRIE A (BRAZIL)  
2023 - CURRENT



#### DIRECTOR OF SCOUTING & RECRUITMENT

SAN JOSE EARTHQUAKES | MLS (USA)  
2017-2023



#### ACADEMY DIRECTOR

FIGUEIRENSE FC | SÉRIE A (BRAZIL)  
2011-2012



#### SPORTING DIRECTOR & CHIEF SCOUT

FORT LAUDERDALE STRIKERS FC | NASL (USA)  
2016-2017



#### ASSISTANT GENERAL MANAGER & ACADEMY DIRECTOR

FLUMINENSE FC | SÉRIE A (BRAZIL)  
2007-2010



#### SCOUT NATIONAL TEAM & HEAD SCOUT YOUTH

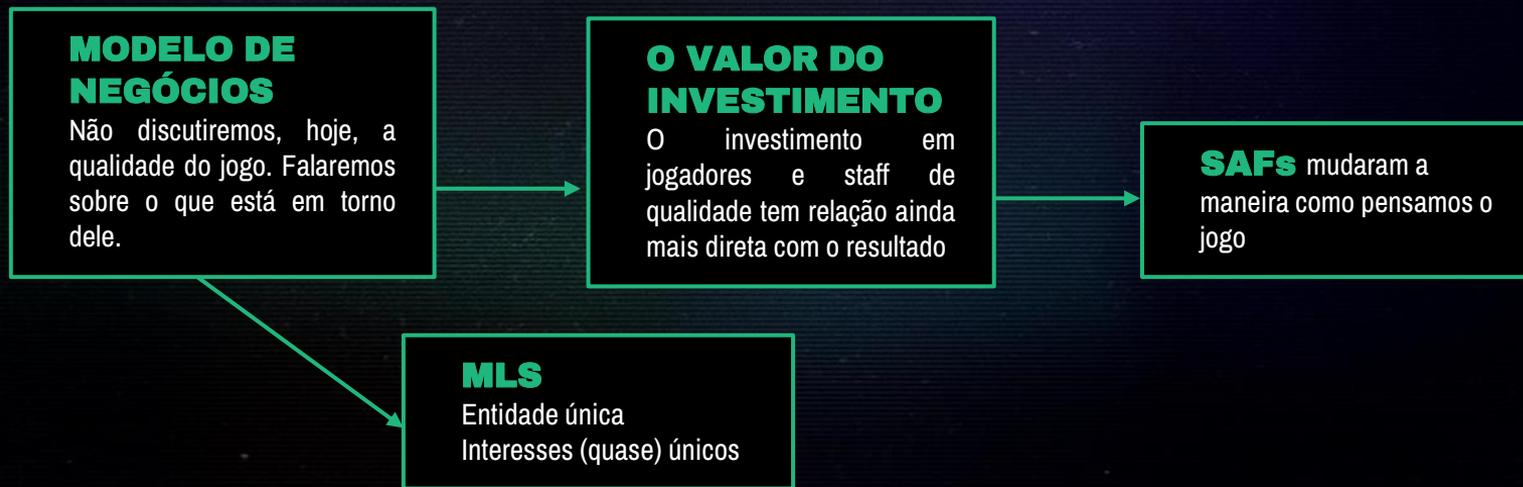
BRAZILIAN FOOTBALL CONFEDERATION (CBF)  
2012-2015



#### DIRECTOR OF OPERATIONS (YOUTH)

BRAZILIAN FOOTBALL CONFEDERATION (CBF)  
2002-2007

## MAJOR LEAGUE SOCCER - EXEMPLO



## EVOLUÇÃO DO INVESTIMENTO

### ORÇAMENTO

No ano de criação da liga, cada equipe da MLS trabalhava com um teto de \$1,2 milhões para investimento em 20 jogadores do Senior Roster

1996

2007

2014

2024

### DAVID BECKHAM

Com a chegada de Beckham ao LA Galaxy em 2007, a MLS entrou na sua primeira fase de aumento do orçamento dos clubes

### MEU INÍCIO

O orçamento de cada equipe da MLS para investimento global em atletas não passava de \$3 milhões/ano

### SALTO

Esse valor hoje supera a casa dos \$11 milhões e conta com exceções

## FORMAÇÃO DE ELENCO NA MLS

### Senior Roster

- Mínimo de 18 atletas, máximo de 20
- Salário mínimo: \$89,716
- Salário máximo: \$683,750

### Supplemental Roster / Reserve Roster

- Jogadores que recebem piso
- Generation Adidas
- Homegrown (categoria de base)

## Classificação dos jogadores

Designated Player e U22

- Máximo de 6 por clube

## General & Targeted Allocation Money

- Mecanismos para contratação de jogadores acima do teto, mas máximo de \$1,6 milhão
- Investimento opcional \$2,8 milhões opcionais
- Exemplo de aplicação:
- Custo de \$1 milhão: aplica-se \$700 mil em TAM enquanto \$300 mil entra no orçamento

## Discovery List

- Prioridade em negociações para evitar leilão e incentivar o scouting
- Jogadores de fora da liga (MLS)
- Máximo de 5 jogadores
- Atletas não podem ser incluídos em múltiplas listas
- Caso uma negociação não seja concluída, clube detém o Right of First Refusal

## Ativos negociáveis

- Allocation Money
- MLS SuperDraft Picks
- Vaga de estrangeiro

# Faturamento x Performance Desportiva

## EQUILÍBRIO COMPETITIVO

Medidas adotadas pela MLS tendem a deixar a liga mais equilibrada e os sucessos (e fracassos) mais transparentes

## CRESCIMENTO

A liga busca crescimento gradual, consciente e sólido. Os clubes também!

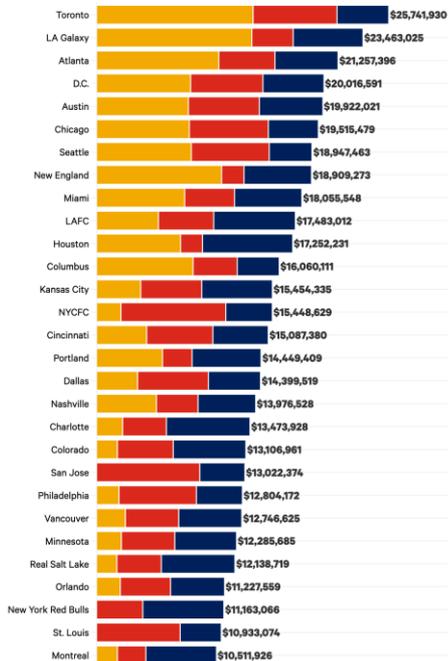


# Faturamento x Performance Desportiva

## MLS salary outlay, Spring/Summer 2023

How MLS teams are spending on players in 2023, by wage bracket

- Designated player (DP) salaries (above \$1,651,250)
- Targeted allocation money (TAM) salaries (\$651,250 to \$1,651,250)
- Salaries below senior max (\$651,250)



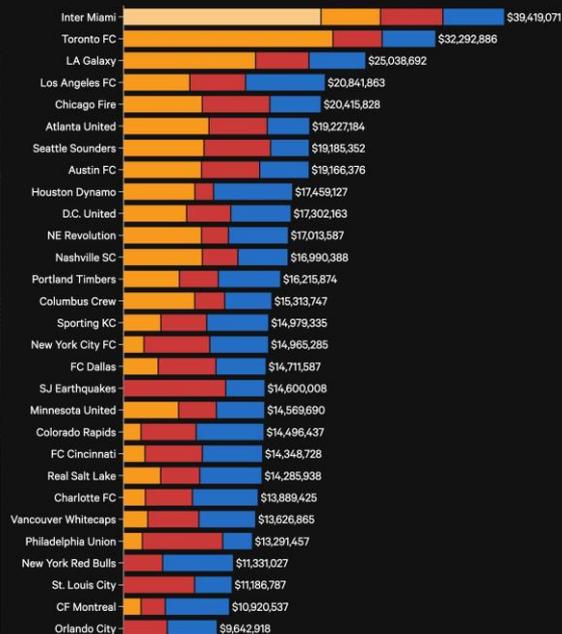
Source: MLS Players Association • All salary data as of April 30, 2023



## Miami, Toronto, LA Galaxy lead in salary spend

How MLS teams are spending on players in 2023, by wage bracket

- Lionel Messi (76.8% of Miami's DP salary)
- Designated player (DP) salaries (above \$1,651,250)
- Targeted allocation money (TAM) salaries (\$651,250 to \$1,651,250)
- Salaries below senior max (\$651,250)



Source: Source: MLS Players Association • All salary data as of October 18, 2023



# Faturamento x Performance Desportiva

Points per dollar matters...

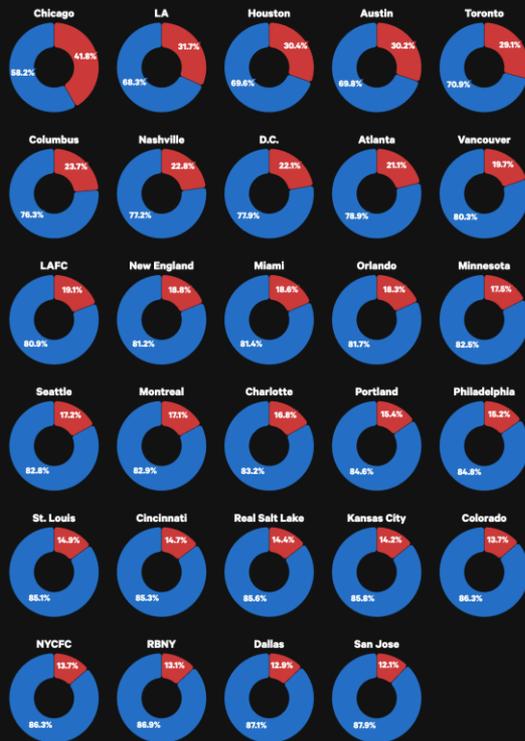
Rank	Club	Points	PPG	GP	W	L	T
1	 Cincinnati	69	2.03	34	20	5	9
2	 Orlando	63	1.85	34	18	7	9
3	 Columbus	57	1.68	34	16	9	9
4	 St. Louis	56	1.65	34	17	12	5
5	 Philadelphia	55	1.62	34	15	9	10
6	 New England	55	1.62	34	15	9	10
7	 Seattle	53	1.56	34	14	9	11
8	 LAFC	52	1.53	34	14	10	10
9	 Houston	51	1.5	34	14	11	9

# Faturamento x Performance Desportiva

## On a scale from Gruezo to Shaqiri...

What % of total salary expenditure each MLS team commits to top earner

● % top player ● % rest of roster



Source: MLS Players Association • All salary data as of April 30, 2023



# Faturamento x Performance Desportiva

## How much each MLS team invested in their current DPs

	Estimated transfer fees	Guaranteed compensation	Total discretionary DP spend
<b>Atlanta</b>	\$21,600,000	\$5,600,000	\$27,200,000
<b>Austin</b>	\$11,000,000	\$9,700,000	\$20,700,000
<b>Charlotte</b>	\$13,400,000	\$4,600,000	\$18,000,000
<b>Chicago</b>	\$13,500,000	\$10,200,000	\$23,700,000
<b>Cincinnati</b>	\$13,000,000	\$4,600,000	\$17,600,000
<b>Colorado</b>	\$800,000	\$3,600,000	\$4,400,000
<b>Columbus</b>	\$15,600,000	\$7,400,000	\$23,000,000

Salary source: MLS, MLS Players Association • Salary totals taken from MLSPA information release on October 18, 2023  
 Transfer fee totals do not include general allocation money traded within MLS



## How much each MLS team invested in their current DPs

<b>Nashville</b>	\$9,400,000	\$8,200,000	\$17,600,000
<b>New England</b>	\$12,300,000	\$8,200,000	\$20,500,000
<b>New York</b>	\$8,300,000	\$2,700,000	\$11,000,000
<b>New York City</b>	\$16,700,000	\$4,600,000	\$21,300,000
<b>Orlando</b>	\$14,900,000	\$2,800,000	\$17,700,000
<b>Philadelphia</b>	\$3,600,000	\$4,300,000	\$7,900,000
<b>Portland</b>	\$16,800,000	\$5,000,000	\$21,800,000
<b>Real Salt Lake</b>	\$8,750,000	\$5,600,000	\$14,350,000

Salary source: MLS, MLS Players Association • Salary totals taken from MLSPA information release on October 18, 2023  
 Transfer fee totals do not include general allocation money traded within MLS



# Faturamento x Performance Desportiva

## MLS Luxury XI



SOURCE: MLS Players' Association  
Figures rounded to nearest thousand or ten thousand



# Faturamento x Performance Desportiva

## Paid to play

Average MLS salary by position group, Spring/Summer 2023



Source: MLS Players Association • All salary data as of April 30, 2023

Note: MLSPA tallied defensive midfielders as defenders. All d-mids earning \$600k+ converted to mids for this calculation

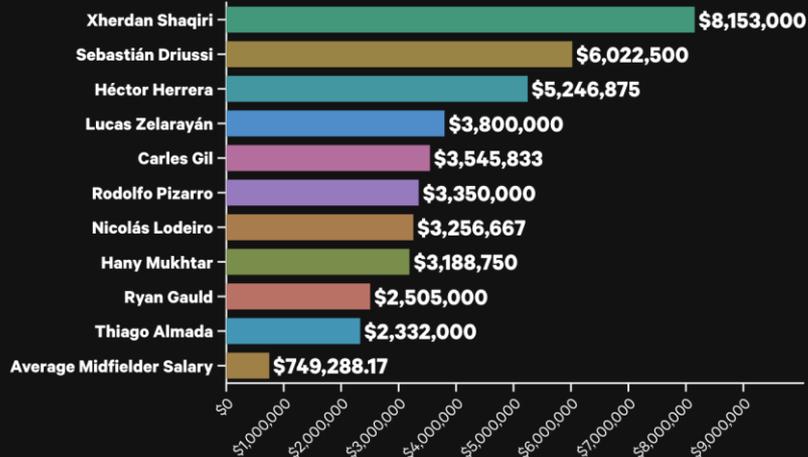


# Faturamento x Performance Desportiva

## MLS's upper crust

Top earners in MLS by position group, Spring/Summer 2023

Goalkeeper Defender **Midfielder** Forward



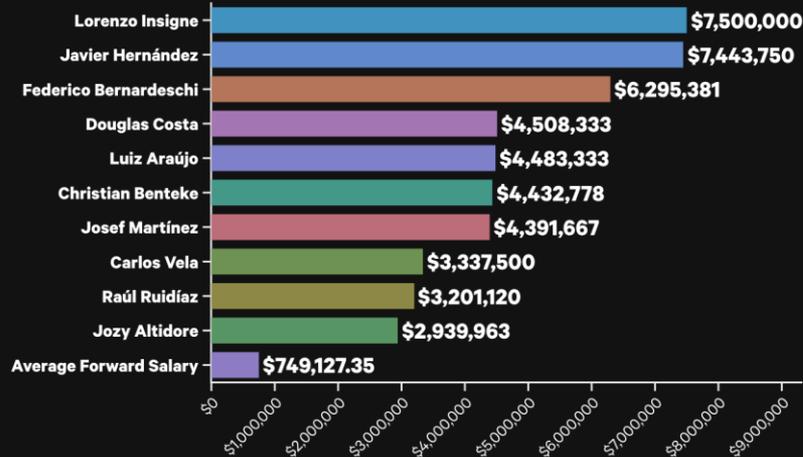
Source: MLS Players Association • All salary data as of April 30, 2023



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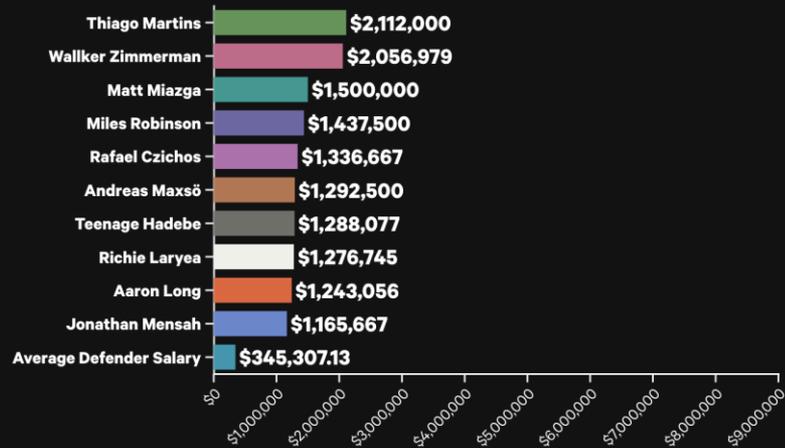
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## MLS's upper crust

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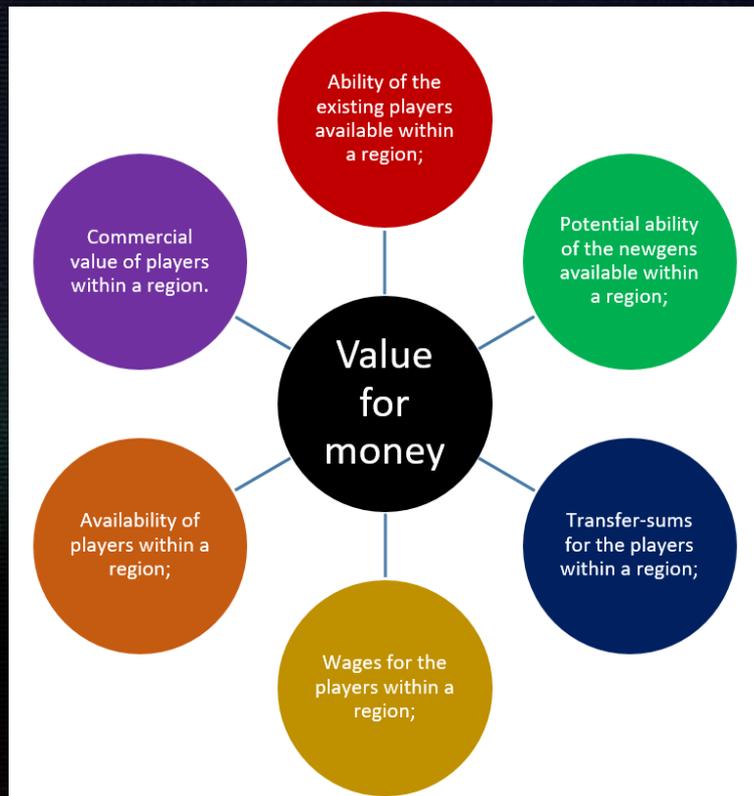
Goalkeeper Defender Midfielder Forward



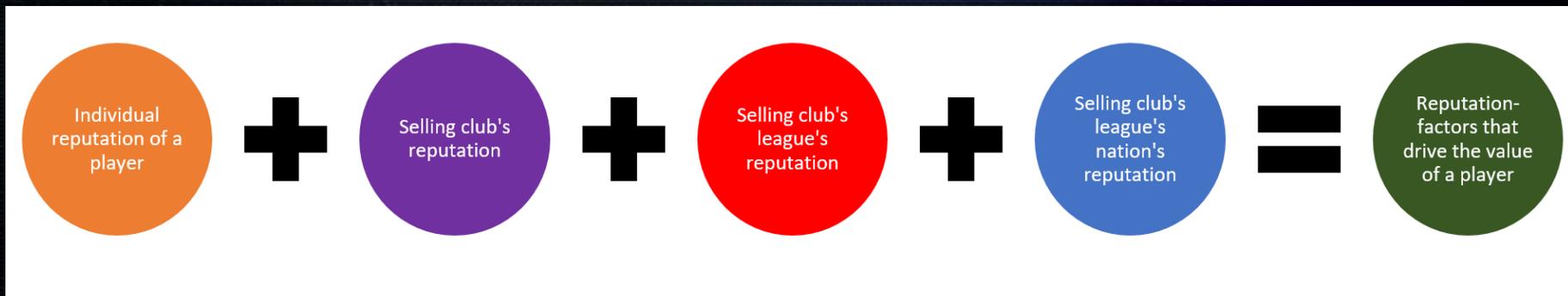
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# Faturamento x Performance Desportiva



## Comunicação // Expectativas



## Comunicação // Expectativas

Postura no mercado de transferências

Cultura do clube

Expectativa: diretoria, donos, torcida....imprensa?

## Semelhanças entre modelos: MLS & SAFs



### Governança

O dinheiro, **agora**, tem dono



# Faturamento x Performance Desportiva

## FORTALEZA: RECEITA

INDICADORES	RESULTADO 2018	RESULTADO 2019	RESULTADO 2020	RESULTADO 2021	RESULTADO 2022	RESULTADO 2023
RECEITA GERAL	R\$ 34.578.925,60	R\$ 105.589.838,37	R\$ 81.184.058,42	R\$ 154.303.258,16	R\$ 229.105.328,73	R\$ 337.052.771,22
RECEITA ADVINDA DE SÓCIO TORCEDORES	R\$ 9.102.689,28	R\$ 14.905.596,92	R\$ 13.520.766,78	R\$ 10.123.835,62	R\$ 28.467.968,99	R\$ 33.673.527,59
RECEITA COM PATROCÍNIOS	R\$ 6.535.871,15	R\$ 6.851.941,89	R\$ 5.377.105,96	R\$ 6.386.261,33	R\$ 13.613.787,59	R\$ 27.668.218,92
RECEITA ADVINDA DE ATLETAS	R\$ -	R\$ 5.335.603,26	R\$ 9.646.518,06	R\$ 9.311.030,92	R\$ 16.371.472,20	R\$ 23.560.825,30
ROYALTIES	R\$ 131.405,20	R\$ 582.711,30	R\$ 495.506,97	R\$ 937.897,65	R\$ 2.518.395,44	R\$ 7.181.570,41
COLOCAÇÃO NO RANKING DA CBF	42º	33º	23º	11º	7º	9º
FATURAMENTO LOJAS	R\$ 3.013.384,06	R\$ 11.442.125,47	R\$ 9.879.818,73	R\$ 14.859.781,55	R\$ 30.000.000,00	R\$ 40.000.000,00

# Faturamento x Performance Desportiva

## Times da Série A que mais gastaram na janela

Time	Reforços	Valores gastos divulgados (em milhões de reais)
Flamengo	3	158,022
Botafogo	10	131,724
Corinthians	10	130,354
Vasco	9	120,200
Palmeiras	5	90,600
Athletico-PR	7	76,286
São Paulo	5	68,962
Internacional	8	54,358
Bahia	7	51,500
Atlético-MG	2	42,000

Fortaleza	6	36,428
Grêmio	7	32,600
Fluminense	8	21,296
Cuiabá	11	14,206
Cruzeiro	9	11,872
Bragantino	4	5,300
Vitória	18	4,230
Atlético-GO	18	4,100
Juventude	17	0,900
Criciúma	8	0,480
<b>Total</b>	<b>171</b>	<b>1055,418</b>

## Faturamento x Performance Desportiva

	TIME ▼	RANKING FOLHA ▼	COLOCAÇÃO ▼	EFICIÊNCIA DA FOLHA ▼↓
1º	GREMIO	7	2	350%
2º	REDBULL	16	6	267%
3º	PALMEIRAS	2	1	200%
4º	FLUMINENSE	12	7	171%
5º	ATLÉTICO-MG	5	3	167%
6º	CUIABA	20	12	167%
7º	ATHLETICO-PR	13	8	163%
8º	BOTAFOGO	8	5	160%
9º	FORTALEZA	14	10	140%

# Faturamento x Performance Desportiva

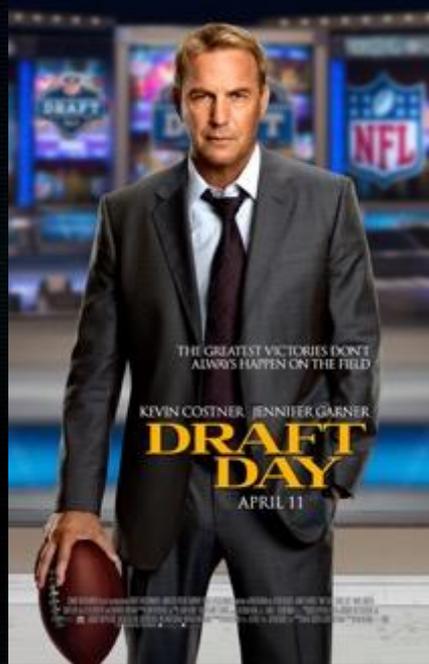
## Times Brasileiros com mais Títulos nos últimos 10 anos

1			<b>14</b>
1			<b>14</b>
1			<b>14</b>
2			<b>12</b>
2			<b>12</b>

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2024

## Faturamento x Performance Desportiva

**Pra ilustrar...**



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