



GLOBAL JOURNAL OF MANAGEMENT AND BUSINESS RESEARCH: G  
INTERDISCIPLINARY

Volume 14 Issue 3 Version 1.0 Year 2014

Type: Double Blind Peer Reviewed International Research Journal

Publisher: Global Journals Inc. (USA)

Online ISSN: 2249-4588 & Print ISSN: 0975-5853

## Entrepreneurship in the Society of Spectacle: Soccer Management in a Globalized World

By Roberto Bazanini, Ademir Antonio Ferreira & Homero Leoni Bazanini

*Universidade Paulista, Brazil*

**Summary-** The arising of business globalization in recent decades changed the market of symbolic goods, in the soccer field, in a billionaire and complex business. These factors led to radical changes in the form of consumption of this sport, which generated a great increase in revenues to the teams, grounded in marketing models of major European leagues. Through descriptive research, ex-post-factum, using the technique of in-depth interviews with managers and project participants for subsequent content analysis, this research sought to identify the strategies employed to value the Corinthians brand (soccer team from São Paulo, Brazil) in a perspective of business strategy. The survey results, point out the importance of entrepreneurial vision to explore the valuable, rare, inimitable and irreplaceable resources present in VRIO model, as stated by the Resources Business View (RBV) theory, to achieve differentiated positioning. Limitations of the research are in proper character of the phenomenological method that favors the rescue of "original speech" of the project participants as it was done in this case. So it is not recommended one could make generalizations of the results presented, although it represents a significant and real context of soccer business in Brazil.

**Keywords:** *entrepreneurship, innovation soccer management, equity brand.*

**GJMBR - G Classification :** *JEL Code: L26*



*Strictly as per the compliance and regulations of:*



# Entrepreneurship in the Society of Spectacle: Soccer Management in a Globalized World

Roberto Bazanini<sup>α</sup>, Ademir Antonio Ferreira<sup>σ</sup> & Homero Leoni Bazanini<sup>ρ</sup>

**Summary-** The arising of business globalization in recent decades changed the market of symbolic goods, in the soccer field, in a billionaire and complex business. These factors led to radical changes in the form of consumption of this sport, which generated a great increase in revenues to the teams, grounded in marketing models of major European leagues. Through descriptive research, ex-post-factum, using the technique of in-depth interviews with managers and project participants for subsequent content analysis, this research sought to identify the strategies employed to value the Corinthians brand (soccer team from São Paulo, Brazil) in a perspective of business strategy. The survey results, point out the importance of entrepreneurial vision to explore the valuable, rare, inimitable and irreplaceable resources present in VRIO model, as stated by the Resources Business View (RBV) theory, to achieve differentiated positioning. Limitations of the research are in proper character of the phenomenological method that favors the rescue of "original speech" of the project participants as it was done in this case. So it is not recommended one could make generalizations of the results presented, although it represents a significant and real context of soccer business in Brazil.

**Keywords:** entrepreneurship, innovation soccer management, equity brand.

## 1. INTRODUCTION

In our contemporary society, increasingly discusses the market potential of the related segments to symbolic goods as an instrument of cultural development and expression.

Commonly, in some human activities sectors (religion, politics, entertainment, sports, etc.), the principle for the development of symbolic goods system production emerges parallel to the process of product differentiation. According to the diversity of public, the producers designed their products and the conditions for its possibilities may be found in the very nature of symbolic goods.

Symbolic goods are valued as a commodity and are loaded with meanings and if the commodity character's the cultural character remain relatively independent in one hand, on the other, are intrinsically related by its profitable character.

Concerning the homology between fields (religious, artistic and sports), artists (actors, dancers, musicians, preachers etc.) and athletes (footballers, pilots, boxers ...), they are equivalent, since there is

segment (BOURDIEU, 1997, 1999; Heinrich, 2001 and Moulin 1997).

The actions of their entrepreneurship leaders are directed to create and enhance brands in this increasingly competitive and cannibalistic market, so usually these actions are bold and combative in defense of the organizations they represent. (MARQUES, 2013).

The market of symbolic goods skyrocketed as a entertainment industry, in which, art becomes a commodity and entertainment can be considered a way to socialize people, and the audience is no longer passive, mainly due to social networks.

In recent decades, many companies arouse promoting shows related to religion, sports, pop artists, concerts, etc., in which the role of the media becomes crucial for such disclosure, since it is not only necessary to transmit information about the events, but rather, to create meanings for marketing purposes. In the words of Bourdieu:

*"To hide, showing something different than would be necessary to show, if he only did that supposedly does, that is, reporting; or showing what it takes to show, but in a way that is not shown or becomes insignificant, or building in such a way that it acquires a meaning that absolutely does not correspond to reality."* (BOURDIEU 1999, p. 25).

This discrepancy of the media, mainly facilitated by the technological advances, resulted in, with the advent of globalization in recent decades, expanding markets as a speed never imagined. Particularly the market of soccer symbolic goods became a billionaire and complex business, facilitated, among other factors, by the development of media communication, mass pay-tv (cable and satellite), creation of pay-per-view, and modernization of stadiums and arenas all over the world.

Contemporaneously, in soccer symbolic goods market, Sport Club Corinthians Paulista management is an instructive example of effective actions that provoked changes in managing the team and all symbolic goods related to brand "Corinthians".

Based on a functionalist and managerial vision, without neglecting a critical reading, the research objective is to identify the factors that allowed the appreciation of Corinthians brand in the competitive market of symbolic goods soccer.

Through descriptive research, analysis ex-post-factum, the research problem is to find answers to the

Author <sup>α σ ρ</sup>: Universidade Paulista – UNIP.  
e-mail: roberto.bazanini@terra.com.br

question: what were the determining factors for valuing Corinthians brand and how these actions influenced the club itself and competitive result of the strategies employed by its management?

In strategic terms, the vision of entrepreneurial school proposed by Mintzberg (2000) and the VRIO model (Barney, 1997) accompanied by Collins and Montgomery Test (2005) provides theoretical elements to analyze the audacious vision of management which breaks the usual practices to propose actions for risks, strategic vision based on the development of rare, inimitable and irreplaceable resources as the key to organizational success.

Thus, the study of S. C. Corinthians management in the period 2007-2011, allows us to analyze the factors that led to radical changes in the form of "soccer consumption" and the chains of relationships that have resulted significant increase in revenues to soccer teams, grounded in marketing models of major European soccer leagues.

The contribution of the research lies in providing elements for a better understanding of entrepreneurial activities and business strategies employed in soccer symbolic goods market which is an important sector of economic activity and should greatly interest to scholars and researchers in the field of business strategy.

## II. LITERATURE REVIEW

Publications about the soccer market of symbolic goods have grown substantially in the last two decades. There is a lot of publications in the areas of physical education, sport psychology, anthropology, marketing, business management, among others.

Regarding the objective of assisting the task of answering the research question presented, were selected chronologically, among these publications, books, journals, dissertations and theses considered relevant to the research and whose were more directly related to the strategies employed by European and Brazilians soccer teams.

In the past decade, Leoncini (2001), was one of the first researchers to study deeply the professionalization of the sport by analyzing the strategies employed by European teams and discussing the transformation of the managerial model for soccer clubs that seek to professionalize its activities in the new context of the entertainment industry. He presents such results as the need for an effective strategic positioning by Brazilian clubs considering the internal and external forces, opportunities and threats in the market. He also compared strategies developed by Manchester United from Great Britain, C. R. Flamen go and São Paulo F.C. from Brazil.

In the following decade and in the same way of thinking, Jennings (2011) made a historical retrospective of the power achieved by the FIFA to market the soccer

game as a spectacle rather than competition. He concludes that business management has become more important than the rules of the game. Damo (2011) in an anthropological perspective discusses the major events and how sporting events can be thought as symbolic goods converted into commodities, specifically the control of FIFA in the World Cup, their merchandise more valuable. Matheson (2012) considers the leagues, the club owners and the mega-events promoters themselves as having a logical interest in maximizing the economic impact to justify heavy public subsidies involved. Going (2012) discusses the impact of sports in all sectors of human activity and its allure to the broad spectrum of the social sciences. Santos (2011) identifies the strategies used in the transition and formation of the club as an enterprise and describes the business strategies used in sporting organizations, showing that the source of competitive advantage comes from the synergy with partners. Associating skills, differentiation in the view of management and training for athletes in younger categories is a way to reach a sustainable goal and obtain an effective low cost for businesses, besides the use of the power of branding. Wilches (2012) emphasizes the music present on soccer stadiums that act strongly on the emotions and fantasies of fans, creating strong emotional dependence, similar to the military and nationalistic parades. Marques, Gutierrez, Ettine (2013) discusses the power of the CEOs soccer clubs that are part of professional elite by owning a symbolic capital and the managerial capability of generating profits in a club-company. Fagundes et al (2013), analyzes the main reasons, in a marketing perspective, that influence fans to attend football stadiums.

As the central aim of the research is to identify the factors that enabled the enhancement of brand Corinthians, were selected publications with two different approaches in the soccer symbolic goods: critical analysis inspired by a Marxist view and a managerial analysis vision that prioritize marketing culture character, as a way to move beyond an apocalyptic conception or integrated design of this market. (Eco, 1979).

In this view, "apocalyptic" are those critical who condemn the mediaas mass producers alienation of the people and "integrated" are those who acquit.

For the purpose of this paper, we consider that the "apocalyptic ones" are wrong because they consider the culture of alienating mass, simply, by its market character. The "integrated ones", in turn, are usually wrong because they forget that mass culture is produced by groups of economic power driven by profit. In fact, there is the attempt to maintain the interests of these groups through the media itself. Therefore, the two approaches were contemplated.

a) *The market of symbolic goods*

Bourdieu (1999) states that a symbolic good configures itself when an artistic or cultural object is assigned a market value and is raised, by the laws of the market, to a merchandise status. Due to these objects is formed a consumer group, as well as producers of symbolic goods, that are commonly seen in the same way "totems" are worshiped in native societies found on some continents of the Earth.

Durkheim (2003) made numerous comparative reflections for understanding the "totemism", from the way the French people worshiped symbols of the French Revolution, no longer different from the treatment of totemic animals by native Australians.

In this conception, the market of soccer symbolic goods, looking forward to the public receiver, operates substantially as at totemism market, justified by the way the modern fan deals with symbols representing teams which he is identified. In the manager's view that understands this context, open itself the perspective of a broad spectrum of strategies trying to become soccer a recognizable sport, through certain signs with which fans should be identified in this society of spectacle.

The term "society of the spectacle" (la société du spectacle) was created by the philosopher Guy Debord, in November 1967 to define more specifically the environment of the game (or other events), and sought to reinvigorate marxist theory and revolutionary praxis, in a context so quivering as stifling in the postwar situation.

For Debord (2003) modern conditions of production represent the accumulation of spectacles. The reality is fragmented and the show is part of society because it concentrates the entire look and all the consciousness. But, by being separate, the spectacle becomes the focus of the deceived gaze and the false consciousness. It is a social relation among people, the media disseminates through images that form a crystallized vision of the world.

*"The spectacle, understood in its totality is both the result and the project of the existing mode of production. It is not a supplement to the real world, a decorative ornament. It is the heart of the unreality of the real society. In all its particular forms of information, or advertising, or direct entertainment consumption, the spectacle is the present model of a socially dominant life. It is the omnipresent affirmation of the choice already made in production and its corollary - the consumption. The form and content of the show are total justification of the conditions and purposes of the existing system. The spectacle is also the permanent presence of this justification, as the main occupation of the time lived outside of modern production."* (Debord, 2003, p.15).

Advertising, as a tool for modeling and reforming patterns of worship and veneration (in many cases unconscious), is criticized in Marxist point of view,

as an important determinant of being and social action alienated. Yet, it represents, paradoxically, inverse faces of the same homogenizer process, filed in the supposedly civilizing march of capital, e.g., these are the new narcissistic patterns of consumption in which the masses are alienated and hypnotized by artificial needs that serve to produce the profit for capitalist and preservation and exploitation of the dominated class.

*"One cannot, abstractly, oppose the spectacle to effective social activity; this development is itself unfolded. The spectacle which inverts the real is produced so that The lived reality is materially invaded by the contemplation of the spectacle, remaking itself the spectacular order for positive adhesion. Objective reality is present on both sides. The target is to pass to the opposite side: reality emerges in the spectacle, and the spectacle becomes real. This reciprocal alienation is the essence and sustenance of existing society. In a inverted world, the true is a moment of the false. The spectacle presents itself as something great, positive, indisputable and inaccessible. Their only message is 'what appears is good, what appears is good.' The attitude which it demands in principle is passive acceptance that, in fact, it has already achieved to the extent in which appears without reply, by its monopoly of appearance."* (Debord, 2003, p. 16:17).

In the above statements referenced transpires the fetishist and aesthetic character of contemporary capitalism, where "to possess" is inflated by consumerism, and the dimensions of entertainment and consumption are directly related; leisure and entertainment have become "consumer goods".

The spectacle, considered the limited aspect of the media (mass media), provides one-way communication, in which the individual has no power of reasoning. This is a condition of alienation as an imaginary extension to the poverty of real social activity.

In this context, the spectacle is the moment when the merchandise has permeated all areas of human existence and sociability, saturating the logic of fetishism from capital. "To possess" turns in "to seem". Money and capital as social systems of historical capitalism are closely linked to the perpetuation of an alienated society, conditioned to capital and formation, reproduction and transformation processes, within the logic of circulation and consumption model.

As a result, today's society has pseudo-needs imposed by modern consumption. This is not true desire, but necessity of accumulation imposed by the spectacle. Based on the society of the spectacle, corporate business strategies guide the actions of marketing. The aim of strategic actions is alienated public, which sees in the idol the satisfaction and the realization of personal desire. It is a mirror, something that the individual aims for himself. But the impossibility



to perform what he wants, he is content to deceive and buy goods imposed as satisfaction of desires.

Contrary to the critical view of Marxism, the commercial conception of culture legitimizes the fulfillment of desires as market opportunities. In the market of soccer symbolic goods this concept can be exemplified by the purchase of the shirt of an idol, e.g., when buying a shirt Cristiano Ronaldo, fans not only buy a shirt, but the magnitude imposed by the name and fame of the player. It's not only a purchase, but the closer step in the realization of a wish. However, it is not possible to satisfy your dreams, because many do not even know the difference between what are their true needs and those imposed by the spectacle to fill the existential void. The emptiness and the search for 'something more' make the mighty spectacle.

*Celebrities do not emerge spontaneously from the common people, on the contrary, they are, to some extent, a "cultural production", created by a series of public relations officers at the fashion world and other professionals specialized in "management image". (WAGG, 2006, p.351).*

The players are transformed into 'cabaret stars' in the spectacle society and they have a role to play. Buy a shirt, watch a game and purchase products of the club or the players makes one see as an integral part of the show, giving him a feeling of 'status', which makes up the success promoted by the spectacle.

The synthesis proposed by Debord (2003, p 39) in the early 60s, remains valid: *"the root of the spectacle*

*is in the field of economics that became abundant, and then come the fruits that tend, ultimately, to dominate the market spectacular".*

The commercial character of sport has made the amateurism replaced by the professionalization of sports management that occurred all over the world. Striking and successful examples are found in USA, (NBA-National Basketball Association, NFL-National Football League, BML-Baseball Major League, etc.) and in Europe (FIA-Fédération Internationale de l'Automobile, FIFA (Fédération Internationale de Football Association, Barclay's Premier League, UEFA-Union of European Football Associations, etc.) which promote events of high profitability, that reach audiences of all socio-economic classes. In this sense, we can refer the concept proposed by Oliveira and Pozzi (1996), in which, besides sports sponsorship, sports marketing now includes different events, including testimonial athletes, alloying and media at sporting events.

Particularly, the spectacle of soccer provided within the four lines of the field gains greater coverage by the scope of marketing, surrounded by advertising and by the ones who promoted the games, generally, players comparable to the status of Hollywood celebrity.

In relation to the market producer, the competition factor becomes a zero sum game, or in other words, the gain of one means losses for the other, as presented in Chart 1.

*Chart 1 : Considerations about symbolic goods market*

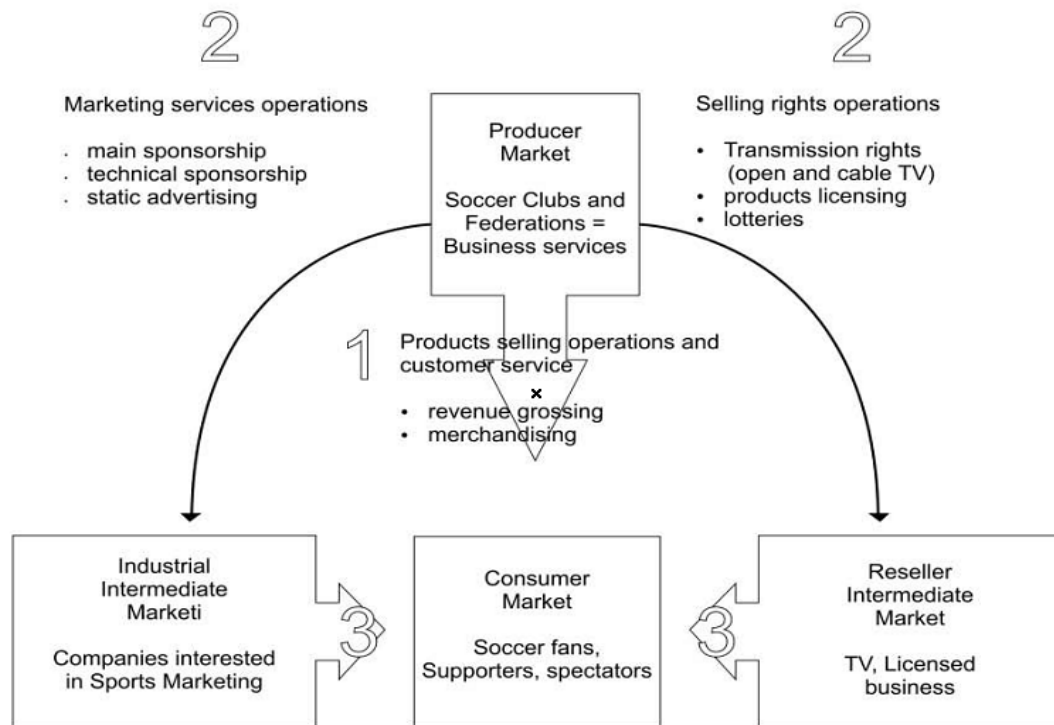
1. All organizations managing symbolic goods are in constant struggle for the mind of the consumer;
2. What an organization gains in membership represents losses for other competitors;
3. How to consumer behavior such goods tends to irrationality, it is quite common to use techniques in order to achieve psychological membership;
4. On due to the very cannibalism of the market, often the option to terminate the competition is the only way to survive.

*Source: Bazanini (2005, p. 179)*

For this reason, managers of soccer spectacle are attentive to the possibilities of profiting economically with existing links between relatively autonomous symbolic systems that make up the relationship chain of soccer.

#### *b) The networking in the world of soccer*

The networking is a special issue in the soccer business, because the element present in the production/business chain, form the main link that directs and organizes the raw material (soccer) of great value to the customers who buy several soccer-related products and services in three reference markets: industrial intermediate market, consumer market, broker resale market, as shown in Figure 1.



Source: Aidar (2000)

Figure 1 : Structure of Integrated Market in the world of soccer

As necessary support to meet the fans or admirers of soccer, the intermediate market represents the market in which customers buy exploration and broadcasting rights of games and sports marketing services, in order to resell them to the consumer market.

This resale may occur both in relation to the industrial middleman, when using any of the activities provided by the sports marketing organizations both for promotion, advertising, media exposure, etc., The resale intermediary can use the sale rights to sell a championships, or the club brand via broadcasting games or by lotteries, as well as, licensed products and even sell advertising space in the schedules of sporting events.

In the case of Brazilian soccer teams, S. C. Corinthians Paulista is instructive example using of

functional strategies in conjunction with the business strategy to achieve competitive advantage through branding equity.

c) *The brand on the market of soccer symbolic goods*

Actually, the soccer clubs participate the world economy, moving sums, often very high, either in revenue from advertising, ticket sales, marketing of products from club's brand, transmission rights to broadcast the matches and the transfer of the players.

According to research developed by BDO RCS, independent auditors commissioned by the State of São Paulo Journal News, Brazil is the sixth largest soccer market, as presented in Table 1.

Table 1 : Values busiest in the soccer world

Ranking	Country	Revenue (€)	Revenue (R\$)
1º.	Inglaterra	□ 2,48 bilhões	R\$ 5,7 bilhões
2º.	Alemanha	□ 1,65 bilhões	R\$ 3,8 bilhões
3º.	Espanha	□ 1,61 bilhões	R\$ 3,7 bilhões
4º.	Itália	□ 1,52 bilhões	R\$ 3,5 bilhões
5º.	França	□ 1,04 bilhões	R\$ 2,4 bilhões
6º.	Brasil	□ 0,65 bilhões	R\$ 1,5 bilhões

Source: Exame.com (2012)

The brand valuation of Brazilian soccer teams grew sharply in the last four years, as it showed in Table 2, in percentage terms, the brand value from the 10 major soccer teams in Brazilian League, in the period 2009 – 2012. It is expressive the growing of the E. C. Bahia brand performance, although “Corinthians” brand remains as the most valuable in the League, surpassing de mark of R\$ 1 billion in 2012.

The beginning of the climb brand occurred in 2008 with the repercussions of hiring Ronaldo Nazario, former player from Barcelona and Brazilian National Team. Ronaldo was at the end of his career, but enjoyed enormous prestige at the Brazilian and international crowd. It must be noted that Ronaldo was one of the athletes employed by Nike, more than a decade ago, as its “ambassador” around the world.

*Table 2:* Evolution of the Brand Equity of Major Brazilian soccer clubs

Soccer Team	2009	2010	2011	2012	% Growth (2009-2012)
Corinthians	562,6	749,8	867,0	1005,5	78,72%
Flamengo	568,1	625,3	689,5	792,0	39,41%
São Paulo	551,9	659,8	664,2	771,0	39,69%
Palmeiras	419,6	444,1	452,9	481,9	14,84%
Internacional	230,9	268,7	277,9	392,7	70%
Santos	135,1	153,3	227,9	341,6	153%
Vasco da Gama	121,9	156,5	162,5	316,7	160%
Grêmio	213,7	222,8	224,6	316,1	47,92%
Cruzeiro	138,9	139,6	151,3	205,0	47,59%
Atletico – MG	91,8	110,3	150,5	179,01	96,54%
Fluminense	108,5	104,2	135,7	157,4	45,06%
Botafogo	97,1	89,9	90,7	112,6	15,96%
Atlético -PR	55,9	67,7	75,6	86,9	55,45%
Curitiba	53,5	53,4	54,1	83,3	55,70%
Bahia	13,6	20,8	28,5	55,0	305%
Vitória	28,8	36,7	40,8	42,3	91%
Sport Recife	35,2	37,3	39,3	41,9	19,03%

*Source: Correa da Silva (2012, p. 77)*

#### d) Business Strategy

Returning to the theory of soccer symbolic goods market, the growth of brand value can be analyzed from the premises proposed by Thompson (2004) and Hirschman (1995) who conceive the market as numerous symbolic resources provider, through which consumers construct their identities and collective discourses, and contest competitors.

Andrews (1991) sees strategy as a decision model, influenced by culture and values, built when the company proves to be reliable. Henderson (1998) understands the vital task of the strategy to increase the scope of the competitive advantage of the organization, through the analysis of competitors. Mintzberg, Agle, Wood (2000), when referring to the “power factor”, define the strategy formation process as open to

influence, emphasizing the use of power and politics to negotiate strategies favorable to particular interests.

Considering the breadth of strategy understanding, it is possible to relate the assumptions of entrepreneurial strategy with the precepts of the RBV Model VRIO and in this way, agree with Imasato and Misoczky (2005), when they states that the power is a scarce resource and limits the possibilities of competitors.

It is generally said that the strategy is responsible for guiding the business in the environment composed of consumers, markets and competitors, and should consider the corporation of which it is part. In management terms improving the performance of organization sincreases the range of choices to define strategies.

Business strategies are formulated to find the best arrangement of these resources, seeking ways to add value to the company without necessarily losing its competitive edge over the competition.

i. *Perspective of Entrepreneurial Approach*

While cautioning that the process of strategy formation centered in a single person (usually the

visionary leader and manager of the business), can lead to a strong dependence on the leadership at the expense of a participatory process, Mintzberg, Agle, Wood (2000) states that, to be effective, the process of formation Entrepreneurial Strategy must meet six basic assumptions that are presented in Chart 2.

*Chart 2 : Assumptions of the Entrepreneurial Approach*

1) The strategy exists in the mind of the leader as a sense of direction in long-term or a future vision of the organization;
(2) The process of strategy formation is rooted in the experience and intuition of the leader whether he is the creator or not;
(3) The leader promotes the view decisively, monitors its implementation and its reformulation as needed;
(4) The strategic vision is flexible leading adaptive strategies to the global vision and resulting breakdown of the vision;
(5) The organization is also flexible and features simple structure privileging the visionary leader and leaving him free to devise and implement their ideas; and
(6) Entrepreneurial strategy tends to take a foothold position within a protected niche against competition.

*Source: elaborated by the authors. (Mintzberg, 2000)*

Therefore, entrepreneurial strategy requires general view of the whole competitive process, encompassing, logically, relation with the levels of power in the organization.

ii. *The Resource-Based View*

While the Porter's strategic model (1998 p.13-23) and generally the Positioning School, were arrested especially in the analysis of the external environment and identification of competitive forces, Prahalad and Hamel (1998) favoring the internal focus of strategy formation, with the idea of core competence.

The core competence of the organization refers to its continuous learning, the ability to integrate different technologies, the degree of communication and involvement and commitment found among the members, which is a sustainable competitive advantage as a result of 'collective learning' organization. This latter aspect occurs specially on how to coordinate diverse production skills and integrate multiple aspects of technology, requiring communication, involvement and deep commitment by working through organizational boundaries.

The main assertion of the Resource Based View (RBV) considers that the source of competitive advantage lies primarily in the resources and skills developed and controlled by companies and, only secondarily, in the structure of the industries in which they are (or try to be) positioned. (Wernerfelt, 1984; Peteraf, 1993).

Wernerfelt (1984) states that the resources and capabilities of a company can be easily acquired by their competitors, they cannot be considered a source of sustainable competitive advantage.

From the perspective of Peteraf (1993) the essential features that provide competitive advantage must be scarce, unique and superior efficiency; must have imperfect immobility, difficult to imitate or substitute and limited competition, ex ante, where the prominent position in the industry, regarding possession of their superior resources should not arouse competition for resources and ex post, once acquired or retained should be difficult to imitate, as stated in VRIO model.

The VRIO model can be conceived as a mechanism that integrates two existing theoretical models: the positioning perspective and the resource-based view. It is the primary tool to conduct an internal analysis. Encompasses questions of value, rarity, inimitability and organization.

By integrating the requirements of the external environment and the potential on the internal environment, Barney (1997) points out that for an attribute of the company become resource, should favor the exploitation of opportunities or neutralize threats from the outside environment. Explains that for this reason not all company resources are considered strategically relevant or sources of competitive advantage and sustainable competitive advantage, but only those that can be considered valuable, rare, imperfectly imitable and non-substitutable, presented in Table 3.



Chart 3 : The VRIO Model

<i>Valuable resource:</i> One that is a source of competitive advantage and sustainable competitive advantage by exploiting the opportunities and/or neutralizes threats in the enterprise environment.
<i>Rare feature:</i> One that current and potential competitors have difficulty to possess, because if a great number of companies have the same valuable resource, hardly the resource will be a source of competitive advantage and sustainable competitive advantage.
<i>Imperfectly imitable resource:</i> The resource must submit one of the following aspects: unique historical conditions; link to other resources and/or is based on a socially complex phenomenon. If you have at least one of these three aspects, the valuable and rare resource can be a source of competitive advantage only if the companies that do not have cannot really get it.
<i>Non-replaceable resource:</i> Resource that cannot be replaced by another similar or distinguishing feature, because otherwise, competitors may develop and deploy similar or substitute strategies.
<i>Valuable resource:</i> One that is a source of competitive advantage and sustainable competitive advantage by exploiting the opportunities and/or neutralizes threats in the enterprise environment.
<i>Rare feature:</i> One that current and potential competitors have difficulty to possess, because if a great number of companies have the same valuable resource, hardly the resource will be a source of competitive advantage and sustainable competitive advantage.
<i>Imperfectly imitable resource:</i> The resource must submit one of the following aspects: unique historical conditions; link to other resources and/or is based on a socially complex phenomenon. If you have at least one of these three aspects, the valuable and rare resource can be a source of competitive advantage only if the companies that do not have cannot really get it.
<i>Non-replaceable resource:</i> Resource that cannot be replaced by another similar or distinguishing feature, because otherwise, competitors may develop and deploy similar or substitute strategies.

Source: elaborated by the authors (Barney, 1997)

Thus, if the features and capabilities of a company can be easily acquired by their competitors, they cannot be considered a source of sustainable competitive advantage (WERNEFELT, 1984). The homogeneity of these features makes it impossible to generate differential competition. (HITT, IRELAND, R. D; HOSKINSSON 2001).

In the world of competitiveness, as emphasized by Henderson (1998), "the competitors that get their sustenance in the same way cannot coexist", and at that point the only advantage becomes key to the survival of the organization. Therefore, increasing the scope of competitive advantage is seen as the goal of strategy, but to propose any action without analyzing the environment and without knowing the nature of the competitors to formulate a strategy is a risky decision.

The decision about soccer symbolic goods to be effective must be related to the search of rare, valuable, non-imitable and irreplaceable resources, since these issues provide psychological support of society as a form of entertainment and pleasure seeking. This psychological public support provides the branding, which in commercial terms is reflected to the club in sponsorship, product sales, merchandising, advertising, etc.

### III. RESEARCH METHOD

The case study is an empirical inquiry that investigates a contemporary phenomenon within a real life context, mainly when the boundaries between phenomenon and context are not clearly evident and in which multiple sources of evidence are used, (Yin 2005, p.23).

The objective of this case study was to identify the determinants of brand enhancement "Corinthians", during the management period 2007/2011.

Through descriptive research, post-factum analysis in a phenomenological perspective, using the in-depth interviews, this study is fundamentally tied to the perception of managers and participants of the project in relation to the strategies employed by the club. Descriptive research seeks to find explanations of the causes and consequences of a particular phenomenon (Richardson, 1989).

According to Malhotra (1996), the in-depth interview is characterized as direct, personal and unstructured, in which a single respondent is asked by a skilled interviewer, with the goal of revealing motivations, beliefs, attitudes and feelings about a certain topic. In

the same line of reasoning, Boyd, Westfall, Stasch (1989) consider that the in-depth interviews should be conducted without formal questionnaire, but from basic script according to which the respondent is influenced to express freely on the topics covered, allowing to discover the implicit and determining factors in the phenomena studied.

The group interviewed was composed by the chief marketing officer, the director of land sports and 20 supporters of one of the fan groups accompanying the team in every game. This group of respondents was considered acceptable, since, as the recurring responses was achieved, it has been evidence that the number of people is already sufficient, because there was reached the saturation point (Duarte, 2002).

Consistent with this premise, after the transcripts of the interviews, it was possible to identify symbolic patterns, categories of analysis of reality and worldviews of the case, to satisfy the research objectives.

The technique of content analysis (Bardin, 2002) allows to extract the essence of the perceptions of the managers interviewed in relation to the research assumption. These perceptions highlighted the actions taken in relation to the situation encountered in the previous administration, in relation to internal stakeholders and external audiences.

In the content analysis, the unit record (UR), although variable size, is minor clipping semantic that is freed from the text: it can be a keyword, a theme, objects, characters etc. Likewise, unit context (UC), in short, must understand the recording unit, like the phrase for word. In line with the responses of respondents categories and determinants can be related to the URs and UCs.

#### IV. ANALYSIS AND INTERPRETATION OF RESULTS

It should be noted that the interpretation of the data there was no interest in establishing relations between the elements of demographic research for understanding that, at the sample number, this does not becomes imperative to understand the phenomenon studied.

The answers of the respondents initially submitted to the technique of Content Analysis will be now related to Entrepreneurial School (MINTZBERG, AGLE, WOOD, 2000) and the Model VRIO/RBV (Barney, 1997) accompanied by the Collis and Montgomery Test (1995), for finally be compared with the strategic positioning declared by the manager himself and the classic factors in the market of symbolic goods (Bazanini, 2005).

##### a) *Perspective of Entrepreneurial School*

The entrepreneurial spirit is characterized by the willingness to face crises, the exploitation of

opportunities in which one realizes the ability to innovate as a specific instrument and integrated to transform situations.

Regarding the assumptions of entrepreneurial school management, the CEO of the club was characterized by holistic, daring, breakup and commitment to the goals set.

The ideas and thought of the leader led to the sense of direction through actions founded on a new positioning and radical break with the patterns present in the previous administration. The CEO had participated in the unsuccessful former administration of the club. This experience of failure and difficulties was instrumental in the innovation departments which have become professional and updated.

But the most important achievement of this administration was the construction of a modern soccer stadium. In a political move, which involved the former President of the Republic (still very influential in all areas of the current government) and declared supporter Corinthians, the president of the Brazilian Soccer Confederation (CBF), leaders of the International Soccer Federation (FIFA), a company contractor of public works, a State Financial Bank and subsidies offered by the Municipality of São Paulo, the direction of the club could celebrate the construction of its soccer stadium, ambioned for over one hundred years.

The managers pragmatically took bold positions while disguised as alliances with the federal government and the hiring of player Ronal do; those actions that may be considered risky shares calculated difficult for competitors to duplicate.

##### b) *In view of Model VRIO (RBV)*

Regarding VRIO model proposed by RBV theory, in the perception of respondents, the administration of the club knew how to work the valuable, rare, inimitable and irreplaceable resources.

The global prestige of player Ronal do and subsequently its performance in the organs of Brazilian Soccer Federation and International Soccer Federation, extended the prestige for the club. The other valuable, rare, inimitable resource is the Incomparable crowd; numerous, fanatical, always present (nicknamed the FIEL, or Faithful) is absolutely the most important feature of team.

By applying the Collis and Montgomery (1995) tests of the proposed resources to VRIO model, it is possible to conceive the durability of the features, as presented in Chart 4.

Chart 4 : Applicability Collis &amp; Montgomery Tests

1. On regarding to protection or imitation test	Hardly, any other Brazilian club will feature fans so committed as Corinthians crowd;
2. On regarding to durability test	The global prestige player Ronaldo on FIFA and CBF seems to be of long range;
3. In relation to the test of ownership and replacement	Other clubs cannot match this representation in short term.
4. Regarding the best enterprise resource	The crowd, the prestige player Ronaldo and the support of President Lula, are considered rare, irreplaceable and hard to imitate valuable resources.

Source: elaborated by the authors. Collis & Montgomery (1995)

### c) Positioning and features on the market of symbolic goods

The strategies of the business can become enlightening to establish relations with the specificities of this market factors, characteristically cannibalistic.

As previously noted this club administration was preceded by a failed management, which the CEO in question was one of the main directors. The thematic business failure is relatively unexplored in the literature on business (Fleck, 2009; Singh, Corner ePavlovich, 2007; Cardon et al 2012.). Commonly, as warns Cardon et al. (2012), most studies are focused on organizational cases "successfull", and research on failures of the projects are quite scarce.

Regarding the causes that lead to failure of the enterprise, to these behavioral aspects can be assigned as the internal aspects as well as the external aspects of the company.

In this study, we sought to privilege the behavioral causes, to analyze the skills of entrepreneurs on the failure of your business and the reversal of such skills are related to the peculiar characteristics and behaviors of entrepreneurs seeking to achieve the best performance for your business (FLEURY AND FLEURY, 2001).

Minello (2010) explains that many times in a situation of adversity perception of the manager becomes confused due to pressure from other stakeholders in the enterprise, organizational performance will be affected and may cause an interruption in business. Shepherd (2003) Shepherd and Cardon (2009), Ucbasaran et al. (2010), Cardon et al. (2012), in this same line of reasoning, understand that failure tends to trigger negative emotional responses that negatively affect the performance of the entrepreneur.

Contrary to this trend, the marked failure of the last years of the previous administration acted as a stimulus for the next managers overcome the crisis through creative and innovative actions that allowed

unite experience and calculated risk to achieve competitive advantage over competitors in terms of valuable, rare, inimitable and irreplaceable resources (Barney, 1997).

In terms of contribution to the theory of the business strategy, Fillion and Lima (2010) discusses the relevance of studies that seek to understand behavioral characteristics of the individual entrepreneur, in order to contribute to the understanding of which skills may be related to entrepreneurs on success or failure of your business.

In terms of marketing strategies, the old conception of passive and alienated consumer was replaced by participatory vision. Currently, public involvement goes beyond what Bourdieu (1999, p 45), even in decade 60s, called "cartoonish limits of militant, dedicated to an imaginary audience participation". This understanding, is no more the illusory understanding of dispossession in favor of the experts "because, currently, the dynamics of soccer symbolic goods market, fans cannot be considered caricatures, since the term imaginary participation in the sense of false reality, does not correspond the facts, his participation is established and thus have a real dimension, because the symbolism becomes tangible reality to the imagination.

## V. FINAL CONSIDERATIONS

At the end of this article, many learning occurred, many curiosities and new questions appeared, and others remained. Specifically, expectations about the locus of research is confirmed, the market of symbolic goods soccer involves a number of areas of knowledge and involvement of the various spheres of society permeated by consumption and commodification of ever more sophisticated products.

The doubts remained concerning the possibilities of generalization of entrepreneurial strategy for other clubs, since there are different characteristics in each environment, particularly the kind of involvement

and passion of the fans of the Sport Club Corinthians Paulista are hardly found in other clubs.

One of the most obvious difficulties is concerned to the large amount of publications on the subject, which made it impractical, for the purposes of the survey, to list them. So, were selected the publications, somehow deemed relevant for the study of the strategies employed in this case.

The curiosities are focused on the character of the spectacle of symbolic goods in the formation of brand image (BORDIEU, 1999; Debord, 2003;). This character, emphasized by the marketing director of Sport Club Corinthians, to highlight the level of performance created during the hiring player Ronaldinho. His celebrity status in the world of football that even taking part in a few games, his attendance at the stadium just to support the team endowed the game of charm and irreverence;. As one manager said: "competitors did not have similar resources to position their brand with such effectiveness as our club, because there was only one Ronaldinho and he played for Corinthians".

Concerning about it was presented in the course of this study, it can be stated that the term "society of the spectacle" is still relevant and the Knowledge Management in this market requires the ability to involvement of subordinates by the leader for the development of competencies related to knowledge, how to do and how to be (CARVALHO, PASSOS, SARAIVA, 2008).

The study had some limitations that deserve to be discussed. Firstly, respondents were related in some way to the Board of the club, what may represent some sort of narrowing of perception, beyond some enthusiastic praise of the interviewed about the work of managing the club. Secondly, the strategic aspects of the Entrepreneurial School and RBV tend to value the internal resources of the organization, while external aspects do not receive such attention, such as in the areas of Environmental School and School of Positioning. (MINTZBERG, AGLER e WOOD, 2000).

For these reasons, despite the obvious representation of Corinthians mark as one of the biggest clubs in Brazilian soccer world, the results and conclusions of the research can only serve as reference to other soccer clubs through a process of inference and analogy.

For future research, it is suggested that the study of other aspects not covered in this work, like the influence of organized supporters in club management or even business relationship between the players and the direction of the club from the perspective of stakeholder theory.

## REFERENCES RÉFÉRENCES REFERENCIAS

- ANDREWS, K. R. The **concept of corporate strategy**. New Jersey: Prentice-Hall, 1991.
- BARDIN, L. **Análise de Conteúdo**. Lisboa: Edições 70, 2002.
- BARNEY, J. **Gaining and sustaining competitive advantage**. Addison: Westley Publishing Company, 1997.
- BAZANINI, R. **O ensino de filosofia como um processo existencial humano. O Método Bazanini no ensino de filosofia. Filosofia aplicada à administração**. São Paulo: Plêiade, 2005.
- BOURDIEU, P. **A economia das trocas simbólicas**. 5 ed. São Paulo: Perspectiva, 1999.
- \_\_\_\_\_. **Sobre a televisão: seguido de a influencia do jornalismo e os jogos olímpicos**. Rio de Janeiro: Zahar, 1997.
- BOYD H.W; WESTFALL, R; STASCH, S..F. **Research. Marketing research – text and cases**. Homewood: R. D. Irwin, 1989.
- CARDON, M.S; FOO, M. D.; SHEPERD D; WIKLUND. J. Exploring the heart: entrepreneurial emotion is a hot topic. **Entrepreneurship Theory and Practice**, n1, p.1-10, 2012.
- CARVALHO, I. M. V.; PASSOS, A. E. V. M.; SARAIVA, S. B. C. **Recrutamento e seleção por competências**. Rio de Janeiro: FGV, 2008.
- COLLIS, D. J.; Montgomery, C. (A. Corporate Strategy: A Conceptual Framework. Notas conceituais para discussão em aulas (cod 9-391-284). Boston: **Harvard Business School**. Publishing Division, May, 1995.
- CORREA DA SILVA, R. (org). (2012, novembro). **Valor das marcas dos 17 maiores clubes de futebol do Brasil**. BDO RCS Brasil, edição de 2012, <http://www.bdobrazil.com.br/pt/publicacoes.html>. Recuperado em 05/12/2012.
- DAMO, A. Produção e consumo de megaeventos esportivos - apontamentos em perspectiva antropológica. **Revista Comunicação, Mídia e Consumo**, São Paulo, n.8, p.67-92, 2011.
- DEBORD, G. **A sociedade do espetáculo**. São Paulo: Editora Contraponto, 2003.
- DUARTE, N. Who is Vygotsky? epistemological issues and implications for the debates. In: Congress of the International Society For Cultural Research And Activity Theory, 5, 2002. Amsterdam, Holanda. **Anais...** Amsterdam, Holanda: Vrije Universiteit, 2002.
- DURKHEIM, E. **As formas elementares da vida religiosa**. 3ª ed. São Paulo: Martins Fontes, 2003.
- ECO, Umberto. **Apocalípticos e Integrados**. Coleção Debates. São Paulo: Perspectiva, 1979.
- EXAME.COM. (29/01/2012) **Brasil entra no G6 dos negócios do futebol**. Disponível em <http://exame.abril.com.br/negocios/noticias/brasil-entra-no-g6-dos-negocios-do-futebol>, 29 janeiro/ 2002. Recuperado em 05/12/2012.
- FAGUNDES, A.F.A; Veiga, R.T; Sampaio, D.O. Veloso e Souza, C; Santana, E.E.P. Um estudo



- sobre a satisfação do consumidor esportivo que frequenta estádios de futebol em Belo Horizonte. **RECADM**, 12 (1), p.121-135, jan-abr, 2013.
19. FILION, L. J. Empreendedorismo: empreendedorismo e proprietários-gerentes de pequenos negócios. São Paulo: **Revista de administração de Empresas**. 34 (2), p. 05-28, abr-jun, 1999.
  20. FILION, L. J.; LIMA, E. As representações do empreendedor as: importantes temas para avançar em seu estudo. Blumenau. **Revista de Negócios**, 15 (2), p. 32-52, 2010, abr-jun, 2010.
  21. FLECK, D. Archetypes of Organizational Success and Failure. Brazilian Curitiba: **Administration Review** . (BAR), 6,(2), p.78-100, april-june, 2009.
  22. FLEURY, M.T.L. e FLEURY A. Construindo o conceito de competência. Curitiba: **Revista de Administração Contemporânea**.5, p.183-196, 2001.
  23. \_\_\_\_\_. **Estratégias e formação de competências: um quebra cabeça caleidoscópico da indústria brasileira**. São Paulo: Atlas, 2004.
  24. GOING, R. L. Una Introducció El estudio de los megaeventos deportivos desde las ciencias sociales. In: **Megaeventos Deportivos: perspectivas científicas y estudios de caso**.Barcelona:UOC.11-22, 2012.
  25. HEINICH, N. **La sociologie de l'art**. Paris: La Decouverte (Repères 328), 2001.
  26. HENDERSON, B. D. As origens da estratégia. In: Montgomery, C.;Porter, M. **Estratégia: a busca da vantagem competitiva**. 1998 3ª.ed. Rio de Janeiro: Campus, 1998.
  27. HITT, M. A.; IRELAND, R. D; HOSKINSSON, R. E. **Administração Estratégica**. São Paulo, Thompson, 2001.
  28. IMASATO, T.; Misoczky, M. O Sentido dos Planos de Negócios na Vivência de Novos Empresários do Setor de Informática e Graduados de Incubadores. In: Encontro Anual Da Anpad, 29, 2005, Brasília. **Anais**. Curitiba: ANPAD, 2005. 1 CD-ROM.
  29. JENNINGS, A. **Jogo Sujo: o mundo secreto da FIFA**. São Paulo: Panda Books, 2011.
  30. LEONCINI, M. P. **Entendendo o negócio futebol: um estudo sobre a transformação do modelo de gestão estratégica nos clubes de futebol**. Tese de Doutorado. Universidade de São Paulo (USP), São Paulo, (2001).
  31. MALHOTRA, Naresh K. **Marketing Research: An Applied Orientation**. Englewood Cliffs: Prentice Hall, 1996.
  32. MARQUES, R.F.F; GUTIERREZ, D.M. BETTINE, M.AO.**Sub-campo do futebol: presidentes de clubes em foco**. Campinas: Conexões - Revista da Faculdade de Educação Física da UNICAMP, 11 (1), p. 188-203, jan-março, 2013.
  33. MATHESON, V.A. Efectos de los principales megaeventos deportivos em las economías locales, regionales y nacionales. In: GOING, Ramón Llopis (ed.). **Megaeventos Deportivos: perspectivas científicas y estudios de caso**. Barcelona, UOC, p. 53-74, 2012.
  34. MINELLO, I.F. **Resiliência e insucesso empresarial: um estudo exploratório sobre o comportamento resiliente e os estilos de enfrentamento do empreendedor em situações de insucesso empresarial, especificamente em casos de descontinuidade do negócio**.Tese de Doutorado. São Paulo, (Programa de Pós-Graduação em Administração) – Faculdade de Economia, Contabilidade e Administração, (2010).
  35. MINTZBERG, H. Ahlstrand, B.; Lampel, J. **Safári de estratégias: roteiro pela selva do planejamento**. São Paulo: Bookman, 2000.
  36. MOULIN, R. **L'artiste, l'instituteur et le marchand**. Paris: Flammarion, 1997.
  37. PETERAF, M. (1993).The cornerstones of competitive advantage: a resource-based view. **Strategic Management Journal** 14, p.179-191.
  38. PRAHALAD, C. K.;Hamel, G. A competência essencial da corporação. In: Montgomery, C. A. Porter, M. E. **Estratégia: a busca da vantagem competitiva**. Rio de Janeiro: Campus, 1998.
  39. PORTER, M. **Como as forças competitivas moldam a estratégia**. In: Richardson, R. J. **Pesquisa social:métodos e técnicas**. São Paulo: Atlas, 1998.
  40. RICHARDSON, Roberto Jarry; PERES, José Augusto. **Pesquisa social: métodos e técnicas**. Atlas, 1985.
  41. SANTOS, F. de A. (2011). **A gestão dos clubes de futebol como clube empresa: estratégia de negócio**. Dissertação de Mestrado. Universidade Federal do Rio Grande do Sul, 2011.
  42. SHEPHERD, D. A. Learning from business failure: propositions of grief recovery for the self-employed. **Academy of Management Review**, 28 (2), p. 318-328, 2003.
  43. SHEPHERD, D.A.; Cardon, M.S. (2009).Negative emotional reactions to project failure and the self compassion to learn from the experience. **Journal of Management Studies**, 46, p. 923-949, 2009.
  44. SINGH S.; Corner, P.; Pavlovich, K. (2007).Coping with entrepreneurial failure. **Journal of Management & Organization**.13, p. 331-344, 2007.
  45. THOMPSON, M. **Competênciasgerenciais: princípios e aplicações**. Elsevier, 2004
  46. UCBASARAN, D.; WESTHEAD, P.; WRIGHT, M.; FLORES, M. The nature of entrepreneurial experience, business failure and comparative optimism. **Journal of Business Venturing**.p.25, 541-555, 2010.
  47. WAGG, S. Anjos de todos nós?' os treinadores de futebol, a globalização e a política da celebridade», in **Análise Social, O Futebol Globalizado**, vol. XLI, 179, p.347-369, 2006.



48. WERNEFELT, B. A resource- based view of the firm. **Strategic Management Journal**.5, p. 171 – 180, 1984.
49. WILCHES, L. Cantos da Vitória: **As músicas que trans for mam o futebol em espetáculo**. Disponível em [http://www2.metodista.br/unesco/1\\_Ecom%202012/GT5/14](http://www2.metodista.br/unesco/1_Ecom%202012/GT5/14), Recuperado em 12/12/2012.
50. WILLIS, S. **Cotidiano para começo de conversa**. Rio de Janeiro: Graal, 1997.
51. YIN, R.K. **Estudo de Caso: Planejamento e Métodos**. 2 ed. Porto Alegre, Bookman, 2005.





This page is intentionally left blank