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

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Abstract

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.

Index terms— entrepreneurship, innovation soccer management, equity brand.

1 Introduction

n 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 as the cultural character remains relatively independent in one hand, on the other, is 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 always an audience to whom the performances are devoted, trying to reach the characteristics of each segment **??**BOURDIEU, 1997(BOURDIEU, , 1999;;HEINICH, 2001 andMOULIN 1997).

The actions of their entrepreneurship leaders are directed to create and enhance brands in this increasingly competitive and cannibalistic market, so

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 et al.

2 2013)

The market of symbolic goods skyrocketed as an 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-postfactum, the research problem is to find answers to the 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 et al (2000) and the VRIO model (Barney, 1997) 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.

3 II.

4 Literature Review

Publications about the soccer market of symbolic goods have grown substantially in the last two decades. There are 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. Flamengo 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 evolved. 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. Marques et al. (2013) discuss 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.

a) The market of symbolic goods 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. 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 ”to temism”, 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 a to temism 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, trough 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 contextso 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.

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.

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”.

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 player's 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 **??**ebord (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.

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.

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.

b) The networking in the world of soccer The networking is a special issue in the soccer business, because the elements 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 and broker resale market, as shown in Fig. 1.

Source: Bazanini (2005, p. 179) 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 sel l 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.

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. 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 Ronal do Nazario, former player from Barcelona and Brazilian National Team. Ronal do was at the end of his career, but enjoyed enormous prestige at the Brazilian and international crowd. It must be noted that Ronal do was one of the athletes employed by Nike, more than a decade ago, as its "ambassador" around the world.

5 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 Hirschmman (1992) 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 et al. (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. **??**005), 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 organizations increases 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.

6 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 et al (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.

7 Source: Mintzberg et al.(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][14] ??15][16][17] ??18][19][20][21][22][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.

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. ??Werner felt, 1984;Peteraf, 1993).

Werne felt ??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 resourcebased 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 Chart 3.

8 Chart 3 : The VRIO Model

Valuable resource: One that is a source of competitive advantage and sustainable competitive advantage by exploiting the opportunities and/or neutralizes threats in the enterprise environment.

Rare feature: 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.

Imperfectly imitable resource: 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.

Non-replaceable resource: Resource that cannot be replaced by another similar or distinguishing feature, because otherwise, competitors may develop and deploy similar or substitute strategies.

Source: 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 et al. 2001) 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.

9 III.

10 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).

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.

11 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 et al., 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).

12 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 club Corinthians could celebrate the construction of its soccer stadium, ambitioned for over one hundred years.

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

13 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 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 & 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. ??hepherd 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, Filion 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 ??ourdieu (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.

14 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 Ronaldo. 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 Ronaldo 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 et al., 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 et al., 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. [1] [2] [3]

[2]Entrepreneurship in the Society of Spectacle: Soccer Management in a Globalized World

1

Figure 1: Figure 1 :

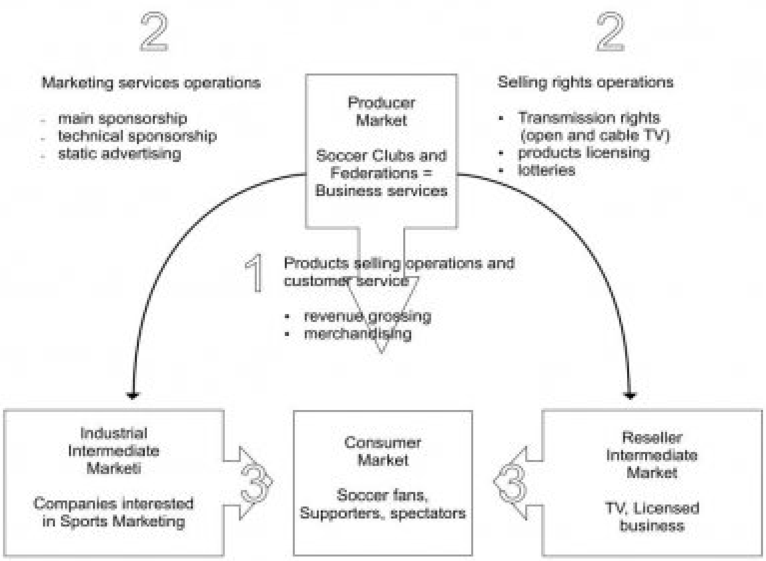

Figure 2:

Figure 3:

1

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)

Figure 4: Table 1 :

2

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%

Figure 5: Table 2 :

Figure 6:

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