

# WHAT CHARACTERISTICS DO SPORTING CP MEMBERS PERCEIVE FOR THE NEXT BOARD PRESIDENT?

Francisco Martins Bação Saraiva

80023

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Supervisor: Prof. José Pedro da Cunha Catalão Dionísio, Prof. Associado ISCTE Business School, Departamento de Marketing, Operações e Gestão Geral

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WHAT CHARACTERISTICS DO SPORTING CP FANS PERCEIVE FOR THE NEXT BOARD PRESIDENT?

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## Abstract

In September 2018, Sporting Clube de Portugal (Sporting CP) is facing financial and sportive problems. All these problems arise after an historical attack against the players of the football team, and ends with the president getting fired by its own members of the club.

Despite some people considering that this is the worst moment of Sporting CP history, within the elections there are at the beginning nine candidates. It is important to understand how did the club get to such position, and by listening to the fans what they do perceive for the club.

The main objective of this case study is to allow marketing students or professionals to develop their knowledge in understanding sport consumers and getting an approach on marketing campaigns to get elected (political marketing).

In this sense, the case concerns the analysis of Sporting CP, understanding its history and values. Also to understand the sports industry and its evolution, the overall sport consumers and in detail Sporting CP fans. This analyse is only possible due to the realization of a focus group, that allows to understand the fans, but also how they saw the candidates, what they want for Sporting CP, and what characteristics they believe the next board president would have.

For the construction of the case, research was made about the club, sports and fans as well as a literature review that fits conceptually the diverse variables in the case: Sports Consumers, Leadership and Political marketing. A set of questions was developed to address the case topics as well as the proposed resolution proposal so that those who use the case can draw all the necessary conclusions and develop their knowledge in the covered areas.

**Keywords:** Sports marketing, Sports consumers, Relationship Marketing, Leadership and Political Marketing

**JEL Classification system:** M31 – Marketing; Z20 – Industry Studies; Z21 - Other

## Resumo

Em setembro de 2018, o Sporting Clube de Portugal (Sporting CP) enfrenta problemas financeiros e desportivos. Os problemas surgem após um ataque histórico contra os jogadores da equipa de futebol e terminam com o presidente a ser demitido pelos próprios sócios do clube.

Muitas pessoas acabam por considerar que este é o pior momento da história do Sporting, mas nas eleições há nove candidatos ao arranque. É importante entender como o clube chegou a esta situação e ouvir os sócios do clube para entender o que pretendem para o clube.

O principal objetivo deste *case study* é permitir que estudantes ou profissionais de marketing desenvolvam seus conhecimentos para entender os consumidores de desporto e obter uma abordagem em campanhas de marketing para eleições (marketing político).

Nesse sentido, o caso diz respeito à análise do Sporting CP, compreendendo a sua história e valores. Também para entender a indústria do desporto e a sua evolução, o consumidor de desporto em geral, em detalhe, os fãs do Sporting CP. Essa análise só é possível devido à realização de um *focus group*, que permite entender os adeptos, mas também como eles viram os candidatos, o que desejam para o Sporting CP e quais características acreditam que o próximo presidente da direção tenha.

Para a construção do caso, foram realizadas pesquisas sobre o clube, desporto e sócios/adeptos, além de uma revisão bibliográfica que se enquadra conceitualmente às diversas variáveis do caso: Consumidores do desporto, Liderança e Marketing Político. Um conjunto de perguntas foi desenvolvido para abordar os tópicos do caso, bem como a proposta de resolução, para que aqueles que usam o caso possam tirar todas as conclusões necessárias e desenvolver conhecimentos nas áreas cobertas.

**Keywords:** Marketing Desportivo, Consumidor do Desporto, Marketing Relacional, Liderança e Marketing Político

**JEL Classification system:** M31 – Marketing; Z20 – Industry Studies; Z21 - Other

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# 1. The Case Study

By the end of August 2018, Sporting Clube de Portugal (Sporting CP) is under a disturbed period and has elections for its presidency on 8<sup>th</sup> of September, 2018. Facing several sportive and financial problems, many consider that this is the worst moment of the club which is, undoubtedly, one of the three biggest clubs in Portugal of all time.

An independent group of club members, despite the turbulence of the moment, intends to obtain data for a deep reflection and, as such, has hired a communication agency in order to establish the ideal profile for an application to the presidency of Sporting CP.

Within this case study, there will be, besides the conclusions and the data obtained through focus groups, a background beginning on the state of the national sports until the critical moment that leads to the dismissal of Sporting CP's President. This background aims to help the communication agency in defining the intended profile by the club members for the President of Sporting CP.

## 1.1 Overall overview of sports, in Portugal

Firstly, it is important to understand the whole sportive reality and the concept of sport. According to the European Sports Charter (May 1992), in its Article 2, paragraph 1, sport is defined as “all forms of physical activity which, through casual or organised participation, aim at expressing or improving physical fitness and mental well-being, forming social relationships or obtaining results in competition at all levels”.

To understand the state of sport in Portugal, it is necessary to analyse the number of federated athletes, by activity, as demonstrated by **Table 1** below.

**Table 1** – Federated Athletes (total and by sports federation)

Anos	Total	Handball	Athletics	Basketball	Football	Judo	Swimming	Skating	Volleyball
1996	265 588	17 386	11 107	18 050	95 746	6 896	4 317	12 537	6 199
2001	334 968	22 152	12 085	19 994	115 283	11 736	6 108	10 029	12 286
2006	449 006	30 524	11 468	18 690	133 360	11 381	7 938	9 812	29 135
2011	523 168	39 877	14 565	40 241	151 572	12 498	11 277	11 151	43 240
2016	590 668	49 981	14 542	40 135	168 097	12 302	52 355	13 423	43 625

*Source: POR DATA, December 2018*

By analysing Table 1 it is possible to understand that amateur sport, which encompasses all activities except football (the only activity in Portugal which has a professional league) has around 70% of the total amount of federated athletes.

On Table 1, it is also possible to conclude that football is the activity:

- That is always growing; and
- That has the highest number of athletes (more than the triple comparing to the second activity).

But, in order to have a global perspective over Sport in Portugal, it is necessary to analyse not only the federated athletes but also the practice of sport in an informal and recreational way. In fact, although there are activities such as judo and skating, which are hard to practice without being duly federated (due to the necessary resources), there are different activities which have a significant weight on the practice in an informal and recreational way, for example:

- Athletics (in particular, running medium and long distances);
- Swimming (in municipal pools, whether in a free form or with classes);
- Surf (all athletes who do not participate in competitions do not need to be federated);
- Cycling (all athletes who do not participate in competitions do not need to be federated);
- Football (weekly games with friends in football fields available for renting).

Besides the foregoing, activities like Volleyball, Football, Basketball, Handball and Athletics have a significant number of participants in school sport. There is, nevertheless, a particularity in relation to football, within which, in the last years, competitions with teams of seven or of five have increased, not only for companies but also for groups. This aspect demonstrates, in relation to this sport in particular, that Football can have a great importance and not only on high competitions and federated activity.

It is however curious that canoeing – not analysed due to the lack of available data -, judo and skating (including rolley hockey), which have a small number of athletes, always represent the country at the highest competitions. For example, on the Olympic Games of 2012, in London, *Fernando Pimenta* and *Emanuel Silva*, Portuguese canoeists, won the silver medal in K2 1000 and, more recently, on the Olympic Games of 2016, in Rio de Janeiro, Telma Monteiro,

Portuguese judoka, won the bronze medal in -57KG category. In roller hockey, several clubs and the national team have also participated in finals of European competitions.

The differences on the number of athletes can be explained in the deep culture and strength that football has within the majority of people in Portugal. However, such number is not free of critics. In an interview to a daily journal (March, 2019) the author of the book “*O Desporto em Portugal: reflexo e projecto de uma cultura*” states that: “The big difference to other sports is related with money, as great amounts of money are not invested in other activities. The athletes are seen as investments, with a dollar sign fixed to their skin, in the middle of a machine that feeds many people. It is a situation which cannot be inverted on the short run, as it is only possible with education, which is family’s responsibility, with the sportive agents, with formal educators and there are not a lot of people who cares about this” (free translation).

To understand this quotation is necessary to understand how football has done this professionalization.

## **1.2 Football - Change of paradigm with professionalization**

The football of the beginning of the 20<sup>th</sup> century, with the main clubs paying on fields with low conditions, is far from the reality of today. In 2018, football moved directly hundreds of million euros and, indirectly, the impact amounted to billion euros. It might be said that there is no doubt that football in Portugal moves a bigger business volume comparing to all of the other activities.

The professionalisation of football in Portugal was followed by a transformation of its structures. Clubs, in order to increase their investment capacity and be more competitive, have created, particular in the 90s, Sports Societies (*Sociedades Anónimas Desportivas*) within which the football clubs are usually a majority.

At the same time, the national football structure has also evolved with the creation of the *Liga Portuguesa dos Clubes de Futebol Profissional (LPCFP)*, the professional league for professional football clubs, in 1978. Consequently, the national championships of the 1<sup>st</sup> Division and of Honour were, for the first time, organized by LPCFP in 1995. Today, the football structure is divided in two big axes, as it may be observed on **Figure 1** below:

**Figure 1 – Organization of Football in Portugal**

<b>LIGA PORTUGAL</b>	<b>PORTUGUESE NATIONAL FEDERATION</b>
Professional Football	Non Professional football
Representation of Sports Societies	Umpires and discipline board
Organization, audiovisual and commercial rights of the League Cup	Organization and exploration of the priorities of the Portuguese Cup.
Organization and exploration of priorities of professional competitions.	Organization of non-professional competitions, under-23, feminine football and National teams
Others, such as formation of sport agents, financial control of sport societies.	Other forms of football, such as indoor and beach

Source: EY Professional Football Year Book – 2017/2018 (direct translation)

In 2013, the regime of sport clubs is reformulated, imposing the participation in professional sports competitions under the legal form of a Sports Societies (*Sociedades Anónimas Desportivas*) or of a Limited Single-Member Sports Societies (*Sociedade Desportiva Unipessoal por Quotas*).

With the abovementioned growing and the professionalization of football, clubs started to be under a bigger demand in all levels:

- Shareholders, whose purpose is for the club to get more profits;
- Football structure, which demands a stricter compliance with the rules;
- Members, with the payment of quotas;
- Fans, who want the club to obtain the best results.

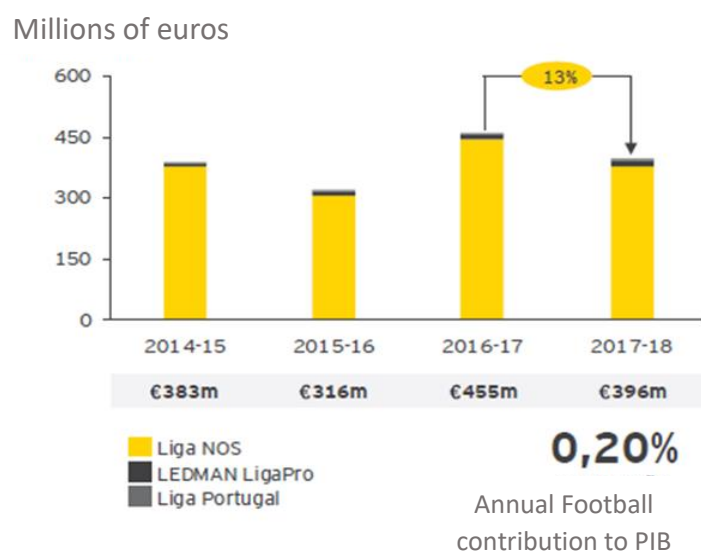
This level of demand led the clubs to divert their purpose from what was really Sport and to focus on obtaining the best sporting and financial results.

Therefore, professional football in Portugal has, today, a higher impact than just within the four lines of the field, and there is always the doubt of whether football is just another industry and

whether its management should be performed or not as in other industries, or with some specificities.

In order to understand the dimension of football outside the four lines it is interesting to look at some data. As it might be observed on **Graph 1**, today, the amount of the professional football's contribution to the GDP is about 400 million euros, although it may show variations with significant increases and decreases.

**Graph 1 – Evolution on football contribution to PIB**



Source: EY Professional Football Year Book – 2017/2018 (direct translation)

Nevertheless, this analyse of the contribution is only done in a direct form and, despite the decrease of about 10% from the season 2016-2017 to 2017-2018, it is understandable that professional football has more impacts, whether in an economic, social and cultural dimension.

In fact, football has a higher impact than the one abovementioned. **Figure 2** shows the various types of professional football's impacts on the Portuguese economy. Considering the various indirect impacts, one realizes that football's dimension is much more than the indicated. For example, professional football generates content for three daily sports newspapers, which have an annual turnover of around € 200M; for sports channels with a strong focus on football (*SportTV* and *Canal 11*); and for other information channels with television programmes related with commentaries or football analyses.

**Figure 2 – Impacts of Professional Futebol**

Drivers of impact	Direct Impact	Indirect Impact	Induced Impact
<i>Liga NOS</i>	• Sales and services provided;	Economical activity generated	Economical activity
<i>LEDMAN LigaPro</i>	• Supplies and external services;	by the supply chain, as a result	supported by the increase
<i>Liga Portugal</i>	• Transfer balance;	of the direct impacts of	of consumption, due to
	• Other operational results;	professional football. Take as	direct and indirect impact
	• Employment;	an exemple, all the food and	on employment generated
	• Payed Taxes	beverage consumption in game	by professional football.
		day.	

Source: *EY Professional Football Year Book – 2017/2018* (direct translation)

With this impact driver, in the 2017-2018, there was a turnover, according to the Portugal League, of over 600 million euros with almost two thousand jobs created directly.

Despite the aforementioned, and despite the fact that the national football team had its best result ever in the European National Teams Competition in 2016, there are other difficult factors, related with football which are difficult to predict. Indeed, the professional football teams, in the last years, are going through a disturbed period, with episodes of great physical violence among fans and an ambient of verbal violence between leaders of top football teams.

The cases of violence within Portuguese football are enormous and unfortunate. Examples of such cases are: the death of the fans Rui Mendes, with a very light on the Portuguese Cup of 1996, and Marco Facini who got hit by a car on the surroundings of the stadium of Sport Lisboa e Benfica (SL Benfica) in 2017; the damages to the car of the Futebol Clube do Porto's coach Adriaanse in 2006; the invasion to the practices of *Vitória de Guimarães* football team in 2011 and in 2018; the attack to SL Benfica football team's bus in January 2017; and when the fans of SL Benfica football team forced the entry on the parking lot of the practices centre.

### 1.3 The fans of portuguese football

Although we are dealing with a topic that has several sociological analyses, it is interesting to understand, only in general, how the “ordinary” fan lives the football in Portugal, regardless of his club.

Looking at the article by the Portuguese magazine *Visão*, “*Porque é que o futebol (n)os enlouquece?*”, there are a few sentences from fans of various clubs that help to understand this feeling:

- “Of the 10 most intense joys in my life, seven were the club that gave me” (free translation) - *Ricardo Araújo Pereira* (Humorist);
- “The atheism of our century has found a way to appease itself, founding with football a religion whose gods can be whistled if they play badly” (free translation) – *Natália Correia* (Poet);
- “This is so obvious. Football responds to a huge need to belong to a collective that our fast-paced lives do not allow” (free translation) – *Leonor Pinhão* (Sport Journalist);
- “There is something magical that escapes rationality, of liking because yes, which is inexplicable, a return to innocence - and that is fascinating” (free translation) - *Jorge Valério* (Sport Psychologist);
- “We are not fallen angels from heaven, we are animals, and football denies all that is culturally acquired, even language itself. It arouses primitive feelings and gives us back the naturalness of our instinct” (free translation) – *Álvaro Magalhães* (Writer).

From these statements and sharing of feelings, one might understand that football in Portugal is lived in a passionate, tribal and even irrational way, as opposed to other countries where, culturally, football and sport are lived in a very different manner, more closed to a show. At the same time is also different comparing to a brand, even when there is a deep connection with its consumers.

#### **1.4. Leadership in the top portuguese clubs**

The last topic on the professionalisation of football with all its changes and impacts consists on the leadership of the football clubs. The leadership of the several clubs varies between success businessmen on other industries, members with a significant importance within the club, former athletes, and others. For example, on two of the top clubs in Portugal, since the obligation on clubs to have a specific legal form to participate on professional competitions, there are two different leaderships.

On Futebol Clube do Porto (FC Porto), the oldest leadership on Portuguese football, the President of the club, José Nuno Pinto da Costa, is a member who has become a sports manager at 20 years old. Although he has been distant from these functions for a few years, in 1982 he has become the President of FC Porto.

Meanwhile, in SL Benfica, the President Luís Filipe Vieira although has started in the club as a manager in 2001, he has reached leadership at the end of 2003. Before entering SL Benfica, Luís Filipe Vieira has built a big company of tires and was president of another football club, Alverca.

These are two examples of the top clubs in the last 20 years and how each leadership and each club may reach success through different ways. Despite that, one of the similarities between the two clubs is the fact that we are before leaderships with a duration longer than ten years.

Within the three top clubs in Portugal, it is on the club that shows less success in football that there have been more changes in the leadership. In fact, since 1982 – the year in which Pinto da Costa has started as the President of FC Porto –, Sporting CP has had eleven presidents.

On **Table 2**, it is possible to see the different presidents of Sporting CP as well as duration of their terms.

**Table 2** - Chronology of the Presidents of Sporting CP over the last 46 years

President	Duration of Term
Bruno de Carvalho	2013-2018
Luis Godinho Lopes	2011-2013
José Eduardo Bettencourt	2009-2011
Filipe Soares Franco	2005-2009
António Dias da Cunha	2000-2005
José Roquette	1996-2000
Pedro Santana Lopes	1995-1996
José Sousa Cintra	1989-1995
Jorge Gonçalves	1988-1989
Amado de Freitas	1986-1988
João Rocha	1973-1986

*Source: Sporting CP Website, September 2019*



One of the facts that one might draw from the analysis of this table is that many of the presidents of Sporting CP had very short leadership mandates. In fact, after João Rocha, only 3 presidents were able to fulfill a full term: Sousa Cintra, Dias da Cunha and Bruno de Carvalho. The last leaders of Sporting CP who were not able to complete their terms were José Eduardo Bettencourt (2009 to 2011) and Godinho Lopes (2011 to 2013). José Eduardo Bettencourt has served as President of Sporting CP, with a broad curriculum in other clubs and in banks, such as Grupo Santander (more detailed in José Eduardo Bettencourt's path in **Appendix 1**). Godinho Lopes had a remarkable curriculum from political duties to construction, where he managed to value himself and be considered an important entrepreneur in this same sector (more details of Godinho Lopes' path in the **Appendix 2**).

### 1.5. History of Sporting Clube de Portugal

In 1906, Sporting CP was founded by José Alvalade, who defined from the beginning the ambition of the club: “We want Sporting to be a great club, so great as the biggest clubs in Europe” (free translation). Later, the values of Sporting CP were defined: Effort, Dedication, Devotion and Glory.

Through cycling, in 1912, Sporting CP obtains its first participation in a national competition, in the *Volta a Portugal em Bicicleta*. On the same year, the football player António Stomp is the first Olympic athlete of Sporting CP.

The 40s and 50s are considered to be the golden years for football in Sporting CP, with ten national competitions and four Portuguese cups in 20 years. In 63-64, Sporting CP wins the Cup Winners' Cup, being awarded with the first European title in football. From 1960 to 1999, Sporting CP has won only six national titles in football, the last being in 1981-1982 season.

In the 70s and the 80s eclecticism is the greatest mark of Sporting CP, with the historic – and still to match – fifth championship of Handball (1969-1973) and with the team of roller hockey registering a glorious European wave from 1975 to 1990, with the victory of a European championship cup, three CERH Cup Winners' Cup and a CERS Cup. Also, in cycling, Joaquim Agostinho wins the third place in *Tour de France* of 1978 and in athletics, Carlos Lopes, Sporting CP athlete, wins the gold medal in the marathon of the Olympic Games in 1984.

With the Presidency of João Rocha between 1973 and 1986 – the longest in the history of the club – Sporting CP was awarded more than 1,200 national and international titles.

In 1999-2000, after 17 years, Sporting CP conquered again the national championship of football. It begins in here a period of 5 years with an evolution in patrimony and in sports for Sporting CP. Regarding patrimony, the Stadium *José de Alvalade* is constructed as well as the Youth Academy in Alcochete. In terms of sports, Sporting CP is twice national champion in three years, wins the Portuguese Cup and the Super Cup and reaches the final of the UEFA Cup.

Since then, Sporting CP has not been able to win a football national championship. With the worst performance until today, in 2012-2013 season, the Club ends the season in 7<sup>th</sup> place.

In order to rebuild the club, in 2013, the members of Sporting CP elected Bruno de Carvalho, a young member, passionate about the club and, until such date, a businessman, with a clear and ambitious vision, as the President of the club.

## **1.6. The term of Bruno de Carvalho**

When Bruno de Carvalho was elected for his first season, 2013/2014, he had one of the toughest tasks in Sporting CP's football history. Sporting CP was facing a difficult financial situation - including limitations due to the financial fair play imposed by UEFA - and had one of the worst seasons in football of the club's history. Bruno de Carvalho was, therefore, committed to a cost-containment strategy and to do more with less.

At sport level, in Bruno de Carvalho's first year, Sporting CP, with Leonardo Jardim as the coach, reached 2<sup>nd</sup> place in the national football championship and maintained the fight for the title until the end of the season. The titles returned on the next year with Marco Silva joining as the football coach and Sporting CP winning the Portuguese Cup in an epic turnaround. It is also noteworthy that, at the end of his first season, Bruno de Carvalho announced that roller hockey would officially return to the club.

These first two years showed a long-term growth strategy for Sporting CP and the members trusted enough the President to bring the club to the much-awaited national championship title.

Financially, Bruno de Carvalho has undertaken a financial restructuring by negotiating with the Banks conditions unanimously more favourable to the interests of Sporting CP. He has also performed an internal deep reorganisation, which allowed a significant reduction of the costs.

Sporting CP has reached positive financial results in its annual accounts and has reduced the football's budget, comparing to the terms of José Eduardo Bettencourt and Godinho Lopes, with better sport results.

On the other side, the administration led by Bruno de Carvalho has undertaken a set of initiatives and proposals with the Portugal League, The Portuguese Football Federation and with UEFA in order to adjust the legislation and regulation to the current reality and to modern the current system, namely the introduction of the Video Assistant Referee (VAR) and the proposal to end the possession by funds of the players' registration (*e.g. DOYEN case*).

One of the greatest pillars of Bruno de Carvalho's term was the fight for the sport truth and the transparency in Portuguese football. Through the exposition of scandals with refereeing, corruption, lobbying and illegal claques, Bruno de Carvalho has always tried to encourage the sport truth. His biggest fight, as President of Sporting CP was the exposition of the vouchers case in SL Benfica and the case of the e-mails, as well as the critics to the actions of the Portuguese Football Federation and the Portugal League.

Bruno de Carvalho has used many times social networks – in particular, Facebook – as a tool for such critics and accusations and to show his position in several topics. His post on Facebook on 26 January 2018 (**Appendix 3**) demonstrates the main topics which Bruno de Carvalho has supported during his presidency in Sporting CP. By using Facebook to discuss several topics and to constantly answer to the critics that were made to him<sup>1</sup>, and his challenging attitude to the stakeholders, to the media, members, feverous fans and organisations that manage football, has led to a “reanimation” of Sporting CP's members.

The third year of his term has started with a polemic action: Bruno de Carvalho hires the football coach Jorge Jesus as soon as it was known that the rival SL Benfica was not intending to renovate his contract.

With an investment higher than on the previous seasons, the coach Jorge Jesus initiated his career by Sporting CP with a victory of the Supercup – a better victory because it was against the rival SL Benfica – and has kept until the last round of the championship the perspective to own the title of national champion, failing for only two points for SL Benfica (86 points against

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<sup>1</sup> Bruno de Carvalho has considered that the use of Facebook worked really well during his term and has served exactly what he intended.

88 points, records in the Portuguese league). The two points stopped Bruno de Carvalho from succeeding, comparing to its predecessors.

At the end of the season, on the summer transfer market, Sporting CP, made its highest sales of the club's history, with the sale of João Mário to Inter Milan, for 35 million euros, and of Islam Slimani to Leicester, for 25 million euros.

In March 2017, Bruno de Carvalho is re-elected with 90% of the votes against one single candidate. The election counted with 18 thousand voters, which was a record amount. The members continued to believe and the investment on the fourth year was even bigger. However, the championship is disappointing, and SL Benfica won for the fourth time in a row. On this year, Sporting CP does not win any title.

In the summer of 2017, there are a several movements in Sporting CP with the selling of the captain Adrien Silva to Leicester City and the investment of 50 million euros in new players. The sale of Adrien Silva was one of the most peculiar sales in Europe, as the player was registered 14 seconds after the deadline and many of the involved blamed Bruno de Carvalho for last minute demands.

In addition to football, Bruno de Carvalho bet on stronger communication with the entry into service of Sporting TV on 17 July 2014, at 19:06 - time related with the date of the foundation of the Club – and fulfilled a promise made in the 2013 elections, which was the construction of a multi-sport pavilion for Sporting CP: *João Rocha* (name of the pavilion honouring one of the presidents) was inaugurated on 21 July 2017. Furthermore, the President manages to bring back several sports, such as Volleyball and Cycling.

In the season 2017/2018, the club became national champion in the four main activities of indoor Sports for the club, volleyball, futsal, handball and roller hockey, which was a historic achievement. In football, the season goes on with ups and downs, with a good performance in the most important club competition: The Champions League. Within the group where Barcelona, Juventus and Olympiacos were also present, Sporting CP scored two wins against the Greek team and a draw against the Italians. Also won the League Cup, a competition never before won by Sporting CP.

However, by the end of March 2018, Sporting CP was in third in the championship, 5 points behind the leader, playing in the Europa League quarter-finals against Atletico Madrid and the Portuguese Cup semi-finals, against FC Porto.

After losing one of the most important games to win the championship (defeat with *Sporting Clube de Braga* for 1-0), Sporting CP travelled to Madrid to play the first leg of the Europa League quarter-finals. However, immediately after the 0-2 defeat, Bruno de Carvalho harshly criticizes the players via Facebook, an attitude disliked by the players. Consequently, there was a great deal of conflict between players and President, as fans spread their support between both. From this date, the criticisms to Bruno de Carvalho - which came mainly from the national newspaper *Correio da Manhã* – spread through all the media.

However, since then Sporting CP has managed to win six matches in a row, including the qualification for the Portuguese Cup final. After a draw against the rival SL Benfica, where a win would automatically give second place to Sporting CP and access to the Champions League playoff - which in financial terms could be at least close to 40 million euros -, in the last game of the season Sporting CP loses against CS Marítimo. SL Benfica, on the other hand, guaranteed access to the playoff. Despite the disappointing results, Sporting CP could still have a chance to win the Portuguese Cup against *Clube Desportivo das Aves* (CD Aves). However, Sporting CP lost the game and CD Aves won the competition.

### **The beginning of the contestation to Bruno de Carvalho**

On February 5<sup>th</sup> 2018, two days after abandoning the General Meeting in which the proposals to amend the articles of association and the disciplinary regulation were removed from the agenda, Bruno de Carvalho announced a new meeting for 17<sup>th</sup> February to vote those topics and to vote the continuing of the board members.

The continuity of the board members was approved by a large majority of 90% in the General Meeting, and Bruno de Carvalho ended the meeting with a strong speech, asking the fans to boycott the Portuguese media, considering it the only way for the club to be respected. This moment was remarkable for the former President of Sporting CP, as it led to the involvement of Bruno de Carvalho in another “war”, now with the media.

The request to the fans was based on three points:

1. Do not buy journals;
2. Do not see any Portuguese TV Channel, unless the Sporting CP Channel;
3. All the commentators related with Sporting CP should abandon the programmes.

The situation got worst when members of the claque *Juventude Leonina* undertook verbal attacks in Madeira Airport, after the defeat with *CS Marítimo*.

On May 15<sup>th</sup> 2018, two days after the defeat on the championship and five days before the final of the Portuguese Cup, a group of around fifty fans connected with *Juventude Leonina*, almost all with the face covered, invaded Sporting CP's Academy in Alcochete, having as target the football players of the team. Some of the players suffered aggressions from the fans.

On a first reaction, Bruno de Carvalho only said that the situation was “annoying”.

On the same time, news on the operation Cashball, related with an alleged scheme of sport corruption involving, among others, André Geraudes, team manager of the Club, were released.

From that moment, Sporting CP and its administration went into crisis, following a sequence of events:

- May 17<sup>th</sup>, 2018 – All the members of Sporting CP's General Meeting Board (GMB) resigned, following a decision of its Chairman, Jaime Marta Soares. The members of the Supervisory and Disciplinary Board and some of the members of the Board of Directors – but not enough for the board to fall – also resign;
- May 20<sup>th</sup>, 2018 – Sporting CP lost the final of the Portuguese Cup against CD Aves. The still President of the club, Bruno de Carvalho, did not show up at the National Stadium where the match took place;
- June 1<sup>st</sup>, 2018 – Bruno de Carvalho announced a transitory commission for the GMB. On the same day, the players Rui Patrício and Daniel Podence started with the unilateral termination of the contract based on just cause, harshly criticising Bruno de Carvalho and mentioning the connection between the President and the attack in the Academy.
- June 3<sup>rd</sup>, 2018 – The Chairman of the GMB, who had resigned, stated that the General Meeting of June 23<sup>rd</sup>, 2018 would remain, and that Bruno de Carvalho was acting against the articles of association of the Club. On the same day, the hiring of Jorge Jesus by Al-Hilal, Saudi Arabia, is made official.
- June 7<sup>th</sup>, 2018 – the transitory commission of GMB announced a General Meeting to elect the new GMB and a new Supervisory and Disciplinary Board. Jaime Mota Soares stated that this decision by the transitory commission was illegal;

- The termination of the contracts, based on the attacks to the academy, continued with William Carvalho, Gelson Martins, Bruno Fernandes and Bas Dost terminating their contracts based on just cause. On the following days, Battaglia, Rafael Leão and Rúben Ribeiro did the same;
- June 14<sup>th</sup>, 2018 – the Court ordered the suspension of the General Meetings called by Bruno de Carvalho.

Later, Bruno de Carvalho affirmed that he would not resign but he would accept the dismissing General Meeting. The Management Commission is stopped from entering the stadium and the administration board announced several protective orders against the two commissions and against GMB. However, the General Meeting of June 23<sup>rd</sup>, 2018 was done and Bruno de Carvalho affirmed that if the results were reliable than he would leave the Club. The members decided against his remaining with 71,36% voting for his leaving against 28,64%.

Throughout his term, Bruno de Carvalho had already featured behaviours acting as if he “owned” Sporting CP, confusing the Club with his own personal life. Three examples demonstrate this: the marriage with an officer of the Club who, following the marriage, was promoted; the marriage was on the same date as the anniversary of the Club, which led to an anticipation of the Honoris Gala, created to celebrate this event, to June 30<sup>th</sup>; the announcement, through the screens of the stadium at the break of a match, that he was going to be dad.

### 1.7. The candidates to Sporting Clube de Portugal board presidency

The elections to the Sporting CP’s Presidency that will take place on 8 September have six candidates. Below there is a general analyse of some of the aspects and lines of thought that characterize each candidate:

- List A – **João Benedito** – with the motto “Race and Future” (free translation), it is known as one of the most well-succeeded athletes in Sporting CP as he was, for many years, goalkeeper of the futsal team and international player for Portugal.
- List B – **José Maria Ricciardi** – the oldest banker has the motto “Solution for 9 September” (free translation). He has affirmed that he will not make just number and wanted to get the Presidency of Sporting CP.

- List D – **Frederico Varandas** – he has military formation and was in the Afghanistan in mission. He was athlete and clinic director of Sporting CP. He presented himself with the motto “Unite Sporting” (free translation);
- List E – **Rui Jorge Rego** – one of the least known candidates. He is a lawyer, he’s 46 years old and has presented himself with a project with future vision;
- List F – **Dias Ferreira** – one the most mediatic fans of Sporting CP, he has presented himself with the project “For your Love” (free translation). He had the support of Carlos Vieira, the number two of the previous direction;
- List G – **Fernando Tavares Pereira** – with the motto “United we will win” (free translation), he had one of the least mediatic campaigns but has showed a deep connection with the centres of Sporting CP outside of Lisbon.

In order to understand the ideas of each candidate, it is important to analyse and understand a little of the three candidates that were ahead in the polls a week before the elections. As it might be observed on **Appendix 4**, the three candidates were João Benedito with 37,7%, Frederico Varandas with 36,2% and José Maria Ricciardi with 14,4%. Through **Appendix 5**, in an interview of each candidate to the magazine *Tribuna Expresso*, it is possible to observe the several ideals and what each of them intended for Sporting CP. For each of them, it is possible to find a small summary in **appendixes 6, 7 and 8**, respectively, with their professional course and connection to Sporting CP.

## **1.8. The members of Sporting Clube de Portugal**

For a better characterization of the members of Sporting CP, the communication agency has decided to invite several members for two focus groups. The focus groups were performed on the week before the polls and had the objective to understand what each member wants, feels and idealises for Sporting CP. The participation of these members on the focus groups was totally voluntary and, within the selection of the participants, only the two following circumstances were taken into consideration: whether the participants were members and whether they met the requirements to exercise voting rights.

With the obtained data from the focus group, the communication agency has tried to obtain big topics to characterise, in a general way, Sporting CP’s members:



- Daily experience and consumption of Sporting CP;
- Values and symbols associated to Sporting CP;
- Candidates' evaluation;
- Characterisation of an ideal profile.

### **1.8.1. Daily experience and consumption of Sporting CP**

In order to be possible to have more specific vision about the members that participated in the focus groups, the results were allocated in three groups. This segmentation takes in consideration the involvement with the club and the age, of the participants. From **appendix 9** to **appendix 15** is possible to observe the table with the three identified groups:

- Highly involved young adults (HIY)
- Involved senior adults (ISA)
- Involved young adults (IY)

On a first approach to the participating members on the focus group, the aim was to understand a little of the impact and presence of Sporting CP in the day-to-day of each member. In **Annex 9**, it is possible to find the basic information of each member, such as age, job, presence in Sporting CP's matches and also the "consumption" of Sporting CP.

With this topic of the focus group, the objective was to understand how each member lives the club in relation to:

- Football matches and other activities (TV or live);
- "Consumption" of Sporting CP (access to news, content and daily relevance).

### **1.8.2. Values and symbols associated to Sporting CP**

In order to understand the perception that each member has about its own club, the four topics were analysed:

- Current values of Sporting CP – 2018;
- Intended values for Sporting CP – 2022;
- Best periods of Sporting CP's history;
- Reference athletes in Sporting CP.

In **Appendix 10**, one may find what was discussed in relation to this topic. With this approach, it was possible to understand which values each member thought that characterised Sporting CP, in September 2018. However, to understand the ideal status of Sporting CP for each member, the intentions for the Club of each of them were analysed. With this data (**Appendix 11**) it was possible to observe, in relation to each member, which values then intended for Sporting CP in 2022 (end of the next term). Each member defined the values in a freely manner.

In order to understand the experience of each member, it was also discussed which three periods were the best for Sporting CP's history (**Appendix 12**) and the best reference athletes in Sporting CP (**Appendix 13**). To obtain these data, no options or suggestions were given to the participants who could choose the period or the athletes in a freely way, through reference to players, presidents, seasons, etc.

### **1.8.3. Candidates' Evaluation**

On this topic of the focus group, it was requested to each member to freely evaluate all the candidates. The conclusions of this evaluation can be found, in a summary form, in **Appendix 14**.

#### **1.8.4. Characterization of an ideal profile**

On the last topic of the focus group, the necessary skills for Sporting CP's leadership in the relevant period were evaluated (**Annex 15**). None of the candidates was mentioned during this situation and the focus was to start from the skills of a hypothetical candidate. Nine skills were evaluated and were chosen according to what the candidates considered to be their own strengths and the weaknesses of the others. From these skills, despite the fact that the results were only indicative and not representative, one can conclude that there are 4 skills that stand out comparing to others: capacity to lead, capacity to excite the members, internal knowledge of the club, aggregation capacity of the members.

On the part of "Others", it is important to highlight that many members pointed the communication as one of the main skills to have into consideration in a candidate.

## 1.9. Case Study Questions

1. Sports is considered as one of the most specific fields, concerning to marketing and communication. Establish the difference and the specifications in the consumption process of Portuguese football, comparing to another type of product/service, such as beer or telecommunications (both usually sponsor football teams).
2. Which values do you consider that are installed in Sporting CP and in the members, taken into account the period of 2013 to 2018 (term os Bruno de Carvalho)?
3. According to the established groups/personas, define the present values, the desired values, sports idols and the best periods of history to each one.
4. From the constructed personas and with all the collected information from the focus group, idealize a candidate profile to the board presidency, to each one.
5. Taken into account the characterization made by the participants in the focus group, about the candidates and the polls made in the week prior to the elections, please answer the bellow questions:
  - a. Identify the weakness and the strengths about each candidate;
  - b. Which message and content would you pass as campaign leader from each of the three main candidates?

**Note:** For the resolution of this case study, students should previously read the following articles:

Samra, B. & Wos, A. (2014). Consumer in Sports: Fan typology analysis, *Journal of Intercultural Management*, Vol. 6, No. 4, December 2014, pp. 263–288

Arnold, R., Fletcher, D., & Hobson, J. A. (2018). Performance Leadership and Management in Elite Sport: A Black and White Issue or Different Shades of Grey? *Journal of Sport Management*, 32(5), 452–463.

Stewart, B., Smith, A. C. T. and Nicholson, M., (2003), Sport Consumer Typologies: A critical review, *Sport Marketing Quarterly*, Volume 12, 206-216.

## **1.10. Anexos**

### **Appendix 1 –José Eduardo Bettencourt's profile**

In 2006, he became Vice-Chairman of the Board of Directors of Sporting Clube de Portugal (non-executive) and in the bank he would later become Member of the Executive Committee, a position he would occupy until he would Chairman of Sporting Clube de Portugal, the Administration Board. of Sporting, SAD and all the companies that make up the so-called Sporting Group. When it comes to sports, during his presence as Executive Director of Sporting SAD (between April 2001 and June 2004), Sporting won the Portuguese National Cup and Championship in the 2001-2002 sporting season and was the winner of the Cândido de Oliveira Super Cup in the 2002–2003 sporting season. In the 'club of his heart' he has been honoured with the Stomp Award, *Rugidos de Leão*, *Leão do Marquês* and the Toyota Prize for the 'Sports Manager of the Year'. However, there is a remarkable act during his presidency, the departure of João Moutinho, captain of Sporting CP, to FC Porto, who at the time was 23 years old and whom JEB dubbed "Rotten Apple" (direct translation).

### **Appendix 2 – Luis Godinho Lopes' profile**

Luis Godinho Lopes, started his career in the construction area, and during the 90's built a company, that manage to be the fourth biggest by the end of the century.

However, in 1999 he changed his line of work and started working as Sporting CP's vice-president. From 2003 to 2018 he also dedicated his professional life to real estate and tourism. During his tenure as president of Sporting CP, Godinho Lopes appealed to the union of all partners, secured a makeover in Sporting CP's academy, made a strong investment in football which enabled the arrival of renowned players to the club. In his speech, Godinho Lopes had always been very thoughtful and calm in his approaches to his players and coaches, saying in several interviews "we have the best players and coaches in the world", while they were targeted by fans with harsh criticism.

### **Appendix 3 – Facebook post of Bruno de Carvalho**

- 1 Why is it that, after investigation, the voucher and email processes were joined together?
2. Why is it that on tv, 99% of the “independent” commentators are Benfica supporters?
3. What are the advantages of dominating the media and its importance for the manipulation of all sectors of society?
4. Why one day someone (Luis Filipe Vieira – SL Benfica president) said that the best signing in football was to have key elements in the power and its correlation with the voucher and emails processes?
5. What is the best way to hide a power manipulation scheme that "controls" the media?
6. Why is a scheme of paid journalists set up?
7. What is the true intention of the primer?
8. Why does a lot of media whiten what is going on and what interests are involved?
9. Why are the FPF and the League so silent about all these public cases (which many involve them) and are so keen to come to talk about the end of the football friction?
10. Why do TV operators "threaten" both the dangers of football friction and its consequent discrediting and are the channels they broadcast that have daily programs of communicational terrorism?
10. Why don't the operators condemn such programs?
11. Why are some clubs afraid of the major ones? What is the role of having key people in power and dominating the media in this subject?
12. Why not refer the refereeing and sports justice to truly autonomous and fully professional bodies?
13. Why doesn't FPF recognise Peyroteo as the world's greatest goalscorer of all-time national championships (in the games / goals ratio), thereby losing the world prestige that Portugal rightfully deserves? What hidden interests are behind this? Why do the successive Governments of Portugal turn a blind eye to this as if our country's prestige was not their obligation to defend? What hidden interests are behind this?

14. Why doesn't the FPF acknowledge its mistake and with humility and respect restores the sporting truth by saying that effectively, as its website says, the newspapers of the time and one of their minutes, whoever wins the Portuguese Championships must be considered National Champions once and for all? What hidden interests are behind this? Why is it that the media don't have the courage to tell the truth about this subject? What hidden interests are behind this?

15. Why are there clubs that buy players to immediately lend to another club? Why was there a club that ran a public blackmail campaign that would stop taking people to the stadiums and with that they would kill small clubs? What about the public campaign that if their fans wanted to, they would bankrupt television channels and newspapers? Why has the urban myth of 6 million now grown to 14 million? How has this all changed the correlation of power in football? What was intended with this? What was gained from this? What role did it play in controlling clubs and the media and, for a long period of time, in the decisions of football sponsoring companies?

16. Where is it and how is the true dependence of those who call themselves small towards the big clubs?

17. How football has changed in the last 30 years. Who idealized, what has been done, how was it done, who copied and who perfected it? Who are the common denominators of the last 30 years and how have you been behaving in this struggle for the "scale's" imbalance?

18. Are cheering group or not a form of power? Why is LFV afraid of his cheering groups? Why is it that someone capable of it does not obligate Benfica to legalize its cheering groups? What interests are behind this?

19. What is the goal of alliances in football? What is the true meaning of this?

20. What is going on right now in football? A struggle for sports truth or a struggle for power?

#### Appendix 4 – Elections pool in the 1st of August, 2018

Candidate	Total in number	Total in percentage	Age Group				
			18-24	25-34	35-44	45-54	+55
Frederico Varandas	1481	36,2%	31%	34,3%	32,2%	31,4%	43,5%
José Maria Ricciardi	590	14,4%	12%	3,4%	7,6%	22,1%	19,9%
João Bedito	1543	37,7%	54,4%	58,4%	47,4%	35,8%	21,8%

*Source: Intercampus for Record Newspaper*



Appendix 5 – Interviews to Candidates by *Tribuna Expresso*

Questions/ Candidates	João Benedito	Frederico Varandas	José Maria Ricciardi
<b>Why do you deserve to be the President and what differentiates you from the others?</b>	<p>Because Sporting CP deserves a project like my application shows. A project oriented to sport success, led by someone who has a history of victories in sport and in the management of companies and sport organisations. <b>Total independency differentiates me. An innovative project of sport sustainability</b> and, therefore, financial sustainability of the club. A sports culture, unparalleled of a regular champion, capable of implementing it in all areas of the business and in the activities of the Club, starting with football. An <b>experienced leadership that knows how to motivate and conduct the teams on the sports and non-sports management. A leader with Sporting CP's DNA. A son of Sporting CP.</b></p>	<p>I have <b>eleven years of professional football experience</b> and that experience, none of the candidates has. Sporting CP is not a football champion for 16 years and even the current season has already begun. There is no time to lose. Sporting CP does not have time for its new president to learn what it takes to win. And any other candidate would need a couple of seasons to be able to integrate himself on football. But our application is not only about football, although that is crucial. <b>We have a full vision for Sporting CP: deep knowledge on football, professionalisation of the activities, the majority of the share capital of SAD and a management that increases the value of the brand Sporting CP.</b></p>	<p>We deserve to win the elections because we think that we have the most competent team, with the most capacity, most maturity and with the most experience in all areas, and not only and the economic-financial area. However, because such situation is deeply tough, we think that Sporting CP cannot be a target of experimentations that, if worked badly, will put the Club in a situation difficult to return. Because international football, and particularly the European, is in a deep change, if the chaos and the recent past are installed in Sporting CP again– and I hope not – we will take the risk of never being able to cover the hole that will be created between us and our rivals. If Sporting CP does not start to win and does not have a stable and experienced team, like we believe we have and therefore we think that we will win, Sporting CP is under the risk of not being able to return.</p>

<p><b>What experience do you have in sports management on the sports world?</b></p>	<p>I have 21 years of Sporting as a professional athlete, I have worked on the financial and on the marketing departments of the Club, I was an entrepreneur and I have created the companies which I lead today. I have helped the Club to win 20 titles, I was a proud team captain and I have learned, in this house, that we cannot achieve success without a great team. I introduce myself in these elections with a profiled team by me, with the experience and knowledge necessary to achieve success, not only in football but in all activities of the Club, from the base to the top. For the first time in many years there will be a Vice President for football. Carlos Pereira, one of the fathers of the club's football academy team, with 15 years of experience as a player and 15 more as a coach, will be one of the champions defining the strategy in the football field. It is a privilege and a great asset for the Club to be able to involve referrals that have much to give to the Club.</p>	<p>In professional football of Vitória de Setúbal (4 seasons) and of Sporting CP (7 seasons) I got to know the world of football and the sports management of a football club. <b>I have worked with a lot of coaches, some top managers, who taught me a lot.</b> This experience allows me to assure Sporting CP's fans that, with me, <b>they will have a president who has what it takes to know football.</b></p>	<p><b>Sports management is no different from any other team.</b> This is a mirage that journalists want to invent, but it doesn't exist. We can manage football clubs, which are an industry today, and we can manage distribution companies, banks, industry. <b>Rules and the capacity to manage exist or do not exist, and it is not necessary, especially for the highest positions in organizations, to be an expert on this or that.</b> One of my top vice-presidents, José Eduardo, has the largest catering company in the country. To my knowledge, he doesn't cook. I think Dr. Alexandre Soares dos Santos was never in a Pingo Doce box. So this conversation is not worthy. One of the greatest, if not the greatest, president of Sporting Clube de Portugal, Joao Rocha - and the family gave me permission to say so - when he went to the club's leadership, he knew absolutely nothing about football. And that's not even our case.</p>
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<p><b>What SAD management model do you advocate to the Club?</b></p>	<p>We advocate a cross-sectional, aggregate and integrated management model for the entire Sporting Clube de Portugal universe, where SAD serves the Club as a sports corporation, whether through the management of sports assets, especially football, whether through funding for the sports structure. Like the Club, so will SAD be led by me and managed by a team of professional managers, already identified, led by a CEO.</p>	<p>Sporting CP's first priority in ensuring sports and financial independence is to maintain the majority of SAD's capital. SAD has to be professionally managed with financial stability to regain credibility in the financial market. We will diversify funding sources and efficiently complete the restructuring of bank liabilities. We will not be dependent from the banks.</p>	<p>A model with Board of Directors and an Executive Committee. <b>Just like any other modern company.</b> Within the Board of Directors there will be some directors who will be executive. <b>There will be a CEO and a CFO.</b></p>
<p><b>What sports model do you want to implement in Sporting CP football?</b></p>	<p>A model with a defined athlete profile, with a professional structure of excellence, and above all with a mid-term strategy defined by the direction that will be guaranteed in conjunction with a Sports Director. A model in which there will be coordination between Professional Football, Training Football and Sporting Performance. A different model from what has been in place at the Club in recent years, which advocates involvement of the technical structures and athletes with the Club through a sports director. A model built by those who know what is needed in order for each player and team to be focused and able to only think in the victories.</p>	<p>The president will lead a winning structure with Team Manager, the Head Scout and the coach of the main team. We will make a modern selection of captains, we will have a strict hiring policy, we will get it right a lot more and fail a lot less, and improve training. Last but not least, we will create and develop the Sporting Performance Unit to optimize athletes' physical performance. At the same time, I will delegate to Miguel Albuquerque, which has 60 titles as credentials, the Activities Office, where Sporting will treat the activities with the professionalism they deserve. In the activities we will professionalize communication and social networks, marketing, support for athletes, management of the João Rocha Pavilion, legal area and Olympic office.</p>	<p>About football and its organization, we will have six former Sporting Clube de Portugal's team captains working with us, in a similar model to Bayern Munich. Then we have a team manager and all these captains in various roles within this organization, some of them national champions and who know why they were national champions. Because most of those who claim to be very modern and know a lot about football have never won a championship, so they do not realize what is the difference between a team that can have a chance of winning a championship and a team that does not win anything, which is what it has been happening in the past.</p>

<p><b>Who is your sporting director and what does he bring to the Club?</b></p>	<p>The professional football management model will have to evolve comparing to the recent years. The Sports Director for Football will be André Cruz. After defining the model, we wanted to implement, a profile was defined: we wanted for this function someone with a culture of victory, leadership, shower room experience, who potentiates the area of training and who knows the international market well. André Cruz corresponds to this profile and will be the link between the management structure and the technical team and will work closely with both the training area and Sporting Performance, our champion factory.</p>	<p>My model for football is not based on a traditional sports director. But in a <b>triangular structure that reports to me directly composed by the Team Manager, the Head Scout and the coach of the main team.</b> Team Manager will be Beto, a great fan, former captain, who has had nine years of experience in the Sporting CP's team, who will speed up the whole football machine so that the coach can only worry about his job: winning games.</p>	<p>Marco Caneira and Jorge Cadete are two former captains of Sporting CP, great players of Sporting CP and obviously bring all their knowledge that mixes sports with their own management and this is one of the things that is very important to us - we want people who have sensitivity for both strands. Marco Caneira will not be the sports director, he will be the controller, which is a very important function that we are going to institute within SAD: and the person who bridges the sports part with the management part of the company, because he has qualities for both. Jorge Cadete will be primarily responsible for the high-performance office for the training area, which is one of the absolutely decisive pillars for Sporting CP's present and future. Because we have an academy that has formed the best players in the world, and from which everyone spends their life saying badly, but we don't say it, we add value to the Academy.</p>
<p><b>Will you have anyone running SAD?</b></p>	<p>There will be no CEO of SAD. We will have, as I have already mentioned, a professional structure to guarantee to the members that, outside the Corporate Bodies there will always be someone who will continue the operations in a professional and independent manner.</p>	<p>I have no surprise CEO, my team has already been introduced to the members and has been showing up for the candidacy. I will be <b>both president of Sporting CP and president of Sporting SAD. This is the model that makes sense when Sporting CP owns most of SAD's capital, whose core business is football.</b></p>	<p>SAD will have a <b>Board of Directors that I will chair, together with the vice-presidents and members and within them a CEO and a CFO.</b></p>

<p><b>Do you have investors with you? If so, what values can they invest in Sporting CP and how?</b></p>	<p>Of course we have and will have the universe of 3 million Sporting Members and supporters that we will impact and ensure that they are an integral part of our Sporting's present and future. This amateur speech of talking about investors just for talking has to end. Private investors as part of an election campaign is not with us. This is not the model of partnership or funding we advocate. We will always retain majority control of SAD.</p>	<p>We have investors exclusively from a financing perspective. It is premature to talk about values and even less to make pre-agreements with investors without knowing all the details of Sporting's accounts and the restructuring / renegotiation of liabilities agreed by the previous management. What I can guarantee is that we have several investors interested in buying Sporting debt. Regarding the capital of SAD we are not available to talk with investors as our priority is to strengthen the participation of Sporting Clube de Portugal. Contrary to what other candidates argue, it does not seem to us at all interesting to sell capital, albeit maintaining the majority, when the market value of Sporting SAD's shares is far below its potential.</p>	<p>I have investors with me, but I don't say which ones because I have been leading this activity in Portugal for many years and if there is one thing I have learned is that investors are only announced after the operations are completed. But we have investors, we have plenty of alternatives, we have several different solutions, but we will announce them only when they are completed.</p>
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## **Appendix 6 – Curriculum and resume of João Benedito's campaign**

The candidate that was leading the race, João Benedito, considers himself “a son of Sporting”. He was a Sporting futsal goalkeeper for 21 years, ended his sports career in 2016 and has won 15 sporting titles whilst serving the club. He began preparing for post-career in advance. He invested in real estate; a sports brand of jewellers and elbow pads for a niche market in futsal, volleyball, handball...; and has a textile customization company. During his sporting career, he has accumulated technical staff functions at Sporting CP in the financial department and in corporate marketing.

### **Project**

“A unique sports culture of regular champion, able to implement it in all areas of business and different club sports, with a special concern towards football. Experienced leadership who can motivate and lead teams in sports and non-sports management.”

### **SAD**

“We will have a CEO, who is already chosen and agreed and who is used to running a company that moves millions and has more employees than Sporting. He knows what it is to manage in times of crisis and revitalize companies.”

### **Football**

“An involvement of the technical structures and athletes with the club through a sports director. A model built by those who know what is needed so that each player and team is focused and able to think only of wins.”

### **Modalities**

“All Sporting modalities have to at least fight to be national champions. Afterwards, we have to see our cost elasticity and conditions in order to fight for European titles.”

## **Appendix 7 – Curriculum and resume of Frederico Varandas' campaign**

The candidate who was currently in the second position of the polls presented was Frederico Varandas. Graduated in Medicine from the Faculty of Medical Sciences of the University of Lisbon in 2005 and later obtained a specialization in Physical and Rehabilitation Medicine and Sports Medicine. He has a degree in Military Medicine and became Captain of the Portuguese Army, having been part of the 1<sup>st</sup> Company of Commands that constituted the ISAF-NATO Quick Reaction Force, a mission in which he was praised and awarded the *D. Afonso Henriques* Medal. Regarding football, he began his career in 2007 at Vitória de Setúbal and in 2009 was already the Clinical Director of club, a position he held until July 2011. He went to Sporting to be the junior team doctor. Shortly after he surrendered Doctor Gomes Pereira as the head of the Lions Medical Department, where he stayed until May 2018. The big motto of his campaign was #UnirOSporting.

### **Project**

“Make Sporting professional to the size and sporting value of the club. The exploitation of the Sporting brand is far below its means and it is enough to see that we have a level of revenue of 3.9 million euros in merchandising, while one of our rivals has 5.4 and the other almost 10. We have to be more competent.”

### **SAD**

“A bond loan of up to 60 million euros, restructuring of bank liabilities, buying and selling players and securitization of NOS contract.”

### **Football**

“Players formed in the club will be the basis of the team. We must have a professional scouting department with a scouting network spread across markets that matter. A team manager who is a bumper for a coach, and the reactivation of team B.”

### **Modalities**

“We can't have the best pavilion in the country with a capacity of 3,000 seats and an average occupancy of 1,200 and only 299 gamebox [season tickets] sold. We can't have a champion, like handball, without a sponsorship on the jersey.”

## **Appendix 8 – Curriculum and resume of José Maria Ricciardi's campaign**

The candidate who could still be part of this race is José Maria Ricciardi. He devoted most of his career to the banking sector and was part of several national and international banks, where BES stands out. José Maria Ricciardi has an extensive professional and family connection to Sporting Clube de Portugal. His great uncle was José Alvalade, founding partner of the Club. He was a member of the Supervisory Board of Sporting Clube de Portugal under Pedro Santana Lopes. (1995-1996), José Roquette (1996-2002), Dias da Cunha (2002-2006), Filipe Soares Franco (2006-2009), José Eduardo Bettencourt (2009-2011) e Godinho Lopes (2011-2013). However, regarding his career in banking, it was marked when he was named as one of 13 culprits in the bankruptcy of BES. According to the commission, which led the investigations, the conduct of the bank's management "would have generated a global loss for BES of € 5.9 billion, which led, or aggravated, the insolvency situation in which it is". The big motto of his application was "O Sporting Primeiro".

### **Project**

“Sporting will have to be managed in a more professional and rational manner in all areas as well as keep on a victorious path. “

### **SAD**

“Only a team of experienced and capable of quickly dealing with investors can tackle an all-season shortfall of up to € 122 million.”

### **Football**

“Pre-seasons in Asia and the US in order to get fans globally. Maybe in January we have to strengthen the team to fight for the title.”

### **Modalities**

“We cannot have modalities without budget and, as there is no budget, there is no accountability of who is there, nor the monitoring of deviations.”



**Appendix 9 - Impact of Sporting CP during the day of the participants in the Focus Group**

Groups	Participants	Age	Occupation	1	2	3	4	5	6	7	8	9	10
Highly Involved adults	Participant 9	22	Receptionist	20	Yes	45	30	No	Daily	No	Yes	Yes	Yes
	Participant 7	29	Informatic	30	Yes	35	15	Yes	Daily	No	Yes	Yes	Yes
	Participant 18	21	Student	15	Yes	15	10	No	Occasionally	Yes	Yes	Yes	Yes
	Participant 12	21	Student	25	Yes	12	15	No	Occasionally	Yes	No	Yes	Yes
	Participant 11	21	Student	30	Yes	10	20	No	Occasionally	Yes	Yes	Yes	Yes
Involved Senior Adults	Participant 4	55	Balcony worker	30	Yes	All	0	No	Occasionally	Yes	No	Yes	No
	Participant 20	48	Innovation director	30	Yes	25	10	No	Occasionally	Yes	Yes	Yes	Yes
	Participant 16	50	N/A	20	Yes	2	10	No	Occasionally	Yes	Yes	Yes	Yes
	Participant 3	45	Market Studies responsible	20	Yes	0	20	No	Daily	Yes	No	Yes	Yes
	Participant 5	62	Retired Manager	22	Yes	0	10	No	Occasionally	Yes	No	Yes	No
Involved young adults	Participant 8	45	Comercial Director	23	Yes	0	25	No	Occasionally	Yes	No	Yes	Yes
	Participant 14	57	Project Manager	20	Yes	0	15	No	Occasionally	Yes	No	Yes	Yes
	Participant 17	60	Retired professor	20	Yes	0	5	No	Rarely	No	No	Yes	Yes
	Participant 1	27	Marketeer	25	Yes	9	9	No	At least once per week	Yes	No	Yes	Yes
	Participant 2	27	Management consultant	25	Yes	9	10	No	Occasionally	Yes	No	Yes	Yes
	Participant 13	21	Student	25	Yes	8	15	No	Occasionally	Yes	No	Yes	Yes
	Participant 10	30	Informatic	24	Yes	5	3	No	Occasionally	Yes	No	Yes	Yes
	Participant 15	22	Student	25	Yes	5	10	No	Occasionally	Yes	No	Yes	Yes
	Participant 6	25	Commercial Manager	25	Yes	0	10	No	Occasionally	Yes	No	Yes	Yes
	Participant 19	25	Marketeer	20	Yes	0	3	No	Rarely	Yes	No	Yes	Yes

*Legend for the questions of appendix 9*

1	During the last two seasons, in average how many games did you attend?
2	When you do not go the stadium, do you watch the game on TV?
3	During the last season, how many games did you watch in the pavillion?
4	How many games of modalities did you watch on TV?
5	Do you usually read Sporting CP newspaper?
6	With which frequency do you watch Sporting TV?
7	Do you read the daily sports newspapers, with information about Sporting CP?
8	Do you see blogs about Sporting CP on a daily base?
9	Do you talk with friends/families/colleagues about Sporting CP?
10	Do you discuss daily in social media about Sporting CP?

**Appendix 10** – Values of Sporting CP in 2018, for the focus group participants

<b>HIY</b>	<b>Participant 7</b>	Respect	In rupture	Integrity
	<b>Participant 9</b>	Sports power	Aggregator	Familiar
	<b>Participant 12</b>	Fighter	Combatant	Resilient
	<b>Participant 11</b>	Small club comparing to rivals	Bad management and arrogant	Best supporters in the world
	<b>Participant 18</b>	Survivor	Warrior	Shocked
<b>ISA</b>	<b>Participant 3</b>	Dedicated	Elitist	Eclectic
	<b>Participant 4</b>	Short term objectives only	Oppression in football	No ethical values
	<b>Participant 5</b>	Lost in football	Low ambition in football	Competent in modalities
	<b>Participant 8</b>	Conformed	Loyal	Believer
	<b>Participant 14</b>	In rupture	-	-
	<b>Participant 16</b>	Disorganization	Fidelity	Magnificent
	<b>Participant 17</b>	Internal solidarity	Team Spirit	Fidelity in adverse moments
	<b>Participant 20</b>	Actuals values of Sporting CP	Eclectic	In rupture
<b>IY</b>	<b>Participant 1</b>	In rupture by the members	Disrespected by the society	Loser in football
	<b>Participant 2</b>	Looking for a path	In rupture by the member	Doubtful
	<b>Participant 6</b>	Resilient	Dedication	Doubtful
	<b>Participant 10</b>	Insecurity	Instable	-
	<b>Participant 13</b>	Resistant	Hopeful	Fragmented
	<b>Participant 15</b>	Loser	Big supporters, but “sleepy”	Worried about the rivals
	<b>Participant 19</b>	Strength	Fighter	-

**Appendix 11 – Values wanted for Sporting CP in 2022, for the focus group participants**

<b>HIY</b>	<b>Participant 7</b>	Ethics	United	Dedicated
	<b>Participant 9</b>	Transparent	Winner	Truly European club
	<b>Participant 12</b>	Love for the club	Fighter and dedication	Champion spirit
	<b>Participant 11</b>	United	Glory	Respectful
	<b>Participant 18</b>	Winner	With character	Desire
<b>ISA</b>	<b>Participant 3</b>	Winner	Transparent	Eclectic
	<b>Participant 4</b>	Elitist	Eclectic	International reference
	<b>Participant 5</b>	Winner	Determinants	Club Example
	<b>Participant 8</b>	Winner	Ambitious	Club Example
	<b>Participant 14</b>	Integrity	Eclectic	Responsible
	<b>Participant 16</b>	Trustful	Rigor	Solid
	<b>Participant 17</b>	Transparency in finance	Honesty in Sports	-
	<b>Participant 20</b>	Sporting Historical Values	Eclectic	Ethics, Solidary and former
<b>IY</b>	<b>Participant 1</b>	Transparent	United	Winner
	<b>Participant 2</b>	United	Dedication	Winner
	<b>Participant 6</b>	Club Example	Innovation	Commitment
	<b>Participant 10</b>	Stable	Devotion	Charisma
	<b>Participant 13</b>	Organized	United	Winner
	<b>Participant 15</b>	Winner	Financial Stable	International reference
	<b>Participant 19</b>	More strength	More willingness	United

**Appendix 12** – Best periods of history in Sporting CP, for the participants of the focus group

<b>HIY</b>	<b>Participant 7</b>	Term of João Rocha	Pavillion João Rocha	1999/2001
	<b>Participant 9</b>	5 Violins	João Rocha	2018
	<b>Participant 12</b>	5 Violins	Yazalde	1999/2001
	<b>Participant 11</b>	Winning the Cup Winners' Cup	81/82 (Football)	1999-2002
	<b>Participant 18</b>	5 Violins	Winning the Cup Winners' Cup	Term of João Rocha
<b>ISA</b>	<b>Participant 3</b>	5 Violins	2000- New Stadium and Youth Academy	-
	<b>Participant 4</b>	Carlos Lopes	Joaquim Agostinho	81/82
	<b>Participant 5</b>	5 Violins	Carlos Lopes	Joaquim Agostinho
	<b>Participant 8</b>	5 Violins	Cristiano Ronaldo	1999/2001
	<b>Participant 14</b>	New Stadium	Carlos Lopes e Fernando Mamede	Term of João Rocha
	<b>Participant 16</b>	Figo and its generation	New Stadium	Excellent Youth (2000+/-)
	<b>Participant 17</b>	New Stadium	Term of Sousa Cintra	1999/2002
	<b>Participant 20</b>	5 Violins	75-82 (Football, Roller Skating, Joaquim Agostinho, Athletics)	1999/2002
<b>IY</b>	<b>Participant 1</b>	1999/2001	UEFA CUP final	2018
	<b>Participant 2</b>	1999/2001	Pavillion João Rocha	UEFA CUP final
	<b>Participant 6</b>	5 Violins	1999/2001	UEFA CUP final
	<b>Participant 10</b>	5 Violins	Taça das taças	Formação de atletas
	<b>Participant 13</b>	5 Violins	Winning the Cup Winners' Cup	Excellent Youth (Ronaldo, Quaresma, Nani, Moutinho)
	<b>Participant 15</b>	Winning the Cup Winners' Cup	5 Violins	1999/2002
	<b>Participant 19</b>	1999/2002	New Stadium	-

**Appendix 13** – Sportsman icons from Sporting CP, for the participants of the focus group

<b>HIY</b>	<b>Participant 7</b>	Carlos Lopes	Joaquim Agostinho	António Livramento
	<b>Participant 9</b>	Peyroteo	Manuel Fernandes	João Benedito
	<b>Participant 12</b>	Cristiano Ronaldo	Joaquim Agostinho	Livramento
	<b>Participant 11</b>	Cristiano Ronaldo	Nani	João Benedito
	<b>Participant 18</b>	Joaquim Agostinho	Vitor Damas	Bessone Bastos
<b>ISA</b>	<b>Participant 3</b>	Peyroteo	Cristiano Ronaldo	Carlos Lopes
	<b>Participant 4</b>	Carlos Lopes	Joaquim Agostinho	Manuel Fernandes
	<b>Participant 5</b>	Cristiano Ronaldo	Hóquei 80/81	C. Lopes/F.Mamede
	<b>Participant 8</b>	Jordão	CR7/Figo	C. Lopes/F.Mamede
	<b>Participant 14</b>	Carlos Lopes	Joaquim Agostinho	Yazalde
	<b>Participant 16</b>	Figo	Cristiano Ronaldo	Carlos Lopes
	<b>Participant 17</b>	Cristiano Ronaldo	Irmãos Dónisio - Atletismo	Figo
	<b>Participant 20</b>	Manuel Fernandes	Cristiano Ronaldo	Carlos Lopes
<b>IY</b>	<b>Participant 1</b>	Cristiano Ronaldo	5 violinos	Francisco Stromp
	<b>Participant 2</b>	Peyroteo	Cristiano Ronaldo	Pedro Portela
	<b>Participant 6</b>	Figo	Rui Patrício	Jardel
	<b>Participant 10</b>	Pedro Barbosa	Joaquim Agostinho	Ricardo Sá Pinto
	<b>Participant 13</b>	Cristiano Ronaldo	Vitor Damas	João Benedito
	<b>Participant 15</b>	Peyroteo	Joaquim Agostinho	Vitor Damas
	<b>Participant 19</b>	Peyroteo	Peter Schmeichel	Rui Patricio

**Appendix 14** – Evaluation of the candidates, for the participants of the focus group

		<b>João Benedito</b>	<b>José Maria Ricciardi</b>	<b>Frederico Varandas</b>
<b>HIY</b>	<b>Participant 9</b>	Leader	Arrogant	Liar
		Winner	Liar	Deserter
		Love for the club	Influencer	Dishonest
	<b>Participant 7</b>	Internal and Sport knowledge	Doubtful	No experience
		Capacity to enthusiasm	Suspicious	Doubtful
		Missing business experience	No ideas	Clinical knowledge
	<b>Participant 11</b>	Willingness	Investment	Internal knowledge
		Commitment	Management	Well seen by the football players
		Leadership	-	Solidary
	<b>Participant 12</b>	Aggregator	Disrespectful	Fighter
		Fighter	False	Football experience
		Winner	Experience in Finance	Bad communication
	<b>Participant 18</b>	Truly fan of the club	Able to get investment	Football Knowledge
		Character	Experience in Finance	Internal knowledge
		Weakness at the financial level	Doubtful for the future of Sporting CP	No vision for the modalities
<b>ISA</b>	<b>Participant 16</b>	Young	Arrogant	Trustful
		-	Experienced	Honest
		-	-	Competent
	<b>Participant 17</b>	Honest	Management Knowledge	Brave
		Connected to the club	Internal knowledge	Clear objectives
		Wants to guide the club	Experienced	Dedication
	<b>Participant 3</b>	Winner	Gestor	Calm
		Willingness	Apocalypse view	Aggregator
		-	-	-
	<b>Participant 4</b>	Good team	Using practices no longer existent in the club	No management knowledge
		No leadership		Well seen by the football players
		Internal and Sport knowledge		-
	<b>Participant 5</b>	Good futsal player	Eternal commissions	-
		-	-	-
		-	-	-
	<b>Participant 14</b>	Dedicated	Experience in Finance	Does not know the team

		Inexperienced	Doubtful	Dedication
		Fighter	Unstable	No charisma
		Truly fan of the club	Financial profile	Brave
	<b>Participant 20</b>	Honest	Leader	Leader
		Aggregator/Team work	Incisive	Bad communication
		-	Connected to bad people	Internal knowledge
	<b>Participant 8</b>	-	Not unanimous	-
		-	-	-
		-	-	-
<b>IY</b>	<b>Participant 2</b>	Good communicator	Related to the banks	Doctor
		Truly fan of the club	Known figure	Brave
		-	-	-
	<b>Participant 6</b>	Willingness	Arrogant	Determinate
		Winner culture	Lack of content	Professional
		Truly fan of the club	No commitment	-
	<b>Participant 10</b>	Dedicated	Focus on financial part	Not good arguments
		Inexperienced	Aggressive arguments	Dedicate to the club
		-	-	-
	<b>Participant 13</b>	Leadership	Financial knowledge	Internal knowledge
		Willingness	Experienced	Excellent team
		Aggregator	Arrogant	Good ideas for football
	<b>Participant 19</b>	Truly fan of the club	-	-
		Internal knowledge	-	-
		-	-	-
	<b>Participant 15</b>	Transparent speech	Doubtful	Internal knowledge
		Pragmatic	Financial knowledge	Pragmatic
		Capable of uniting Sporting CP fans	-	-
	<b>Participant 1</b>	Truly fan of the club	Successful businessman	Excellent doctor
		Willingness	-	-
		Transparent/Aggregator	Not unanimous	Aggregator

**Appendix 15** – Evaluation of the capacities for the leadership of Sporting CP, for the participants of the focus group

		1	2	3	4	5	6	7	8	9	Others
<b>HIY</b>	<b>Participant 7</b>	9	8	8	4	4	5	4	10	7	Honest Profile (9)
	<b>Participant 9</b>	6	9	5	8	6	5	9	8	9	Impulsive (1)
	<b>Participant 11</b>	7	9	6	8	7	7	8	10	9	Motivation (10) and Humble/Altruism (9)
	<b>Participant 12</b>	6	10	8	8	5	9	10	10	10	Good team (8)
	<b>Participant 18</b>	5	8	6	8	7	6	8	7	7	NA
<b>ISA</b>	<b>Participant 3</b>	6	8	6	4	5	3	8	7	7	Communication (7)
	<b>Participant 4</b>	10	10	5	5	8	8	10	9	7	Management (10)
	<b>Participant 16</b>	8	9	8	9	7	9	10	9	10	NA
	<b>Participant 5</b>	5	10	7	10	6	7	7	10	10	Ethics (8)
	<b>Participant 8</b>	6	9	7	8	7	7	8	8	8	NA
	<b>Participant 14</b>	8	8	8	9	10	9	8	9	7	NA
	<b>Participant 17</b>	6	9	8	8	6	8	7	6	8	Honesty (9)
	<b>Participant 20</b>	5	10	7	5	7	8	10	6	10	NA
<b>IY</b>	<b>Participant 1</b>	3	10	9	2	6	5	8	4	5	Communication (7)
	<b>Participant 2</b>	9	9	9	8	8	10	7	10	10	Communication (9)
	<b>Participant 6</b>	7	10	8	5	10	9	9	8	9	Communication (10)
	<b>Participant 10</b>	5	10	2	8	9	7	10	10	8	Communication (10) and Impartial (7)
	<b>Participant 13</b>	7	9	7	7	6	10	7	9	9	Good team (8)
	<b>Participant 15</b>	8	9	9	8	8	9	8	7	9	Good team (10)
	<b>Participant 19</b>	6	9	7	9	7	9	8	10	10	Coherent (10) and Honest (10)

**Legend: Capacities for the leadership of Sporting CP:**

1	Experience of Sports management
2	Leadership
3	Business experience
4	Capacity to attract investment
5	Knowledge about football
6	Capacity de pacification
7	Capacity to enthusiasm
8	Internal knowledge
9	Capacity to aggregate



## **2. Teaching Notes**

### **2.1. Case Study Target Audience**

This case study is designed for two primary target audiences:

- In the academic perspective, it is intended for both undergraduate or master's students enrolled in sports marketing or sports courses. The case should be presented during classes as a group assignment.
- In the business perspective, for communication agencies, this case can be useful to analyse similar situations and to understand what could be done differently in each campaign.

### **2.2. Pedagogical Objectives**

This case study was developed with the following educational objectives:

- Identify the special features of sport consumption comparing to the consumption of products and services;
- Identify the motivations of supporters and members to make part of a sports club and get involved;
- Identify the various levels of involvement;
- Identify the values and symbols that each segment of support value;
- Identify the characteristics that are pointed for leaders in sport performance;
- Be able to relate the motivations, values and symbols of the various segments of supporters with the characteristics of leadership in sport performance.

## **2.3. Literature Review**

### **2.3.1. Sports Marketing**

The concept of Sports Marketing is well established either for practitioners or researchers. However, it is important to look for several authors in order to better understand this concept. Gray and McEvoy, in, 2005, emphasize that the concept can be seen in two dimensions. The first is "marketing through sport; that is using sport as a promotional vehicle or sponsorship platform for companies that market consumer, and to a lesser extent, industrial products". The second dimension, is "the application of marketing principles and processes to market goods and services directly to sports participants and spectators". In a very similar perspective Shank (2005) defines sports marketing as the "specific application of marketing principles and processes to sports products and to the marketing of non-sports products through association with sports". This author adds to the definition presented before with the commercialization of the non-sports products, more often called as merchandise.

In 2007, Mullin, Hardy, and Sutton combining both perspectives stated that "sport marketing consists of all activities designed to meet the needs and wants of sports consumers through exchange processes. Sport marketing has developed two major thrusts: the marketing of sport products and services directly to consumers of sport, and the marketing of other consumer and industrial products or services through the use of sports promotions." To the purpose of this paper, the dimension/thrust that is relevant to take in account is the one where sports marketing is applied directly and for consumers of sport.

### **2.3.1.1. From amateur to professional: A new way of looking to sports**

Sport began to become increasingly popular a long time ago, when it started to move masses to watch the Olympics and other big competitions. Apart from this century sports managers began to become more professional, and implementing professional business practices (Robinson, 2008). Nowadays, there has been some discussion whether sport should be treated as just one more industry and use broader management principles; or should be different, and sport management be seen as distinct field with special attributes (Chalip, 2006).

Smith and Stewart (2010) gave an evaluation of these special features, combining 10 distinct features from the original work of Stewart and Smith (1999) into four dimensions:

- “Sport is a heterogeneous and ephemeral experience mired in the irrational passions of fans, commanding high levels of product and brand loyalty, optimism and vicarious identification”;
- “Sport favours on-field winning over profit”;
- “Sport is subject to variable quality, which in turn has implications for the management of competitive balance and anti-competitive behaviour”;
- “Sport has to manage a fixed supply schedule”.

Overall, Smith and Stewart’s (2010) critique considered the uniqueness of sport to be exaggerate and having reduced since their initial statements. However, in 2010 they state that some special features (previously pointed in 1999), demand the application of sophisticated and professional business principles, are hard to refute and conclude:

- “... a failure to recognise sport as a business will produce poor performance”;
- “management strategies that ‘gives no recognition to its special features’”, will fail to deliver optimal outcomes.

In 2018, Fujak, Frawley, McDonald and Bush stated that “despite broad acceptance that sport to some degree retains idiosyncratic features, it is unclear whether sport markets do, in fact, behave differently than other industries in real-world settings.”

### **2.3.2. Relationship Marketing**

Despite Relationship Marketing having a lot of research there is no consensual definition. Regardless of that there are no extremely different definitions, so it should be taken into account two perspectives: “Relationship marketing refers to all marketing activities directed toward establishing, developing, and maintaining successful relational exchanges. (Morgan and Hunt, 1994); And, “Relationship marketing is the ongoing process of engaging in cooperative and collaborative activities and programs with immediate and end-user customers to create or enhance mutual economic value at reduced cost. (Sheth, Jagdish and Parvatiyar, 2000, p. 9).”

In today’s business world, there is almost no industry without direct competition. These gives a big advantage to the customers, mainly because it provides them to choose where and from whom to buy the products. To prevent from losing customers all the time, companies started to focus more on customer retention. Companies are now using the Relationship Marketing concepts, to retain customers. In addition, going in the same direction as the definitions presented before companies are now combining efforts to reduce cost and/or provide a bigger value to the customers.

The topic of Relationship Marketing in the context of Sports it is not deeply explored theoretically. However, in 2006, Coleen C. Bee and Lynn R. Kahle, refer that “all sports marketing transactions, in fact, involve some type of relationship marketing. In some cases, the efforts are explicit. In other cases, they are hidden or even unrecognized.” It is possible to point out that resulting to the passion inherent to sports, relationship marketing in sports is a mandatory topic to study, in order to succeed in this industry. Looking at the broader topic of relationship marketing, it is possible to point several things that are done in the sport’s industry to achieve a good relationship with the stakeholders. One that is very common, is the membership for the fans who want to be closer to the club. More for the partners there is special tickets or special contests that provide tickets for an event.

### **2.3.2.1. Consumer behaviour: The uniqueness of Sports?**

Concerning, the definition of Consumer behavior, there is a wide range of authors that try to define and explore this topic. Solomon (2017, p. 28), has a holistic view of consumer behavior as he states: “the study of the processes involved when individuals or groups select, purchase, use, or dispose of products, services, ideas, or experiences to satisfy needs and desires.”

Although the concept has various definitions, there are some points that are common in those definitions. For example, it is clear that consumer behavior incorporates three key elements – pre-purchase, purchase and post-purchase. These elements affect both consumers and marketers. For Solomon, from a consumer perspective:

- Pre-purchase issues include “how a consumer decides that he/ she needs a product, what are the best sources of information to learn more about alternative choices?”
- Purchase situation the consumers need to know whether acquiring a product is a stressful or pleasant experience and what it says about them.
- In the post-purchase stage, it would be good for the consumers to know whether the product provided pleasure, performed its intended function and how it is disposed as well as the environmental consequences of this disposal.

From a marketer’s perspective, Solomon, considers that:

- There is the need to understand how consumer attitudes towards products are formed and/ or changed, what cues consumers use in their comparison of products (pre-purchase);
- Situational factors that affect the purchase decision such as time pressures and store displays (purchase);
- and what determines whether consumers will be satisfied with a product and thus repeat the purchase, as well as be willing to share their experiences with others through referrals (post-purchase).

“Sports fan relationships are the result of deeply held beliefs that are congruent with the sports team or individual players. Internalized behaviour is less likely to be influenced by external incentives and role expectations” (Coleen C. Bee and Lynn R. Kahle, 2006).

Looking to the sports industry, concerning sports consumers, Coleen C. Bee and Lynn R. Kahle state “are often highly involved, and their commitment to the sports organization is often

displayed through the repeat purchase of tickets, continued attendance at sporting events, and the purchase of sport-related products. This behaviour is also a reflection of the sports consumer's desire to demonstrate involvement and to engage in and maintain a relationship with sports teams and organizations.” For Stewart and Smith, in 1999 sport’s ability to arouse strong passionate attachments, unstinting loyalty, vicarious identification, and blind optimism, makes it a special experience that markedly differentiates it from other industries and even the more service-based products. Also, for the same authors there is an aspect on sports consumers that is needed to highlight: “the capacity to intimately engage fans and deliver intensely emotional and loyal attachments to their favourite teams and clubs”. From these two perspectives it is possible to connect the behaviour of sports fans with:

- High degree of loyalty;
- Involvement and Commitment;
- Emotional attachment;

However, in other work, Stewart and Smith, in 2010, refer that “Shoppers who salivate over a \$1000 Gucci handbag have much in common with sport consumers, since they too are prepared to pay good money to secure some vicarious identification and reflected status”. Nowadays, there are several brands that are able to drive this sense of identification and loyalty. The biggest example of today’s market is Apple, that with every new launch drives consumers to stay during the night at the stores. Even though, these brands can have multiply characteristics they are not transversal to the category itself.

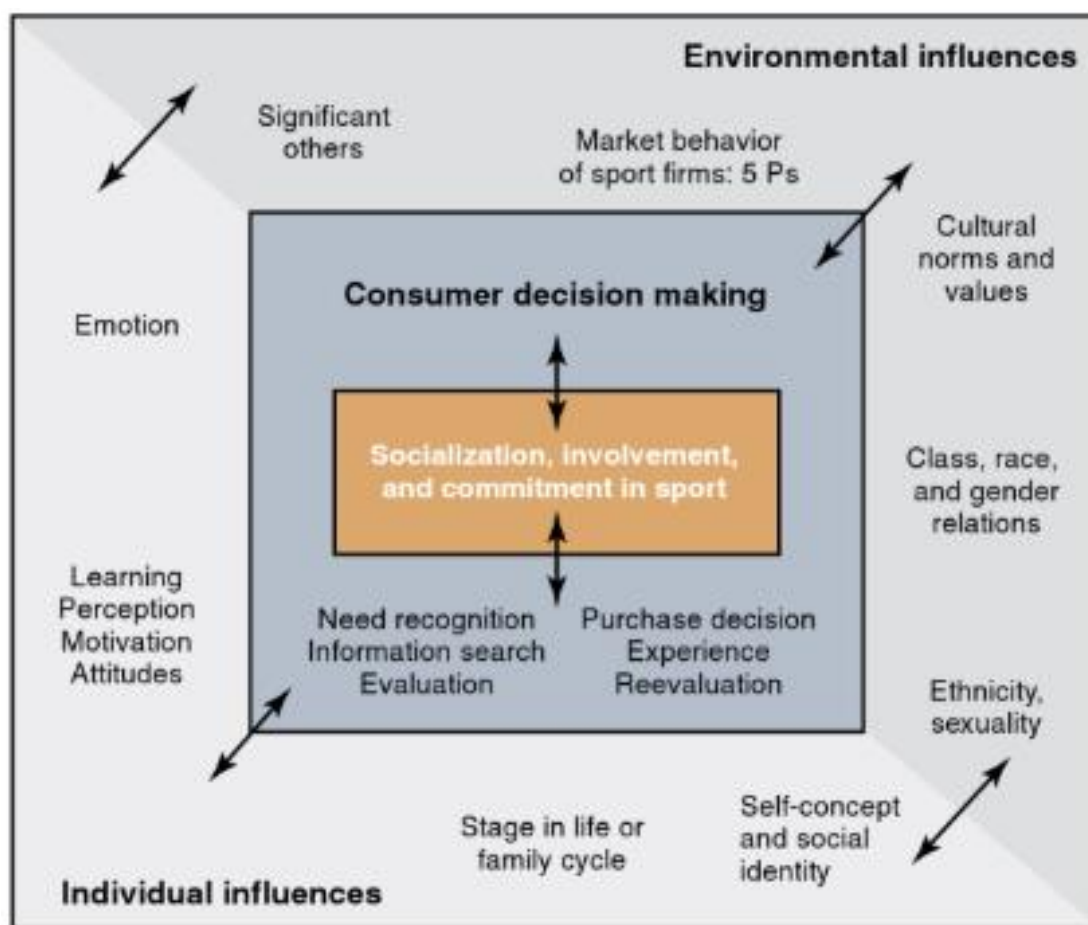
To understand this sport consumer behavior, it is worth to look to the process of where people are able to get this involvement and commitment to sport. For Mullin, Hardy and Sutton, in 2014 “factors influencing behavior may be either environmental or individual”. For environmental previous research for the same authors, indicates that it can be: “significant others; cultural norms and values; class, race and gender relations; and the market behavior of sport firms”. Concerning individual factors, it is possible to include: “self-concept, a person’s stage in the life or family cycle, perception, and motivation”.

The relation between these factors are represented in the **figure 1**. With this it is possible to understand the complexity and dynamic of consumer decision making concerning the sports industry. However, what is shown in **figure 1**, needs to be adapted to the portuguese reality. It needs to be considered that sports consumption in Portugal it is mainly affected by a choice of

the club. In general the “club choice” it is driven during childhood (common until ten years old) due to:

- Family influence;
- Friends pressure;
- Identification with idols or values of the club.

**Figure 3 – Consumer Behavior in Sport**



*Source: Mullin, B.J., Hardy, S., & Sutton, W.A., Sport Marketing (2014)*

There are several research's that tend to compare sport consumers with conventional consumers, however, sport fans are not equal and Smith and Stewart (2010) refers “While ‘die-hard’ and passionate fans are obviously an appealing cohort to examine, the elucidation of their motivations and behaviors provides an imbalanced picture of sport consumption”.

As seen during this chapter, all product or service consumption is subject to a decision, and this implies several elements, such as values, attitudes and behaviors. For Stewart and Smith (2010), “Sport consumers are not all passionate and fanatical, and nor do they all live vicariously

through their favorite team or player in order to bolster their personal identities. Equally, their loyalty can be variable, their attendance irregular, and their interest erratic”. Following this comparisons, and after understanding that sport consumers can be different between themselves, next it will be analyzed the various types of fandom in sports.

### **2.3.2.2. Sport consumers: The different type of fans**

As seen before, nowadays sports is seen from different perspectives, having a wide range of different costumers. Sport consumers display an incomprehensible array of values, attitudes, and behaviors (Fujak, Frawley, McDonald, & Bush, 2018), however, not all consumers are equally passionate and fanatical, nor use their team to confirm their personal identity (Redden & Steiner, 2000). Neither are they all totally loyal, immersed in club history, or resistant to change that threatens team values and practices. Some attend games on a regular basis, while others attend only on special occasions. They experience sport in different ways, and use team affiliations to meet a diverse range of needs (Wann, Melnick, Russell, & Pease, 2001).

According to McDonald, H., Karg, A. J. & Vocino, A. (2013) “Supporters of a club can include those who ‘silently’ support the club without attending games, those who choose to attend individual home games on a casual basis, and those who acquire club memberships or season tickets which offer a service commonly inclusive of home match attendance and various other benefits”.

As seen, different authors point out about the diversity of sport consumers that exists in today's sport market. To better understand and segment sports consumers, it is important to look for the several approaches and methodologies that have been used. The first approach for this topic, began when some changes started to occur in the European soccer's, around the 1970s and 1980s. Clarke (1978), with a dualistic approach contrasted “genuine fans” – the ones that use their local teams to build a sense of community - with “others” – watched football as an afternoon entertainment. Later in 1996, Ferrand and Pages analysed French football followers, and come out with a distinction between “irrational fans” (strong tribal behaviour and emotional connection to the club or team) and “rational fans” (the ones that used the team connection to secure a social or commercial benefit). Based on this, in 2003 Stewart, Smith and Nicholson defined characteristics for two type of fans, as it is possible to see in **table 3**.



**Table 3** – Dualistic approach fan typologies

Type 1 Fans	Type 2 Fans
Old	New
Genuine	Corporate
Traditional	Modern
Expressive	Submissive
Irrational	Rational
Symbolic	Civic
Die-hard	Less-loyal

*Source: Stewart, B., Smith, A. C. T. and Nicholson, M. (2003)*

This approach comes to sustain what was stated before concerning that sports is an increasingly commercialized world. However, sports consumers are not that strictly segmented has seen in the dualistic approach (**Table3**). In the early 1990's, by “measuring the level and intensity of team attachments” (Stewart, B., Smith, A. C. T. and Nicholson, M., 2003) researchers found that sport consumers could not only be different, but ranked based on their beliefs and behaviours.

With these, it came out a tiered typology (**Table 4**), that is able to show to sport marketers “sport consumers have different relationships with their favourite teams and they approach their sport consumption in a different way” (Stewart, B., Smith, A. C. T. and Nicholson, M., 2003).

**Table 4** – Common Elements in Tiered Fan Typologies

Tier	Primary focus of fan	Secondary focus of fan	Type
1	Emotional connection to team	Excitement and special experience	Internalised, focussed, vested
2	Excitement and entertainment, the big experience	Emotional connection to team	Self-expressive, committed casual
4	Social interaction and entertainment	Team identification	Camaraderie, care-free casual, social

*Source: Stewart, B., Smith, A. C. T. and and Nicholson, M. (2003)*

However, this approach is also limited mainly because it is not possible to have an overview over the several aspects that drive individual's loyalty, attachment and sport consumption behavior. To fill this gap in this topics, some authors started to use a multidimensional approach

for Sport Consumption. In 1995, Holt, D. was able to construct a multidimensional approach, that was separated in:

- First dimension – Experience of consumers and how they connect to the team using rational and emotional behaviors;
- Second dimension – How consumers integrated the club and its personality into their character;
- Third dimension – How consumers used the relationship with the club for the wider community;
- Fourth dimension – How consumers approach their sport experience alongside fellow consumers.

This and other multidimensional perspectives were summed up in 2003 by Stewart, B. et al. As it is possible to see in **table 5**, the authors combined several factors that can drive the behaviour of the fans. These factors are then categorized in three ways of feeling the club.

**Table 5 – Multidimensional approaches to Sport Consumption**

Cluster Type	Differentiating behaviors
Underlying motivations	Escape (to a less stressful “sports world”)
	Eustress (excitement, and entertaining event)
	Social interaction
Emotional attachment	Obsessive attachment and strong commitment
	Moderate attachment and conditional commitment
	Slight attachment and fragile commitment
Economic attachment	High value: strong financial commitment
	Moderate value: intermediate financial commitment
	Low value: weak financial commitment
Identity	Team used to confirm self-concept
	Team used to confirm civic and community pride
	Team used to confirm social or cultural identity
Loyalty	Loyalty through game attendance
	Loyalty through displaying team colors
	Loyalty through chatter and conversation
Connective focus	Team is primary focus
	Sport or league is primary connection
	Player is primary connection
Overt experiences	Rational: strategic analysis
	Symbolic: gestures, ceremonies and rituals
	Social: play and social integration
Attendance at games	Frequent
	Moderate
	Low

*Source: Stewart, B., Smith, A. C. T. and Nicholson, M. (2003)*

However, even with this multidimensional approach it is still not possible to have a proper and defined typology of sport consumers. Analysing another paper, that has the goal to fulfil this theme, Samra B. and Wos A., in 2014 classified sports consumers in three distinct segments, that can be summed up in **table 6**.

**Table 6 – Visualization of the three fan category**

Fan Category	Characteristics	Authors
Temporary Fan	Behaviour of sports consumption has a time boundary; “tendency for an individual to attempt to internalize the success of others” – BIRG (basking in reflected glory);	Champ follower (Stewart and Smith, 1999); Corporate fan (Nash, 2000); Less Loyal (Bristow and Sebastian, 2001)
Devoted Fan	“Remains loyal to their team or player” when event ends or they are removed from the original location; Supported club makes part of self-identity; “The devoted fan possesses an attitude of my “team right or wrong””	Focused Fan (Sutton et al, 1997); Passionate Fan (Stewart and Smith, 1999)
Fanatical Fan	“Unique form of loyalty characterized by strong and intense levels of commitment, allegiance, devotion, passion, emotional attachment, enthusiasm and involvement”	Die Hard (Bristow and Sebastian, 2001); Fanatical Fan (Hunt et al, 1999); Vested Fan (Sutton et al, 1997);

*Source: Samra B. and Wos A. (2014)*

It is now interesting to build a relation for the three established type of fans (**table 6**) and the type of behaviours identified in **table 5**. Combining these (**table 7**) it is possible to see that for most clusters that were analysed, each behaviour is addressed to a certain type of fan.

**Table 7 – Correlating identified type of fans and behaviours**

<b>Fan Category</b>	<b>Differentiating behaviors</b>
<b>Temporary Fan</b>	Motivation can be to escape or eustress; Slight attachment and fragile commitment; Low value: weak financial commitment; Identity is not influenced by club or team choice; It not loyal to the team; Player is primary connection; Rational: strategic analysis; Game attendance is Low.
<b>Devoted Fan</b>	Motivation is to support the team; Moderate attachment and conditional commitment; Moderate value: intermediate financial commitment; Team used to confirm self-concept; Loyalty trough game attendance, chatter and conversation; Sport or league is primary connection, Symbolic: gestures, ceremonies and rituals; Game attendance is Frequent.
<b>Fanatical Fan</b>	Motivation is to support the team; Obsessive attachment and strong commitment; High value: strong financial commitment; Team used to confirm self-concept; Loyalty through game attendance, displaying team colors, chatter and conversation; Team is primary focus; Symbolic: gestures, ceremonies and rituals; Game attendance is Frequent.

### 2.3.2.3. Building a Persona

Every company, either if it is a club, a brand or even a non-profitable organization in order to be successful in todays' market, needs to have a high focus on the consumer. After the definitions and explications of consumer behaviour and its applications to sports, it is important to understand how can a marketer can know his customer. In order to achieve that, it will be scrutinize the concept of Persona.

Basically, "Personas are fictitious, specific, concrete representation of targer users" (T. Adlin and J. Pruitt, 2010) and the objective of building these is mainly for you to know your customer better because they can give you information that is not possible in another way. According to T. Adlin and J.Pruitt, build personas can have several benefits:

- Communicate with your customer in a proper way – "personas make assumptions and knowledge about users explicit";
- Improve your decision making, because it allows you to be more specific in your product development;

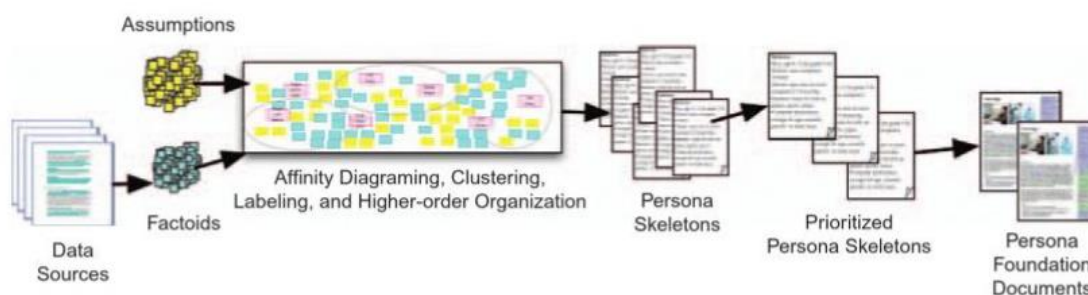
- Better team performance – “Engages your team in a way that other representations of user data cannot”.

For the authors mentioned above, the persona process should be split in five different phases: Family planning, Conception and gestation, birth and maturation, adulthood, lifetime achievement and retirement. Even though all of the mentioned phases are important and any phase should be skipped, it is in the second mentioned that the persona it is actually created. This phase includes several points that need to be taken in consideration, and you help you decide:

- Number of personas to create;
- Which characteristics should be taken in consideration;
- How to prioritize and validate personas;

For Adlin and Pruitt, these process has six steps, as it is represented in figure 4.

**Figure 4** – The six-step persona creation process



*Source: T. Adlin and J. Pruitt (2010)*

### 2.3.3. Leadership

In Portuguese sport, it is known that the figure of the board leader is essential and crucial to the development and performance of the organization. This last topic of the literature review is essential to understand how this figure should be, approach, behave and act. Additionally, there is a relevant topic to approach, that is the effective handling of the media and how they can be important in achieving success (Pedersen, Miloch and Cothran, 2006). This point strikes obvious resonance and it appears that developing a favourable relationship with the media may be a key process in performance leadership in Sports. Even though, there has been a lot of theoretical definitions for performance leadership, Northouse, defined in 2010 the concept as,

“a process whereby an individual influences a group of individuals to achieve a common goal” (p. 3).

When looking for traits and behaviours, much of the previous research tended to look for positive characteristics and socially desirable aspects of leaders’ and managers’ personalities (Judge, Bono, Ilies, & Gerhardt, 2002). Adding to this literature review, in 2018, Arnold, Fletcher and Hobson state there “has been the distinction between such “bright” traits (e.g., conscientiousness, openness, intelligence, and charisma) and negatively valenced and socially undesirable “dark” traits (e.g., narcissism, hubris, dominance, and Machiavellianism).” With these two types of traits, there is a paradoxical effect, that means dark traits can have positive effects and bright traits negative effects (Judge, Piccolo, Kosalka, 2009).

### **2.3.3.1. Bright and darks traits of a leader**

In the view of Judge et al., it is relevant to look now for the bright and the dark traits of a leader. First, looking for the bright traits (seen on the bright and the dark side):

- a) Conscientiousness - these individuals are detailed-oriented, cautious in their decision-making, and respectful in most interpersonal interactions. They will bring a favourable working behaviour and will highlight team effort. However, highly conscientious individuals may be threatened by unsettled circumstances and organizational change. Indeed, conscientious individuals tend to be less adaptable to change (LePine, Colquitt, & Erez, 2000);
- b) Extraversion – the ones that present this characteristic, are often perceived as group leaders, especially because of their optimism view for the future. They are characterized by being energetic, active and talkative. As such, extraverted leaders may be less likely to solicit input from subordinates and colleagues and might fail to provide a clear strategic focus for followers;
- c) Agreeableness – the leaders that exhibit this characteristic will tend to be cooperative and promote a friendly work environment. However, they tend to be overly sensitive to the feelings and desires of others at work, leading them to avoid decisions that put them in confrontation with colleagues. This can lead to decisions that minimize conflict and seek the broadest level of approval;

- d) Emotional stability – these individuals are mainly calm, patient and consistent in their emotional expressions. They are likely to remain calm in moments of crisis, be patient with employee development, and recover quickly from group and organizational failures. Despite these, failing to express emotion in a given situation could be interpreted as apathy or disinterest;
- e) Openness to experience – the leaders that are open to experience, have the tendency to often engage in patterns of divergent thinking, be creative and imaginative. These leaders might get easily dreamy with vague ideas, pursuing short-term strategies that do not meet the held corporate values;
- f) Core self-evaluations – “Core self-evaluations (CSE) is broad personality trait that captures one's bottom-line self-assessment, and is comprised of four fundamental judgments — self-esteem, locus of control, generalized self-efficacy and emotional stability”. High levels of CSE can relate with simpler and faster strategic decision processes, a greater number of large stake initiatives, and more long-term organizational persistence in pursuit of those initiatives (Hiller and Hambrick, 2005). However, when in excess this can lead to organizational strategies that serve their own best interests, rather than those of the organization's stakeholders.
- g) Intelligence – These leaders are capable of addressing crucial issues across a wide range of organizational functions, carefully integrate important (or discard unnecessary) information in critical decision-making, and creatively develop solutions for complex problems. Nevertheless, when having a high need for cognition might be disinterested or inattentive to basic and ordinary problems, especially if leaders view these problems as requiring little to no cognitive effort.
- h) Charisma – These characteristic is seen sometimes as inherent to the leaders. Charismatic leaders are able to impact the people by articulating a compelling vision for the future and arousing commitment to organizational objectives. However, in an extreme situation, when there is in uncertainty and potential crisis, vulnerable followers are inclined to offer blind loyalty and passive agreement with a leader's vision, no matter how deviant.

Secondly, in the perspective of the same authors reaching out the dark traits (seen by the bright and the dark side):

- a) Narcissism – These kind of people believe they are unique and special. Characterized by arrogance, tend to see other people as inferior to themselves and make decisions



based on the effect of their reputation. However, this characteristic is associated with charismatic leadership and ratings of executive performance. In addition, can bring, boldness and innovation.

- b) Hubris – It is noted when an individual has excessive pride and owns an extra self-confidence. Leaders with this trait often do not handle well when given critical feedback and question the relevance and importance of the people who gives negative feedback to them. “As leaders, those with hubris are likely to project power, strength, and authority in difficult situations, inspiring confidence among their followers and peers.” Acting with confidence and commitment, can lead the organization to test the limits and provide higher for values of innovation.
- c) Social dominance – Leaders that exhibit this trait, are considered as prejudiced, power hungry, and manipulative. Socially dominant leaders are likely to attract followers mainly because they display a strong desire for achievement and control.
- d) Machiavellianism – they can usually convince others into doing things for the leader's personal benefit as they often seek control over followers. In addition, they abuse power and always look to emphasize their personal power. Still, these type of leaders have an amazing capacity to use strategic thinking in a complex business environment.

Inside the sport literature, Fletcher and Arnold (2011) were the first to report that leaders’ and managers’ can benefit from dark traits, in elite sport. So, during the last chapter it will be seen how do athletes look for leaders that present such characteristics, and how it affects them.

#### **2.3.4. Political Marketing**

During this literature review, it was seen the status of sports marketing, how sport consumers are different from each other and the characteristics, traits and behaviours that are necessary to be a successful leader. However, to complement this approach it is necessary to look for how these consumers choose their leader for sports clubs. To do so, it will be seen an approach of political marketing and how to build campaigns.

First definitions of political marketing, identify it as a process concerned more with the communication process between voters and candidates (Shama, 1975). One of the key significant differences between political and commercial marketing is the philosophy behind the organization (Bruce I. Newman, 1993). Even though there are no parties (in Portugal)

associated to the elections in football clubs, the organization is not driven by profit, and whoever's runs for elections does it "by a desire to implement an ideology" (Bruce I. Newman, 1993) and of course to lead the club to success.

Associated with elections there is a decision making process. The decision of voting. This decision must be rationalized. Voters in an election all make their decisions on the same day and everybody has to live with the decision whether they like it or not (Lock and Harris, 1996).

In order to communicate their ideas, candidates often resort to mass media (TV, newspaper, outdoors, etc.) and to new media (social media, blogs, podcasts, etc.). There is no specific literature review that approaches elections campaigns in sports, but as it happens in elections for the government, there are some key points to have a proper communication and pass your message to the voters. These key points can be listed as below:

- Public speaking;
- Debates;
- Interviews;

### **2.3.5. Board importance, fans and team performance**

As seen before, Sports have a big importance in society and the media dedicated several hours to cover several aspects of Sport. When looking for the Portuguese reality, the importance of sports is huge comparing to other forms of culture, such as cinema. In Portugal the figure of the board president is known for almost every person. Even though, there is no evidence, to quantify this it is possible to say that the three board presidents of the three top clubs in Portugal are in the top ten of the most known people in Portugal.

To finish this literature review, it will be analysed:

- the impact of the organization (represented by the board) on the team (or athletes);
- how sport fans view the board performance;

#### **2.3.5.1. The impact of the organization inside the field**

The topic of the importance of the boards in sports have been discussed a lot, unfortunately mainly on media. To apply studies on this field is necessary to take in account several factors,

beginning with the type of Sport, the dimension of the club, etc. However, due to the fact the research is too specific, it will be analysed in detail an article that looks for Olympic athletes.

On the study developed by Fletcher et al., in 2018 about performance leadership and management in elite sport the participants' responses emphasized a number of positive and negative effects that could occur when working with a leader-manager who exhibited dark characteristic. The negative effects that could arise when working with leaders-managers in elite sport who showed the dark characteristics could be segmented into "four lower order themes: performance and career threats, affected confidence, pressure and anxiety, and a lack of support." Also, the positive effects were classified in four lower order themes "motivation, resilience and coping skills, opportunities, and learning and awareness." Their findings indicate that "leaders' and managers' dark characteristics do affect followers' and subordinates' attitudes and behaviours (e.g., confidence, emotions, perceived support, motivation, resilience and coping skills, opportunities, and learning)".

#### **2.3.5.2. Fan perspectives on a sport club board performance**

In an organizational context, Morgan and Hunt (1994) found that shared values lead to trust and increased commitment in relationships. Transporting this to the sports and looking for the sports consumers, "Fan behaviour is most intense when fans believe that the team or athletes represent their values and when sports organizations, teams, players, and coaches are respected and viewed as trustworthy and credible" (Bee & Kahle, 2006). For a relationship to be maintained between the fans and the sport organization it is needed that the organization maximize the consumer values. This means, that all the actions and communications taken by the club in order to maintain the relationships should always look for the values.

"Profits alone are unlikely to be enough for most STHs. Boards of sport organizations must balance commercial success with a winning team and recognition of the importance of the product to STHs, and the importance of STHs to the product" (McDonald and Sherry, 2010). In addition to the understanding of what motivates customers to build a relationship with the sports club, it is important to acknowledge what they take in account when evaluating the board performance. It is impossible to define the criteria for a STHs to evaluate a board performance, so it is needed to allow them to do it. Criteria chosen by these group can vary widely, but the club's on-field and financial performance are the ones to expect to take most part (McDonald and Sherry, 2010).

In 1998, Fisher and Wakefield found that perceived group performance was irrelevant in the psychological connection between fans and their unsuccessful team. “Perceptions are influenced by how concerned the board appears with STHs’ rights and satisfaction, particularly whether STHs feel valued by the club. ‘Capable’ boards run the club well, but ‘good’ boards do so in a manner that includes a high degree of connection with STHs and the broader community” (McDonald and Sherry, 2010). This means that the identification and support given to a team does not strictly depend upon results. The study conducted by McDonald and Sherry, in 2010 found that, as STHs have a strong connection to the organization and look beyond results, they take much more in account and charge the board for the financial management. Also, that their perceptions of the board performance are influence by administrative and conduct. This meets what was state before, identification with values of the organization is crucial to maintain a strong relationship between the members and the sport organization.

## **2.4. Methodology**

For this thesis to be done and the results similar to the reality as possible, the field study was made before the elections. Considering the fact, that when a person reflects voting it does not put concrete values to the party/person that is voting for, the explanatory research was chosen. Also, as stated by Smith and Stewart in 2001, “when the aims of sports market research are essentially exploratory, a qualitative approach can be used effectively”.

The Focus groups were made in the two weeks before the elections, and were conducted to only members that were available to vote. With this type of research, it was possible to actually understand each individual and how they consume sports and the club itself. Then, to understand what they were perceiving when voting for a candidate, discussions were made about what routes and values would they want for Sporting CP. In addition, characteristics for a leader were discussed and explained by each of the participants. Relating to this topic, Smith and Stewart in 2001, also refer that “the analysis of focus group data can provide market researchers with insights into how products or services are perceived”.

## 2.5. Case Study Lecture Plan

Session	Objectives	Action Plan	Time
1 <sup>st</sup> Session	Develop the student's interest in the case study	Distribution of the case study among the students; Case presentation and summary on the topic; Introducing the first topics to the students; Create work groups.	30 m
Out of session	Know the case study	Individual case study reading, diagnosis and comprehension; Initial case analysis and group discussion.	1h30m
2 <sup>a</sup> Session	Understand the case study  Presentation of case study questions.	In-class discussion on professional football and sport consumers in Portugal;  In-class discussion on the situation of what drove the elections.	30m
Out of Session	Initial case resolution	Additional research (identified scientific articles) on the major topics of discussion; Deep case study analysis and discussion by the group;	1h30m
3rd Session	Case study development;  Clarify doubts	In-class discussion on sport consumer typologies and leadership characteristics on sports performance;	45m
Out of Session	Case study resolution Presentation preparation	Development of the case resolution presentation.	1h30m
Final Session	Case resolution presentation and discussion	15 min case resolution presentation, by each group;  Final considerations by the professor, based on each group performance	1h30m

## **2.6. Case Study Resolution Proposal**

- 1. Sports is considered as one of the most specific fields, concerning to marketing and communication. Establish the difference and the specifications in the consumption process of Portuguese football, comparing to another type of product/service, such as beer or telecommunications (both usually sponsor football teams).**

All consumer choices, sportive or not, are subject to a decision. However, the process of taking a decision on the majority of the commercial brands is more linear and rational, comparing to the consume of sports, which has other variables into consideration.

It is possible to make this differentiation through four topics:

- Brand – what is it?
- Adhesion;
- Consumption process;
- Loyalty.

On a general approach, it is possible to consider that sport and football have a great emotional and familiar element, while commercial brands are more subject to their marketing activities and how they can work the variables of the marketing mix.

The detailed differences for each topic are laid down on **Slide 6**.

- 2. Which values do you consider that are installed in Sporting CP and on its members, taken into account the period of 2013 to 2018 (term of Bruno de Carvalho)?**

Through the case context and **appendixes 1, 2 and 3** it is possible to determine these values. For a more direct analyse it is important to separate positive and negative values. Generally, Bruno de Carvalho's term has awaked Sporting CP's members and has created a conflict with the media.

On **Slide 8** it is possible to understand these values in detail.

**3. According to the established groups/*personas*, define the present values, the desired values, sports idols and the best periods of history to each one.**

In order to build a *persona*, it is important to first understand that in doing so we are closer to our consumers, particularly in this case where the members are also voters.

According to the data collected it is possible to characterize in a general way the three *personas* in:

- Highly Involved Young adults (**HIY**) – age between 20 and 30 and very engaged on the club's day-to-day;
- Involved Senior Adults (**ISA**) – age above 45 and engaged on the club's day-to-day;
- Involved Young adults (**IY**) – age between 20 and 30 engaged on the club's day-to-day.

The characterization for each of the abovementioned groups can be found on **Slide 10**.

**4. From the constructed *personas* and with all the collected information from the focus group, idealize a candidate profile to the board presidency, to each one.**

In order to be possible to do the “match” between the *personas* and the ideal profile of each, it is important to understand, among the variables that were evaluated during the focus groups, which of them are more relevant to each *persona*.

Generally, and transversally to all three groups of members, leadership and aggregation capacities are the most unanimous. The group of Involved Young adults considers that communication should also be a relevant capacity on a candidate.

The evaluation of these capacities is detailed on **Slide 12**.

## **5. Having in consideration the data collected, identify strengths and weaknesses of each candidate for each of the groups**

To analyse the strengths and weaknesses of each candidate, it is important to look into the capacities that each group considered to be the most important for the club's leadership as well as the evaluation that each group did to the several candidates.

After crossing the relevant data, it is possible to obtain the strengths and weaknesses of each:

- João Benedito – Willingness and truly fan of the club (as strengths) and inexperienced (as weakness) – more detailed information on **Slide 14**;
- José Maria Ricciardi – Financial knowledge (as strengths) and doubtful (as weakness) – more detailed information on **Slide 15**;
- Frederico Varandas – Brave and high knowledge of the club (as strengths) – more detailed information on **Slide 16**

## **6. What message/content would you transmit as the person responsible for the campaign of each of the three main candidates, for each of the identified groups?**

To answer to this question, it will be necessary to analyse the opinions of each member over each candidate and the profile of each candidate, having in consideration their personal and professional experiences. After collecting this information, it is necessary to adapt the message to what the members of the club aim:

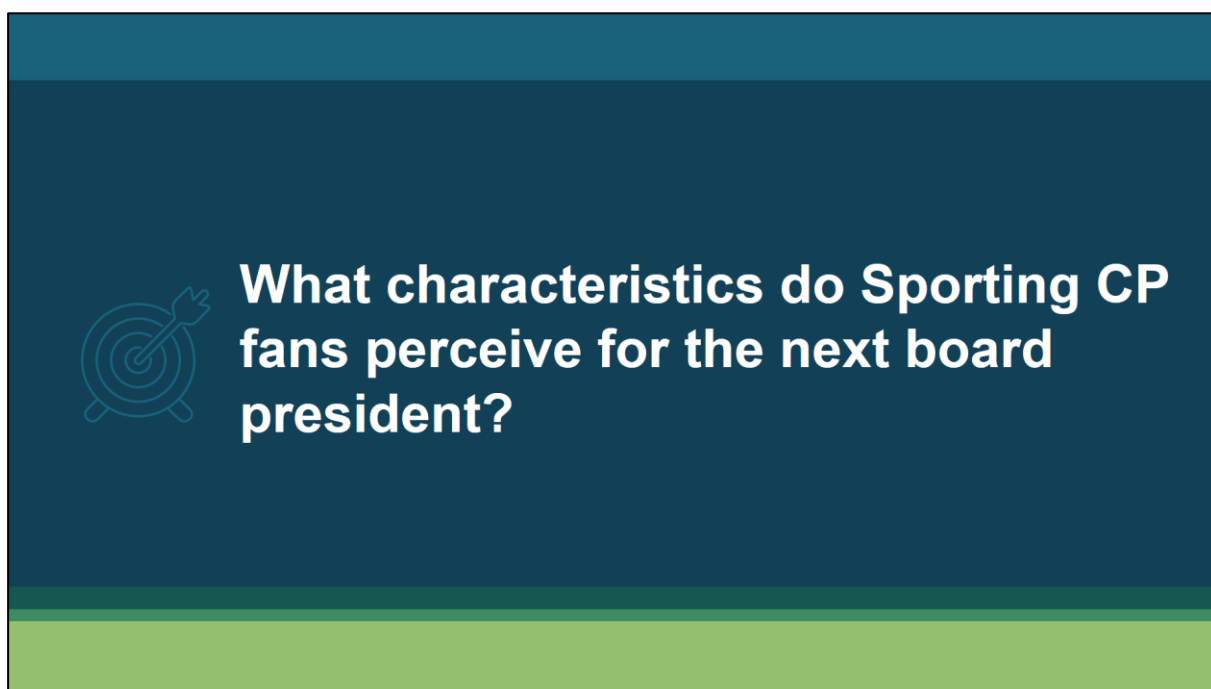
- **João Benedito** – the candidate shows characteristics related with willingness and culture of the club, where neither of the other candidates can be so unanimous. The message to the members shall be adapted as represented on **Slide 18**. One of the main points of the speech and debates shall be that the weaknesses that are pointed to him can be overcome. The financial area is one of those weaknesses and is related with the several goals that the members set for 2022;
- **José Maria Ricciardi** – the members identify more weaknesses than strengths. This candidate shall, therefore, focus its campaign on those points, transmitting the best he can do for the club. His arrogance is one the characteristics of leadership that is valued on moments where the organisations are in a situation very difficult to revert. Notwithstanding, José Maria Ricciardi shall procure to create empathy with the members, mainly in situations of open speech, emphasising and clarifying the members'



doubts related with his culture. On **Slide 19**, it is possible to see how the message should be transmitted;

- **Frederico Varandas** – one of the points that the members identify as being fundamental, and that should be achieved, is the cohesion and union among the members. Frederico Varandas is pointed out (by generally analysing) with the capacity to agglutinate the members. Therefore, his campaign shall evidence that this factor is essential to Sporting CP and that the candidate has this capacity. The message to the members shall be adapted in accordance to what is represented on **Slide 20**.

## 2.7. Case Study Resolution Slides



# FOOTBALL PROFISSIONALIZATION



## MEMBERS AND SUPPORTERS RELATIONSHIP



## LEADERSHIP IN CLUBS

3



### Sporting CP

#### **Bruno de Carvalho's Term**

Constant challenging the supporters;

Conflict with external entities;

Lack of trophies in football.

#### **Destitution from President**

Attack on football players;

Contract rescission by the players;

New elections for the Board

4

## Which are the specifications in the consumption process of Portuguese football, comparing to another type of product/service?

5

	Commercial Brands	Sports events
<b>Brands</b>	"Commercial Companies" – Most are anonymous societies	Clubs, which the owners are the members and anyone can join.
<b>Accession</b>	<ul style="list-style-type: none"> <li>For experimentation;</li> <li>For recommendation;</li> <li>For influence of a marketing campaign.</li> </ul>	<ul style="list-style-type: none"> <li>Influence or familiar pressure;</li> <li>Friends' pressure, mainly during childhood;</li> <li>Emotional identification with the values or idols of the club</li> </ul>
<b>Consumption process</b>	<ul style="list-style-type: none"> <li>Rational based decisions;</li> <li>Positive Identification with the brand, but with no feeling of belonging.</li> </ul>	<ul style="list-style-type: none"> <li>Consumption decisions (ex: going to the stadium) are emotional;</li> <li>Feeling of belonging, in which the supporter and the member feels part of the club.</li> </ul>
<b>Loyalty</b>	<ul style="list-style-type: none"> <li>If the consumer is unsatisfied with the product/service, changes the brand;</li> <li>If competition makes an interesting offer, at least it is experimented and maybe can change.</li> </ul>	<ul style="list-style-type: none"> <li>If unsatisfied, consume less but I am always part of the club;</li> <li>Competition campaigns does not influence my club choice;</li> </ul>

6

**Which values do you consider that are installed in Sporting CP and on its members after Bruno de Carvalho's term?**

7

**Positive Values**

- Proud of club history
- Resiliency
- Ambition
- Winning Spirit

**Negative Values**

- Internal conflict for football
- General conflicts with other stakeholders, mainly the media;
- Winning at any cost
- Overbearing posture

8

## Characterization of the groups/personas defined

9

	Actual Values	Wanted Values	Best Periods in Sporting CP history	Sports Icons
ISA	<ul style="list-style-type: none"> <li>Eclectic</li> <li>In rupture</li> <li>Believer</li> </ul>	<ul style="list-style-type: none"> <li>Winning</li> <li>Transparency</li> <li>Club as an example</li> <li>Eclectic</li> </ul>	<ul style="list-style-type: none"> <li>5 Violins</li> <li>1999 – 2002</li> <li>75-82 (Football, Roller Skating, Joaquim Agostinho, Athletics)</li> </ul>	<ul style="list-style-type: none"> <li>Carlos Lopes</li> <li>Cristiano Ronaldo</li> </ul>
HIY	<ul style="list-style-type: none"> <li>Resilient</li> <li>Fighter</li> </ul>	<ul style="list-style-type: none"> <li>Winning</li> <li>Ethic</li> <li>Determination</li> </ul>	<ul style="list-style-type: none"> <li>5 Violins</li> <li>1999 – 2002</li> <li>Presidency of João Rocha</li> </ul>	<ul style="list-style-type: none"> <li>Joaquim Agostinho</li> <li>António Livramento</li> <li>Cristiano Ronaldo</li> <li>João Benedito</li> </ul>
IY	<ul style="list-style-type: none"> <li>In rupture</li> <li>Unstable</li> </ul>	<ul style="list-style-type: none"> <li>Winning</li> <li>United</li> <li>Dedication</li> </ul>	<ul style="list-style-type: none"> <li>UEFA CUP final</li> <li>Winning the Cup Winners' Cup</li> <li>5 Violins</li> <li>1999 - 2002</li> </ul>	<ul style="list-style-type: none"> <li>Cristiano Ronaldo</li> <li>Peyroteo</li> </ul>

10

## Characterization of an ideal profile for the leadership in Sporting CP, for each persona defined

11

	1	2	3	4	5	6	7	8	9
ISA	6,75	<b>9,13</b>	7	7,25	7	7,38	<b>8,5</b>	8	<b>8,4</b>
HIY	6,6	<b>8,8</b>	6,6	7,2	5,8	6,4	7,8	<b>9</b>	<b>8,4</b>
IY	6,43	<b>9,43</b>	7,29	6,71	7,71	<b>8,43</b>	8,14	8,29	<b>8,57</b>

Legend:

- 1 Experience of Sports management
- 2 Leadership
- 3 Business experience
- 4 Capacity to attract investment
- 5 Knowledge about football
- 6 Capacity de pacification
- 7 Capacity to enthusiasm
- 8 Internal knowledge
- 9 Capacity to aggregate

12

### **Main Conclusions**

- IY consider that communication is an “extra” capacity needed;
- The most valued competence is Leadership;
- Unanimously it is possible to point out two characteristics: leadership and aggregation;
- Only the IY consider the pacification characteristic as very important;
- Overall, the experience in Sports management is the one considered less important.

13

**Identify the strengths and weaknesses of each candidate for each of the groups**

14



João Benedito		
	Strengths	Weaknesses
ISA	<ul style="list-style-type: none"> <li>• Honest</li> <li>• Willingness</li> <li>• Truly fan of the club</li> </ul>	<ul style="list-style-type: none"> <li>• Inexperienced</li> </ul>
HIY	<ul style="list-style-type: none"> <li>• Willingness</li> <li>• Truly fan of the club</li> <li>• Winning Spirit</li> <li>• Leadership</li> </ul>	<ul style="list-style-type: none"> <li>• Weakness at the financial level</li> </ul>
IY	<ul style="list-style-type: none"> <li>• Willingness</li> <li>• Truly fan of the club</li> <li>• Transparent</li> </ul>	<ul style="list-style-type: none"> <li>• Inexperienced</li> </ul>

General point of view:

- **Strengths:** Willingness and Truly fan of the club
- **Weaknesses:** Inexperiente

15

José Maria Ricciardi		
	Strengths	Weaknesses
ISA	<ul style="list-style-type: none"> <li>• Experienced</li> <li>• Experience in Finance</li> <li>• Management knowledge</li> </ul>	<ul style="list-style-type: none"> <li>• Doubtful</li> </ul>
HIY	<ul style="list-style-type: none"> <li>• Experience in Finance</li> <li>• Able to get investment</li> </ul>	<ul style="list-style-type: none"> <li>• Doubtful</li> <li>• Arrogant</li> </ul>
IY	<ul style="list-style-type: none"> <li>• Experience in Finance</li> </ul>	<ul style="list-style-type: none"> <li>• Arrogant</li> <li>• Doubtful</li> </ul>

General point of view:

- **Strengths:** Experience in Finance
- **Weaknesses:** Doubtful

16

Frederico Varandas		
	Strengths	Weaknesses
ISA	<ul style="list-style-type: none"> <li>• Brave</li> <li>• Dedicated</li> <li>• Seriedade/Competência</li> </ul>	<ul style="list-style-type: none"> <li>• Bad communication</li> </ul>
HIY	<ul style="list-style-type: none"> <li>• Football Knowledge</li> <li>• Internal knowledge</li> </ul>	<ul style="list-style-type: none"> <li>• Doubtful</li> </ul>
IY	<ul style="list-style-type: none"> <li>• Internal knowledge</li> <li>• Brave</li> </ul>	

General point of view:

- **Strengths:** Coragem e conhecimento do clube

17

**What message/content would you transmit as the person responsible for the campaign of each of the three main candidates, for each of the identified groups?**

18

João Benedito		
Target	Message	When?
All	<ul style="list-style-type: none"> <li>Highlight willingness and show that can be a great leader;</li> <li>Highlight that is candidate because of Sporting CP;</li> </ul>	<ul style="list-style-type: none"> <li>Open speech to the members</li> </ul>
ISA and IY	<ul style="list-style-type: none"> <li>Remove the focus in his age and lack of experience</li> </ul>	<ul style="list-style-type: none"> <li>Debates or interviews</li> </ul>
HIY	<ul style="list-style-type: none"> <li>Show the capabilities of all his team, with a special focus on the financial part.</li> </ul>	<ul style="list-style-type: none"> <li>Interviews and debates that include team members</li> </ul>

19

José Maria Ricciardi		
Target	Message	When?
All	<ul style="list-style-type: none"> <li>Show that his candidature goes beyond the financial part</li> </ul>	<ul style="list-style-type: none"> <li>Open speech to the members, debates and interviews</li> </ul>
All	<ul style="list-style-type: none"> <li>Show that is honest and pretends the best for Sporting CP</li> </ul>	<ul style="list-style-type: none"> <li>Open speech to the members</li> </ul>
All	<ul style="list-style-type: none"> <li>Show that has a unique leadership, needed for the moment of the club</li> </ul>	<ul style="list-style-type: none"> <li>Debates and interviews</li> </ul>

20

Frederico Varandas		
Target	Message	When?
All	<ul style="list-style-type: none"> <li>Highlight the bravery needed for this moment of the club</li> </ul>	<ul style="list-style-type: none"> <li>Open speech to the members</li> </ul>
HIY	<ul style="list-style-type: none"> <li>Show that is honest and pretends the best for Sporting CP;</li> <li>Highlight that is the candidate with more internal knowledge of the club</li> </ul>	<ul style="list-style-type: none"> <li>Open speech to the members</li> </ul>
ISA	<ul style="list-style-type: none"> <li>Show leadership and communication abilities</li> </ul>	<ul style="list-style-type: none"> <li>Open speech to the members, debates and interviews</li> </ul>

## **2.8. Management Lessons**

In September 2018, Sporting CP was facing financial and sportive problems. All these problems arise after an historical attack against the players of the football team, and ends with the president getting fired by its own members of the club.

When analyzing and working with football, it is very important to never forget the specifications of this industry. Mainly, because fans have an irrational passion that drives into high levels of loyalty with the clubs.

As the fans are what sustains the club, they should always be on top of mind of the leader. And of course when going for elections in this context, the most important thing to do is to really understand the concerns and values of the supporters. In order to better know your supporters, the group segmentation by levels of involvement is essential.

Aligned with this, a candidate should always try to constantly receive feedback from the various groups so he/she can adapt the message to the supporters. This qualitative feedback is essential to let the candidates during the campaigns reinforce their strengths and refute their weaknesses.

This case study allows students to study a very interesting market, the sports consumers. This is a very specific market, that for marketers is very attractive, mainly due to the passion inherent to sports. With the study of this market, it is possible to have a proper segmentation of the consumers.

This segmentation will allow to the candidate and his team to better define a campaign strategy. That is to say, a proper segmentation of the sports consumers will let the candidate focus on the ones that are achievable to him/her. This segmentation is completed by the positioning of the candidate, especially using criteria of the values and characteristics of the him/her.

Even though, the supporters always want to win, what they perceive for a board president is more related to the ethical values of the club. As mainly they pretend someone to defend the club in every situation and that the club is “honest and exemplar”. Supporters will always pretend a leader that makes them be part of the club in opposition to the conquer of trophies at any cost.

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