

Influential Article Review - Frameworks of Leadership in Professional Football

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This paper examines leadership. We present insights from a highly influential paper. Here are the highlights from this paper: In recent years, models for co-creating value in a business-to-business context have often been examined with the aim of studying the strategies implemented by and among organizations for competitive and co-operative purposes. The traditional concepts of competition and co-operation between businesses have now evolved, both in terms of the sector in which the businesses operate and in terms of the type of goods they produce. Many researchers have, in recent times, investigated the determinants that can influence the way in which the model of co-opetition can be applied to the football world. Research interest lies in the features of what makes a good football. In this paper, the aim is to conduct an analysis of the rules governing the “football system”, while also looking at the determinants of the demand function within football entertainment. This entails applying to football match management the co-opetition model, a recognized model that combines competition and co-operation with the view of creating and distributing value. It can, therefore, be said that, for a spectator, watching sport is an experience of high suspense, and this suspense, in turn, depends upon the degree of uncertainty in the outcome. It follows that the rules ensuring that both these elements can be satisfied are a fertile ground for co-operation between clubs, as it is in the interest of all stakeholders to offer increasingly more attractive football, in comparison with other competing products. Our end purpose is to understand how co-opetition can be achieved within professional football. For our overseas readers, we then present the insights from this paper in Spanish, French, Portuguese, and German.

SUMMARY

- We started from the definition of co-opetition and the theoretical framework of reference elaborated by Neale, according to whom, in the sports industry, it is necessary to distinguish between economic and sports competition. In a tournament, clubs compete between each other to gain the best possible result. In an economic competition, where no team can individually satisfy the entire market demand, the football «product» realized by the clubs competes with any other product in the field of entertainment.

- In this perspective, the rules are functional if two main objectives can be achieved. These are, on the one side, to ensure a high level of entertainment by maintaining a high competitive balance and, on the other, to ensure fair play in tournaments and so create a loyal following of clients for the product.
- Within the paper, the rules are divided into two categories: administrative rules and rules of play.
- While both fall into the category of administrative-type rules, regulations concerning the distribution of revenue do not have the same objective as those relating to «financial fair play». The former are in place to maintain competitive balance, the latter to ensure that tournaments can take place regularly and on a fair basis, avoiding the possibility that financial difficulties of individual clubs can reflect on the organization of tournaments.
- Among the regulations governing the workings of the game are the rules to improve refereeing and those overseeing the organization of championships. From these regulations while the final aim is to ensure fair play in competition, there are repercussions on competitive balance. It has been shown that the introduction of technological tools can affect competitive balance indirectly, as does reducing the number of teams playing in a tournament, whether it is open or closed.
- This consideration is seen to be important when looking at the true nature of the sports product, which is different from any other entertainment-type product.
- It is well-known, in first place, that sports entertainment includes the fans or supporters, who will identify themselves with a particular team and would normally never contemplate turning their back on their favorite team because the results are not good or the ticket price does not match that of a rival team. The typical behavior of an unhappy supporter is to desert the matches and, in the rather exceptional cases when they adopt a «second» team, go for teams in a different division or different sport. It is, therefore, possible to state that partisanship and habit are two of the most distinctive features in the relationship between supporters and teams and the origin of this support is often linked, although not always, to the supporters' place of birth or where they live.

HIGHLY INFLUENTIAL ARTICLE

We used the following article as a basis of our evaluation:

Lardo, A., Trequatrini, R., Lombardi, R., & Russo, G. (2015). Co-opetition models for governing professional football. *Journal of Innovation and Entrepreneurship*, 5(1), 1–15.

This is the link to the publisher's website:

<https://innovation-entrepreneurship.springeropen.com/articles/10.1186/s13731-016-0033-0>

INTRODUCTION

In the post-industrial, knowledge-based economy of today's more developed nations, companies vary in their perspective of what constitutes value for business (Chase 1997; Del Giudice and Maggioni 2014).

Over recent years, models for co-creating value in a business-to-business context have often been examined with the purpose of studying the strategies implemented by and among organizations for competitive and co-operative purposes.

The traditional concepts of competition and co-operation between businesses have now evolved, both in terms of the sector in which the businesses operate and in terms of the type of goods they produce.

With the introduction of the concept of co-opetition (Cherington 1976; Brandenburger and Nalebuff 1996), scholars have tried to identify a theory that can go beyond the simple conventional approach at the basis of the working relationship between companies operating in the same sector.

The term co-opetition is used to explain the simultaneous relationships that foment co-operation and competition between companies, and which are the result of the complexity of the interests and objectives involved.

Over the years, this topic has been investigated from several perspectives. Several scholars have analyzed how the co-opetition model has been applied in different industries and why it is used as a business strategy (Stein 2010; Kylänen and Rusko 2011).

According to our research, however, very few studies look at how the co-opetition model can be applied to the field of professional sport.

Up to now, research on professional sport has focused mainly on the various co-opetition strategies and associated benefits (Stewart et al. 2005; Robert et al. 2009; Lorgnier and Su 2014). However, very few studies examine the methods used to implement these strategies or the workings of the co-opetition model.

Accordingly, the objective of this paper is to study how the sector of professional football operates, analyzing its governance from a co-opetition perspective to identify the tools used for implementing this model.

Interest in this research came about because of the particular features of football and, specifically, to its experiential properties and the importance, from the point of view of enjoyment, of its subjective dimension in the form of relationships and its objective dimension in the form of uncertainty in match results. The ingredients necessary to keep competition alive in the sector of professional football are, in fact, the passionate involvement of football supporters and the uncertainty of the outcome. It is clear, therefore, that these elements depend on pride in the competition and unceasing rivalry between the teams competing in a tournament.

In the light of the above, to plug the previously identified gap in literature, the research question of this paper is the following:

RQ1: What tools can be used to apply co-opetition to professional football?

To answer the research question, the paper is structured in the following way. After the introduction, the “Background” section also includes the literature review with particular reference to the role of co-opetition in professional sport. The second section contains the description of the methodology, considering the theoretical framework of reference and the context in which the research was carried out. The process in which co-opetition is applied to professional football is described in the third section. In the fourth, the discussion is presented, together with the implications deriving from the research. The fifth section contains the conclusions, the limitations of the study and the possible directions of future research.

CONCLUSION

In recent years, many scientific papers have been written about the determinants capable of influencing the demand of football entertainment. Among the most widely analyzed variables are ticket price and supporter income (Andreff 1981; Bird 1982), costs for away games (Forrest et al. 2002), availability of audio-visual means or other media (Baimbridge et al. 1996), other sports events, club age, percentage of manual and non-manual workers employed in a town (Dobson and Goddard 1995), the promotion and relegation system (Simmons 1996), the entertainment level (Andreff and Nys 1986) and in terms of comfortable and adequate sports infrastructure, home advantage (Forrest and Simmons 2002) and unemployment rates in a certain geographical area.

No analysis of the regulations governing the football system can ignore the determinants of the demand function of football entertainment, building on the study of the nature of this resource and the needs that are satisfied by enjoying this kind of entertainment.

It has been revealed that football entertainment can be defined as an experiential resource and its enjoyment is linked to the social dimension of relationships and the objective aspect of uncertainty about the outcome of the competition.

Although some scholars (Andreff and Raballand 2011) have cast doubt on the relationship between competitive balance and the reason why supporters attend a football event, we believe that supporters are still strongly attracted by the intensity of the drama they are watching, which depends, in great measure, on the level of competition and the uncertainty of the results: all variables that can be summarized under the concept of “quality of the game”.

It follows that an effective football system governance, in its entirety, cannot exclude the use of regulatory tools, covering the game of the administrative side of the clubs, whose purpose is precisely to increase balance in competitions.

The implication is to apply the co-opetition model to the management of football competitions. This model, as said previously, combines competition and co-operation with the function of creating and distributing value.

According to this approach, clubs have a central role in elaborating regulations, both in the name of a process to increase the value created and in consideration of the fact that, subsequently, they could gain a greater part of this value in virtue of a more intense competition.

In this paper, the objective is to identify the possible ways and means to apply a co-opetition model, also highlighting the importance of lobbying activity carried out by professional football clubs.

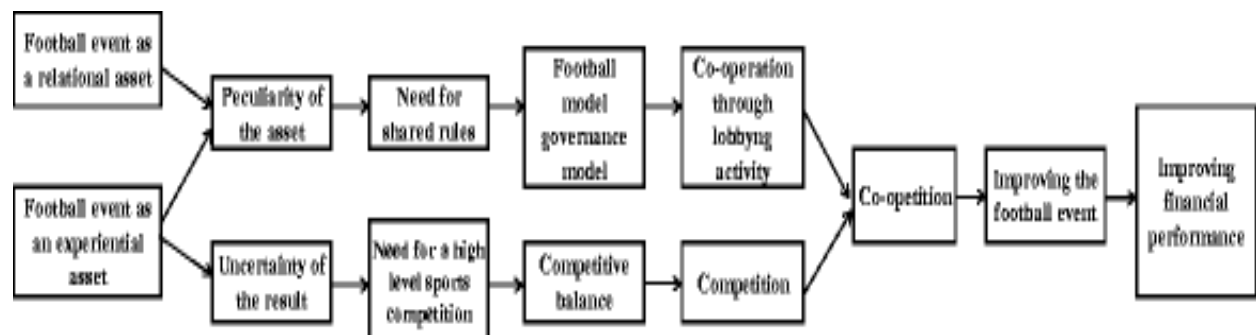
Future research can be carried out to examine empirically the impact of regulations already in place on competitive balance and, also, to see whether it makes sense introducing to football regulations in other professional sports, which relate to technological tools for helping referees and maximum salary thresholds for athletes.

APPENDIX

**FIGURE 1
RESEARCH FRAMEWORK**



**FIGURE 2
CO-OPETITION MODEL SPECIFICS IN PROFESSIONAL FOOTBALL**



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TRANSLATED VERSION: SPANISH

Below is a rough translation of the insights presented above. This was done to give a general understanding of the ideas presented in the paper. Please excuse any grammatical mistakes and do not hold the original authors responsible for these mistakes.

VERSION TRADUCIDA: ESPAÑOL

A continuación se muestra una traducción aproximada de las ideas presentadas anteriormente. Esto se hizo para dar una comprensión general de las ideas presentadas en el documento. Por favor, disculpe cualquier error gramatical y no responsabilite a los autores originales de estos errores.

INTRODUCCIÓN

En la economía post-industrial basada en el conocimiento de las naciones más desarrolladas de hoy, las empresas varían en su perspectiva de lo que constituye valor para los negocios (Chase 1997; Del Giudice y Maggioni 2014).

En los últimos años, los modelos de co-creación de valor en un contexto de negocio a negocio se han examinado a menudo con el propósito de estudiar las estrategias implementadas por y entre las organizaciones con fines competitivos y cooperativos.

Los conceptos tradicionales de competencia y cooperación entre empresas han evolucionado, tanto en términos del sector en el que operan las empresas como en cuanto al tipo de bienes que producen.

Con la introducción del concepto de co-otición (Cherington 1976; Brandenburger y Nalebuff 1996), los estudiosos han tratado de identificar una teoría que puede ir más allá del enfoque convencional simple en la base de la relación de trabajo entre las empresas que operan en el mismo sector.

El término cooperación se utiliza para explicar las relaciones simultáneas que fomentan la cooperación y la competencia entre empresas, y que son el resultado de la complejidad de los intereses y objetivos involucrados.

A lo largo de los años, este tema ha sido investigado desde varias perspectivas. Varios estudiosos han analizado cómo se ha aplicado el modelo de cooperación en diferentes industrias y por qué se utiliza como estrategia de negocio (Stein 2010; Kyl-nen y Rusko 2011).

Según nuestra investigación, sin embargo, muy pocos estudios analizan cómo el modelo de cooperación se puede aplicar al campo del deporte profesional.

Hasta ahora, la investigación sobre el deporte profesional se ha centrado principalmente en las diversas estrategias de cooperación y beneficios asociados (Stewart et al. 2005; 2009; Lorgnier y Su 2014). Sin embargo, muy pocos estudios examinan los métodos utilizados para implementar estas estrategias o el funcionamiento del modelo de cooperación.

En consecuencia, el objetivo de este trabajo es estudiar cómo funciona el sector del fútbol profesional, analizando su gobernanza desde una perspectiva de cooperación para identificar las herramientas utilizadas para implementar este modelo.

El interés en esta investigación se produjo por las particularidades del fútbol y, en concreto, por sus propiedades experienciales y la importancia, desde el punto de vista del disfrute, de su dimensión subjetiva en forma de relaciones y su dimensión objetiva en forma de incertidumbre en los resultados del partido. Los ingredientes necesarios para mantener vivan la competición en el sector del fútbol profesional son, de hecho, la apasionada participación de los aficionados al fútbol y la incertidumbre del resultado. Por lo tanto, está claro que estos elementos dependen del orgullo de la competición y de la rivalidad incesante entre los equipos que compiten en un torneo.

A la luz de lo anterior, para tapan la brecha previamente identificada en la literatura, la cuestión de la investigación de este documento es la siguiente:

RQ1: ¿Qué herramientas se pueden utilizar para aplicar la cooperación al fútbol profesional?

Para responder a la pregunta de investigación, el documento se estructura de la siguiente manera. Después de la introducción, la sección "Fondo" también incluye la revisión de la literatura con especial referencia al papel de la cooperación en el deporte profesional. La segunda sección contiene la descripción de la metodología, teniendo en cuenta el marco teórico de referencia y el contexto en el que se llevó a cabo la investigación. El proceso en el que se aplica la cooperación al fútbol profesional se describe en la tercera sección. En el cuarto, se presenta el debate, junto con las implicaciones derivadas de la investigación. La quinta sección contiene las conclusiones, las limitaciones del estudio y las posibles direcciones de la investigación futura.

CONCLUSIÓN

En los últimos años, se han escrito muchos artículos científicos sobre los determinantes capaces de influir en la demanda del entretenimiento futbolbol y el fútbol. Entre las variables más analizadas se encuentran el precio de las entradas y los ingresos de los aficionados (Andreff 1981; Bird 1982), costos para los juegos de fuera (Forrest et al. 2002), disponibilidad de medios audiovisuales u otros medios (Baimbridge et al. 1996), otros eventos deportivos, edad del club, porcentaje de trabajadores manuales y no manuales empleados en una ciudad (Dobson y Goddard 1995), el sistema de promoción y descenso (Simmons 1996), el nivel de entretenimiento (Andreff y Nys 1986) y en términos de infraestructura deportiva cómoda y adecuada (Simmons 1996), el nivel de entretenimiento (Andreff y Nys 1986) y en términos de infraestructura deportiva cómoda y adecuada (Simmons 1996), el nivel de entretenimiento (Andreff y Nys 1986) y en términos de infraestructura deportiva cómoda y adecuada (Simmons 1996), el

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Ningún análisis de las regulaciones que rigen el sistema de fútbol puede ignorar los determinantes de la función de demanda del entretenimiento futbolístico, basándose en el estudio de la naturaleza de este recurso y las necesidades que se satisfacen disfrutando de este tipo de entretenimiento.

Se ha revelado que el entretenimiento futbolístico puede definirse como un recurso experiencial y su disfrute está vinculado a la dimensión social de las relaciones y al aspecto objetivo de la incertidumbre sobre el resultado de la competición.

Aunque algunos estudiosos (Andreff y Raballand 2011) han puesto en duda la relación entre el equilibrio competitivo y la razón por la que los aficionados asisten a un evento de fútbol, creemos que los aficionados siguen fuertemente atraídos por la intensidad del drama que están viendo, que depende, en gran medida, del nivel de competencia y la incertidumbre de los resultados: todas las variables que se pueden resumir bajo el concepto de "calidad del juego".

De ello se deduce que una gobernanza eficaz del sistema de fútbol, en su totalidad, no puede excluir el uso de herramientas reglamentarias, que cubran el juego de la parte administrativa de los clubes, cuyo objetivo es precisamente aumentar el equilibrio de las competiciones.

La implicación es aplicar el modelo de cooperación a la gestión de las competiciones de fútbol. Este modelo, ha dicho anteriormente, combina competencia y cooperación con la función de crear y distribuir valor.

De acuerdo con este enfoque, los clubes tienen un papel central en la elaboración de reglamentos, tanto en nombre de un proceso para aumentar el valor creado como en la consideración del hecho de que, posteriormente, podrían obtener una mayor parte de este valor en virtud de una competencia más intensa.

En este documento, el objetivo es identificar las posibles formas y medios de aplicar un modelo de cooperación, destacando también la importancia de la actividad de cabildeo llevada a cabo por los clubes de fútbol profesionales.

Se pueden realizar investigaciones futuras para examinar empíricamente el impacto de las regulaciones ya establecidas en el equilibrio competitivo y, también, para ver si tiene sentido introducir en el fútbol regulaciones en otros deportes profesionales, que se refieren a herramientas tecnológicas para ayudar a los árbitros y umbrales salariales máximos para los atletas.

TRANSLATED VERSION: FRENCH

Below is a rough translation of the insights presented above. This was done to give a general understanding of the ideas presented in the paper. Please excuse any grammatical mistakes and do not hold the original authors responsible for these mistakes.

VERSION TRADUITE: FRANÇAIS

Voici une traduction approximative des idées présentées ci-dessus. Cela a été fait pour donner une compréhension générale des idées présentées dans le document. Veuillez excuser toutes les erreurs grammaticales et ne pas tenir les auteurs originaux responsables de ces erreurs.

INTRODUCTION

Dans l'économie postindustrielle et fondée sur le savoir des pays les plus développés d'aujourd'hui, les entreprises ont une perspective différente de ce qui constitue une valeur pour les entreprises (Chase, 1997 ; Del Giudice et Maggioni 2014).

Au cours des dernières années, les modèles de création de valeur coopérative dans un contexte d'entreprise à entreprise ont souvent été examinés dans le but d'étudier les stratégies mises en œuvre par et entre les organisations à des fins concurrentielles et coopératives.

Les concepts traditionnels de concurrence et de coopération entre les entreprises ont maintenant évolué, tant en ce qui concerne le secteur dans lequel les entreprises exercent leurs activités que le type de biens qu'elles produisent.

Avec l'introduction du concept de co-opétition (Cherington, 1976 ; Brandenburger et Nalebuff, 1996), les chercheurs ont essayé d'identifier une théorie qui peut aller au-delà de la simple approche conventionnelle à la base de la relation de travail entre les entreprises opérant dans le même secteur.

Le terme co-opétition est utilisé pour expliquer les relations simultanées qui fomentent la coopération et la concurrence entre les entreprises, et qui sont le résultat de la complexité des intérêts et des objectifs en jeu.

Au fil des ans, ce sujet a fait l'objet d'études à plusieurs égards. Plusieurs chercheurs ont analysé comment le modèle de co-opétition a été appliqué dans différentes industries et pourquoi il est employé comme stratégie d'affaires (Stein 2010 ; Kylänen et Rusko 2011).

Selon nos recherches, cependant, très peu d'études examinent comment le modèle de co-opétition peut être appliqué au domaine du sport professionnel.

Jusqu'à maintenant, la recherche sur le sport professionnel s'est concentrée principalement sur les diverses stratégies de co-opétition et les avantages connexes (Stewart et coll., 2005 ; Robert et coll. 2009 ; Lorgnier et Su 2014). Cependant, très peu d'études examinent les méthodes utilisées pour mettre en œuvre ces stratégies ou le fonctionnement du modèle de co-opétition.

Par conséquent, l'objectif de ce document est d'étudier le fonctionnement du secteur du football professionnel, en analysant sa gouvernance du point de vue de la co-opétition afin d'identifier les outils utilisés pour la mise en œuvre de ce modèle.

L'intérêt pour cette recherche est venu en raison des caractéristiques particulières du football et, plus précisément, de ses propriétés expérientielles et de l'importance, du point de vue de la jouissance, de sa dimension subjective sous forme de relations et de sa dimension objective sous la forme d'incertitude s'agissant des résultats du match. Les ingrédients nécessaires pour maintenir la concurrence vivante dans le secteur du football professionnel sont, en fait, l'implication passionnée des supporters de football et l'incertitude du résultat. Il est donc clair que ces éléments dépendent de la fierté de la compétition et de la rivalité sans fin entre les équipes participant à un tournoi.

À la lumière de ce qui précède, pour combler l'écart précédemment identifié dans la littérature, la question de recherche de cet article est la suivante :

RQ1 : Quels outils peuvent être utilisés pour appliquer la co-opétition au football professionnel ?

Pour répondre à la question de recherche, l'article est structuré de la manière suivante. Après l'introduction, la section « Contexte » comprend également l'examen de la littérature avec une référence particulière au rôle de la co-opétition dans le sport professionnel. La deuxième section contient la description de la méthodologie, compte tenu du cadre théorique de référence et du contexte dans lequel la recherche a été menée. Le processus dans lequel la co-opétition est appliquée au football professionnel est décrit dans la troisième section. Dans le quatrième cas, la discussion est présentée, ainsi que les implications découlant de la recherche. La cinquième section contient les conclusions, les limites de l'étude et les orientations possibles de la recherche future.

CONCLUSION

Ces dernières années, de nombreux articles scientifiques ont été écrits sur les déterminants capables d'influencer la demande de divertissement de football. Parmi les variables les plus analysées figurent le prix des billets et le revenu des partisans (Andreff, 1981; Bird, 1982), les coûts des matchs à l'extérieur (Forrest et coll. 2002), la disponibilité de moyens audiovisuels ou d'autres médias (Baimbridge et coll., 1996), d'autres événements sportifs, l'âge du club, le pourcentage de travailleurs manuels et non manuels employés dans une ville (Dobson et Goddard, 1995), le système de promotion et de relégation (Simmons,

1996), le niveau de divertissement (Andreff et Nys, 1986) et en termes d'infrastructure sportive confortable et adéquate, l'avantage à domicile (Forrest et Simmons, 2002) et les taux de chômage dans une certaine zone géographique.

Aucune analyse des règlements régissant le système de football ne peut ignorer les déterminants de la fonction de la demande de divertissement de football, en s'inscrivant de l'étude de la nature de cette ressource et les besoins qui sont satisfaits en appréciant ce genre de divertissement.

Il a été révélé que le divertissement footballistique peut être défini comme une ressource expérientielle et sa jouissance est liée à la dimension sociale des relations et à l'aspect objectif de l'incertitude quant à l'issue de la compétition.

Bien que certains chercheurs (Andreff et Raballand 2011) aient jeté le doute sur la relation entre l'équilibre concurrentiel et la raison pour laquelle les supporters assistent à un événement footballistique, nous pensons que les supporters sont toujours fortement attirés par l'intensité du drame qu'ils regardent, qui dépend, dans une large mesure, du niveau de compétition et de l'incertitude des résultats : autant de variables qui peuvent être résumées sous le concept de « qualité du jeu ».

Il s'ensuit qu'une gouvernance efficace du système de football, dans son ensemble, ne peut exclure l'utilisation d'outils réglementaires couvrant le jeu du côté administratif des clubs, dont le but est précisément d'accroître l'équilibre dans les compétitions.

L'implication est d'appliquer le modèle de co-opétition à la gestion des compétitions de football. Ce modèle, a-t-on dit précédemment, combine la concurrence et la coopération avec la fonction de création et de distribution de valeur.

Selon cette approche, les clubs ont un rôle central à jouer dans l'élaboration des règlements, tant au nom d'un processus d'augmentation de la valeur créée qu'en tenant compte du fait que, par la suite, ils pourraient gagner une plus grande partie de cette valeur en raison d'une concurrence plus intense.

Dans ce document, l'objectif est d'identifier les moyens possibles d'appliquer un modèle de co-opétition, soulignant également l'importance de l'activité de lobbying menée par les clubs de football professionnels.

Des recherches futures peuvent être menées pour examiner empiriquement l'impact des réglementations déjà en place sur l'équilibre concurrentiel et, aussi, pour voir s'il est logique d'introduire dans les règlements du football dans d'autres sports professionnels, qui se rapportent à des outils technologiques pour aider les arbitres et des seuils salariaux maximaux pour les athlètes.

TRANSLATED VERSION: GERMAN

Below is a rough translation of the insights presented above. This was done to give a general understanding of the ideas presented in the paper. Please excuse any grammatical mistakes and do not hold the original authors responsible for these mistakes.

ÜBERSETZTE VERSION: DEUTSCH

Hier ist eine ungefähre Übersetzung der oben vorgestellten Ideen. Dies wurde getan, um ein allgemeines Verständnis der in dem Dokument vorgestellten Ideen zu vermitteln. Bitte entschuldigen Sie alle grammatikalischen Fehler und machen Sie die ursprünglichen Autoren nicht für diese Fehler verantwortlich.

EINLEITUNG

In der postindustriellen, wissensbasierten Wirtschaft der heutigen stärker entwickelten Länder unterscheiden sich die Unternehmen in ihrer Perspektive dessen, was wertfür die Wirtschaft ist (Chase 1997; Del Giudice und Maggioni 2014).

In den letzten Jahren wurden Modelle zur Ko-Wertschöpfung in einem Business-to-Business-Kontext häufig mit dem Ziel untersucht, die von und zwischen Organisationen für Wettbewerbs- und Kooperationszwecke umgesetzten Strategien zu untersuchen.

Die traditionellen Konzepte des Wettbewerbs und der Zusammenarbeit zwischen den Unternehmen haben sich inzwischen weiterentwickelt, sowohl in Bezug auf den Sektor, in dem die Unternehmen tätig sind, als auch in Bezug auf die Art der von ihnen produzierten Waren.

Mit der Einführung des Konzepts der Ko-Opetition (Cherington 1976; Brandenburger und Nalebuff 1996) haben Wissenschaftler versucht, eine Theorie zu identifizieren, die über den einfachen konventionellen Ansatz hinausgeht, der auf der Grundlage der Arbeitsbeziehung zwischen Unternehmen, die in der gleichen Branche tätig sind, entsteht.

Der Begriff Ko-Petition wird verwendet, um die gleichzeitigen Beziehungen zu erklären, die die Zusammenarbeit und den Wettbewerb zwischen Unternehmen fördern und die das Ergebnis der Komplexität der damit verbundenen Interessen und Ziele sind.

Im Laufe der Jahre wurde dieses Thema aus verschiedenen Perspektiven untersucht. Mehrere Wissenschaftler haben analysiert, wie das Co-Opetitionsmodell in verschiedenen Branchen angewendet wurde und warum es als Geschäftsstrategie verwendet wird (Stein 2010; Kylänen und Rusko 2011).

Nach unseren Untersuchungen untersuchen jedoch nur sehr wenige Studien, wie das Co-To-Petitionsmodell auf den Bereich des Profisports angewendet werden kann.

Bisher konzentrierte sich die Forschung im Profisport hauptsächlich auf die verschiedenen Ko-To-Petitionsstrategien und die damit verbundenen Vorteile (Stewart et al. 2005; Robert et al. 2009; Lorgnier und Su 2014). In nur sehr wenigen Studien werden jedoch die Methoden zur Umsetzung dieser Strategien oder die Funktionsweise des Ko-Petitionsmodells untersucht.

Dementsprechend besteht das Ziel dieses Papiers darin, die Funktionsweise des Sektors des Profifußballs zu untersuchen und seine Governance aus einer Ko-Opetitionsperspektive zu analysieren, um die Instrumente zu identifizieren, die für die Umsetzung dieses Modells verwendet werden.

Das Interesse an dieser Forschung entstand aufgrund der Besonderheiten des Fußballs und insbesondere seiner Erfahrungseigenschaften und der Bedeutung seiner subjektiven Dimension in Form von Beziehungen und seiner objektiven Dimension in Form von Ungewissheit in Spielergebnissen unter dem Gesichtspunkt des Genusses. Die Zutaten, die notwendig sind, um den Wettbewerb im Bereich des Profifußballs am Leben zu erhalten, sind in der Tat die leidenschaftliche Beteiligung der Fußballfans und die Ungewissheit über das Ergebnis. Es ist daher klar, dass diese Elemente von stolz auf den Wettbewerb und unaufhörliche Rivalität zwischen den Teams, die in einem Turnier konkurrieren abhängen.

Vor diesem Hintergrund, um die zuvor identifizierte Lücke in der Literatur zu schließen, ist die Forschungsfrage dieses Papiers die folgende:

RQ1: Mit welchen Werkzeugen kann man Co-Opetition auf den Profifußball anwenden?

Um die Forschungsfrage zu beantworten, ist das Papier wie folgt strukturiert. Nach der Einführung enthält der Abschnitt "Hintergrund" auch die Literaturrezension mit besonderem Bezug auf die Rolle der Co-Opetition im Profisport. Der zweite Abschnitt enthält die Beschreibung der Methodik unter Berücksichtigung des theoretischen Bezugsrahmens und des Kontexts, in dem die Forschung durchgeführt wurde. Das Verfahren, in dem die Ko-Petition auf den Profifußball angewendet wird, wird im dritten Abschnitt beschrieben. In der vierten wird die Diskussion vorgestellt, zusammen mit den Auswirkungen, die sich aus der Forschung ergeben. Der fünfte Abschnitt enthält die Schlussfolgerungen, die Grenzen der Studie und die möglichen Richtungen zukünftiger Forschung.

SCHLUSSFOLGERUNG

In den letzten Jahren wurden viele wissenschaftliche Arbeiten über die Determinanten geschrieben, die die Nachfrage nach Fußballunterhaltung beeinflussen können. Zu den am häufigsten analysierten Variablen gehören Ticketpreis und Unterstützereinkommen (Andreff 1981; Bird 1982), Kosten für Auswärtsspiele (Forrest et al. 2002), Verfügbarkeit audiovisueller Mittel oder anderer Medien (Baimbridge et al. 1996), sonstige Sportveranstaltungen, Vereinsalter, Prozentsatz der in einer Stadt beschäftigten manuellen und

nichtmanuellen Arbeiter (Dobson und Goddard 1995), das Aufstiegs- und Abstiegssystem (Simmons 1996), die Unterhaltungsstufe (Andreff und Nys 1986) und in Bezug auf eine komfortable und angemessene Sportinfrastruktur, Heimvorteil (Forrest und Simmons 2002) und Arbeitslosenquoten in einem bestimmten geografischen Gebiet.

Keine Analyse der Vorschriften für das Fußballsystem kann die Determinanten der Nachfragefunktion der Fußballunterhaltung ignorieren, aufbauend auf der Untersuchung der Natur dieser Ressource und der Bedürfnisse, die durch den Genuss dieser Art von Unterhaltung befriedigt werden.

Es hat sich gezeigt, dass Fußballunterhaltung als Erfahrungsressource definiert werden kann und ihr Genuss mit der sozialen Dimension von Beziehungen und dem objektiven Aspekt der Ungewissheit über den Ausgang des Wettbewerbs verbunden ist.

Obwohl einige Gelehrte (Andreff und Raballand 2011) Zweifel an dem Verhältnis zwischen Wettbewerbsgleichgewicht und dem Grund, warum Fans an einer Fußballveranstaltung teilnehmen, in Zweifel gezogen haben, glauben wir, dass die Fans immer noch stark von der Intensität des Dramas angezogen sind, das sie beobachten, was in hohem Maße vom Niveau des Wettbewerbs und der Ungewissheit der Ergebnisse abhängt: alle Variablen, die unter dem Konzept der "Qualität des Spiels" zusammengefasst werden können.

Daraus folgt, dass eine effektive Governance des Fußballsystems in ihrer Gesamtheit nicht den Einsatz von Regulierungsinstrumenten ausschließen kann, die das Spiel der administrativen Seite der Vereine abdecken, deren Zweck gerade darin besteht, das Gleichgewicht bei den Wettbewerben zu erhöhen.

Die Folge ist die Anwendung des Ko-Petitionsmodells auf die Verwaltung von Fußballwettbewerben. Dieses Modell, so hat es bereits gesagt, verbindet Wettbewerb und Zusammenarbeit mit der Funktion, Werte zu schaffen und zu verteilen.

Nach diesem Ansatz spielen die Vereine eine zentrale Rolle bei der Ausarbeitung von Vorschriften, sowohl im Namen eines Prozesses zur Erhöhung des geschaffenen Wertes als auch unter Berücksichtigung der Tatsache, dass sie in der Folge aufgrund eines intensiveren Wettbewerbs einen größeren Teil dieses Wertes erlangen könnten.

In diesem Papier sollen die Möglichkeiten und Mittel zur Anwendung eines Ko-Petitionsmodells ermittelt und die Bedeutung der Lobbyarbeit von Profifußballvereinen hervorgehoben werden.

Zukünftige Forschungen können durchgeführt werden, um empirisch die Auswirkungen bereits bestehender Vorschriften auf das Wettbewerbsgleichgewicht zu untersuchen und auch zu prüfen, ob es sinnvoll ist, Fußballvorschriften in anderen Profisportarten einzuführen, die sich auf technologische Instrumente zur Unterstützung von Schiedsrichtern und maximale Gehaltsschwellen für Sportler beziehen.

TRANSLATED VERSION: PORTUGUESE

Below is a rough translation of the insights presented above. This was done to give a general understanding of the ideas presented in the paper. Please excuse any grammatical mistakes and do not hold the original authors responsible for these mistakes.

VERSÃO TRADUZIDA: PORTUGUÊS

Aqui está uma tradução aproximada das ideias acima apresentadas. Isto foi feito para dar uma compreensão geral das ideias apresentadas no documento. Por favor, desculpe todos os erros gramaticais e não responsabilize os autores originais responsáveis por estes erros.

INTRODUÇÃO

Na economia pós-industrial, baseada no conhecimento das nações mais desenvolvidas de hoje, as empresas variam em sua perspectiva do que constitui valor para os negócios (Chase 1997; Del Giudice e Maggioni 2014).

Nos últimos anos, modelos de cocriação de valor em um contexto de negócios para negócios têm sido frequentemente examinados com o objetivo de estudar as estratégias implementadas por e entre as organizações para fins competitivos e cooperativos.

Os conceitos tradicionais de concorrência e cooperação entre as empresas evoluíram agora, tanto em termos do setor em que as empresas operam quanto em termos do tipo de bens que produzem.

Com a introdução do conceito de co-opetition (Cherington 1976; Brandenburger e Nalebuff 1996, estudiosos, tentaram identificar uma teoria que pode ir além da simples abordagem convencional com base na relação de trabalho entre as empresas que operam no mesmo setor.

O termo co-opetition é usado para explicar as relações simultâneas que fomentam a cooperação e a concorrência entre as empresas, e que são resultado da complexidade dos interesses e objetivos envolvidos.

Ao longo dos anos, esse tema tem sido investigado de diversas perspectivas. Vários estudiosos analisaram como o modelo de co-opetition tem sido aplicado em diferentes indústrias e por que ele é usado como estratégia de negócios (Stein 2010; Kylänen e Rusko 2011).

De acordo com nossa pesquisa, no entanto, pouquíssimos estudos analisam como o modelo de co-opetition pode ser aplicado à área do esporte profissional.

Até agora, a pesquisa sobre esporte profissional tem focado principalmente nas diversas estratégias de co-opetition e benefícios associados (Stewart et al. 2005; Robert et al. 2009; Lorgnier e Su 2014). No entanto, pouquíssimos estudos examinam os métodos utilizados para implementar essas estratégias ou o funcionamento do modelo de co-opetition.

Nesse caso, o objetivo deste artigo é estudar como funciona o setor do futebol profissional, analisando sua governança sob uma perspectiva de co-opetition para identificar as ferramentas utilizadas para a implementação desse modelo.

O interesse por esta pesquisa surgiu devido às características particulares do futebol e, especificamente, às suas propriedades experienciais e à importância, do ponto de vista do gozo, de sua dimensão subjetiva na forma de relacionamentos e sua dimensão objetiva na forma de incerteza nos resultados das partidas. Os ingredientes necessários para manter a concorrência viva no setor do futebol profissional são, de fato, o envolvimento apaixonado dos torcedores de futebol e a incerteza do resultado. É claro, portanto, que esses elementos dependem do orgulho da competição e da rivalidade incessante entre as equipes que competem em um torneio.

À luz do exposto, para tapar a lacuna previamente identificada na literatura, a questão da pesquisa deste artigo é a seguinte:

RQ1: Quais ferramentas podem ser usadas para aplicar a co-opetition ao futebol profissional?

Para responder à pergunta da pesquisa, o trabalho é estruturado da seguinte forma. Após a introdução, a seção "Fundo" também inclui a revisão da literatura com especial referência ao papel da co-opetition no esporte profissional. A segunda seção contém a descrição da metodologia, considerando o referencial teórico e o contexto em que a pesquisa foi realizada. O processo em que a co-opetition é aplicada ao futebol profissional é descrito na terceira seção. Na quarta, a discussão é apresentada, juntamente com as implicações decorrentes da pesquisa. A quinta seção contém as conclusões, as limitações do estudo e as possíveis direções de futuras pesquisas.

CONCLUSÃO

Nos últimos anos, muitos artigos científicos foram escritos sobre os determinantes capazes de influenciar a demanda do entretenimento do futebol. Entre as variáveis mais analisadas estão o preço do ingresso e a renda do torcedor (Andreff 1981; Bird 1982), custos para jogos fora de casa (Forrest et al. 2002), disponibilidade de meios audiovisuais ou outras mídias (Baimbridge et al. 1996), outros eventos esportivos, idade do clube, porcentagem de trabalhadores manuais e não manuais empregados em uma cidade (Dobson e Goddard 1995), o sistema de promoção e rebaixamento (Simmons 1996), o nível de

entretenimento (Andreff e Nys 1986) e em termos de infraestrutura esportiva confortável e adequada , vantagem doméstica (Forrest e Simmons 2002) e taxas de desemprego em uma determinada área geográfica.

Nenhuma análise dos regulamentos que regem o sistema de futebol pode ignorar os determinantes da função de demanda do entretenimento do futebol, baseando-se no estudo da natureza deste recurso e das necessidades que estão satisfeitas por desfrutar desse tipo de entretenimento.

Foi revelado que o entretenimento do futebol pode ser definido como um recurso experiencial e seu gozo está ligado à dimensão social das relações e ao aspecto objetivo da incerteza sobre o resultado da competição.

Embora alguns estudiosos (Andreff e Raballand 2011) tenham colocado em dúvida a relação entre o equilíbrio competitivo e a razão pela qual os torcedores participam de um evento de futebol, acreditamos que os torcedores ainda são fortemente atraídos pela intensidade do drama que estão assistindo, o que depende, em grande medida, do nível de competição e da incerteza dos resultados: todas as variáveis que podem ser resumidas sob o conceito de "qualidade do jogo".

Segue-se que uma governança efetiva do sistema de futebol, em sua totalidade, não pode excluir o uso de ferramentas regulatórias, abrangendo o jogo do lado administrativo dos clubes, cujo objetivo é justamente aumentar o equilíbrio nas competições.

A implicação é aplicar o modelo de co-opetition à gestão de competições de futebol. Esse modelo, já dito anteriormente, combina concorrência e cooperação com a função de criar e distribuir valor.

De acordo com essa abordagem, os clubes têm um papel central na elaboração de regulamentos, tanto em nome de um processo para aumentar o valor criado quanto em consideração ao fato de que, posteriormente, poderiam ganhar uma parte maior desse valor em virtude de uma competição mais intensa.

Neste artigo, o objetivo é identificar as possíveis formas e meios para aplicar um modelo de co-opetition, destacando também a importância da atividade de lobby realizada pelos clubes profissionais de futebol.

Pesquisas futuras podem ser realizadas para examinar empiricamente o impacto das regulamentações já em vigor no equilíbrio competitivo e, também, para ver se faz sentido introduzir as regulamentações do futebol em outros esportes profissionais, que se relacionam com ferramentas tecnológicas para ajudar árbitros e limites salariais máximos para os atletas.