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José Mourinho, the Special One – A Glocal Phenomenon

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1. Abstract

José Mourinho, *The Special One – a Glocal Phenomenon*, addresses some unresolved issues regarding the debate on standardization/adaptation, which opened space for other alternatives, such as the glocal approach. Resorting to different types of information and considering existent theoretical contributions, the paper intends to understand how to implement this approach. Using Mourinho's career, the work shows that a manager confronted with different backgrounds is more prone to succeed if he accounts for characteristics common to all, recognizing, simultaneously, the several differences between them. The main conclusion this study yields is that the internal/external forces are vital to build a glocal approach.

Keywords:

Standardization/adaptation

Internal/external forces

Glocal approach

2. Introduction

With the growing liberalization of markets, improvements in communication and transportation, and increasing globalization, both people and firms are in need, as never before, of a well defined international marketing strategy. Therefore it is understandable that the theory over this subject has been under constant review in the last few years. The debate surrounding international marketing strategy created a polarization between those who defend standardization as the optimal solution and those who defend an adaptation strategy. Obviously, each of these theories brings plenty of benefits, but each depends on specific internal and external forces, which makes it much more difficult to state precisely if one approach is better than the other. Although there is no consensus on which is the best approach, there has been a remarkable work on developing theory over the internal and external forces which condition each firm's international marketing strategy.

To overcome this dichotomy other theories were developed, taking both of the above strategies in account. The first one is a contingency theory, which defends that the optimal international strategy ranges in a continuum between standardization and adaptation, where the decision depends on the internal and external forces of each case (Theodosiou & Leonidou, 2003). The second one is a glocal approach, a dynamic strategy which defends that the right answer to internationalization is to bet on similar needs and values, through standardization and adaption, simultaneously (Lages, forthcoming).

This work focuses precisely on the glocal approach, placing specific interest on one research question: how to define a glocal strategy? With the example of José Mourinho's case, a phenomenon of success in the football industry, the possibility to

build interesting theory on international strategy arises, due to his achievements as a manager. Being the research setting the football industry, the findings might hold significant relevance for the business world in general because this industry is extremely demanding for managers, mainly due to the constant pressure for short-term results.

This study builds on the assumption that to succeed, a manager of a team has to consider two things when outlining his overall strategy: the resemblances common to every team, such as the need for leader, the need for motivation/confidence, and the demand for a good environment; and afterwards, an ability to shape its strategy, standardizing and/or adapting, reckoning differences and any type of limitations. Because football has a worldwide impact, with vast media coverage, the paper also considers a manager's relationship with the supporters, and with the media. On the other hand, regarding the manager's ability to shape his strategy it becomes fairly clear that, even though there are some similarities, technical aspects are predominantly standardized, while human issues have a tendency to be customized.

This analysis gains particular relevance because of the intrinsic connection that can be made between a football manager and any other type of team manager. Football is a sport, but no one can deny that it is business of millions, thus, as said above, the insights drawn from this case-study can have a considerable impact on how managers deal with their teams, which can be of great importance for firms, as they can profit much more from the same input, that is increase their productivity from applying these practices.

3. Theoretical Background

3.1. Standardization vs. Adaptation

The topic of international marketing strategy has gained a lot of attention since Buzzell (1968) suggested that a standardization strategy could bring several advantages over an adaptation strategy. From then onwards, there have been several theoretical contributions, which have broadened the understanding on the subject, although the debate standardization versus adaptation remains intense. The theory presented since then has focused on two main streams of research: the internal and external forces which condition a firm's international marketing strategy; and the benefits that each strategy/approach may bring to a firm.

What are then the main differences between these two strategies? A standardization strategy is based on the assumption that globalization has shaped the world, deepening the sense of convergence and similarities between countries, mostly in terms of the consumer preferences but also of the markets themselves (Theodosiou & Leonidou, 2003). Through this strategy a firm can profit from economies of scale, build a consistent image towards its customers, and improve its planning, coordination and control of international businesses (Buzzell, 1968).

On the other hand, with an adaptation strategy, which has strong foundations on the belief that there is still a high contrast between countries, in terms of the consumer prism and of the macroeconomic environment (Theodosiou & Leonidou, 2003), it is possible for a firm to increase profits through higher sales (Lages et al, 2008), to

achieve an outstanding image locally, and to become more flexible in response to local competitors¹.

3.2. Internal/External Forces and the Contingency Theory

Regarding the internal and external forces which have impact in a firm's international marketing strategy, the literature available is extensive and, despite some contradictions, relatively clear and concise. The forces, divided into internal and external, were first proposed by Wind and Douglas (1986), but have been under constant review throughout the last couple of decades. In his paper, Jain (1989) developed a framework to understand the determinants of standardization, which were later reconsidered by Theodosiou and Leonidou (2003). According to their study, there are seven major antecedent factors which affect the international marketing strategy of a given firm: the environmental factors, the market characteristics, the customer issues, the competition-related factors, the product and industry factors, the organizational factors, and the managerial factors.

Firstly, there are the environmental factors that refer to the physical conditions of a country, to its economic, legal, sociocultural and political environment. It seems obvious that the greater the differences between two countries regarding the environmental factors, the lower the firm's level of standardization (Buzzell, 1968; Jain, 1989). Nonetheless, other studies (Katsikeas et al, 2006) contradict some assumptions of this hypothesis – economic conditions – meaning that the impact of environmental factors on a firm's international marketing strategy might not be as strong as previously expected.

¹ <http://www.eur-export.com/anglais/apptheo/marketing/comm/comadapa.htm> (accessed January 6, 2013)

Secondly, there are the market characteristics which refer to the development of the host country, measured in terms of the country's marketing infrastructures and its market size. In his paper, Buzzell (1968) proposes that similarities between both countries' marketing infrastructures lead to higher levels of standardization (Jain, 1989). However, this proposition has been questioned (Katsikeas et al, 2006) due to the lack of empirical evidence, possibly due to the conceptual approach of both Buzzell (1968) and Jain (1989). On the other hand, the country's market size appears to influence considerably a firm's international marketing strategy, that is; the larger the market, the lower the degree of standardization (Theodosiou & Leonidou, 2003).

There seems to be a consensus regarding the third factor: customer issues, which includes cultural differences, customs and traditions, preferences, and behaviour. As Jain (1989) predicted, the greater the similarities between countries, the higher the level of standardization. Subsequent works (Theodosiou & Leonidou, 2003; Katsikeas et al, 2006) proved this proposition with empirical evidence which, although scarce, strengthened the importance of this factor when outlining a firm's international marketing strategy.

Another important factor concerns competition. Regarding competition one should consider the structure, the nature and the intensity of competition in the host country (Theodosiou & Leonidou, 2003). Although the first two items seem not to influence, empirically, a firm's international marketing strategy, the latter does. In fact, the greater the intensity of competition, the higher is the degree of adaptation (Theodosiou & Leonidou, 2003). However, the similarity between the countries, in terms of competitive intensity, leads to higher levels of standardization (Katsikeas et al, 2006).

The product and industry factors take into account the nature of the product (type of product and technology orientation) and the product life cycle. Jain (1989) proposed that a standardization strategy is more likely to succeed with industrial products than with consumer products. Because Jain's work is conceptual, this proposition doesn't have the same strength as the two others, which have a strong empirical support: the greater the technology intensity, the higher is the level of standardization; and similarities between the two countries in terms of the PLC stage contribute to a higher degree of standardization (Katsikeas et al, 2006).

The organizational factors also assume a very important role on a firm's decision whether to standardize or adapt. The nationality of the headquarters, the nature of company ownership and the international experience of the company should not be overlooked when outlining a strategy (Theodosiou & Leonidou, 2003). Regarding the first topic it is difficult to establish a given relationship with standardization/adaptation; it is only possible to say that the origin of the firm might influence its international strategy (Theodosiou and Leonidou, 2003). The two other topics have an opposite effect on international strategy. The higher the level of ownership the higher the degree of standardization, and the greater the firm's international experience, the lower the degree of standardization (Theodosiou and Leonidou, 2003).

Finally, there are the managerial factors which comprise the corporate orientation and the degree of centralization of decision making (Theodosiou & Leonidou, 2003). Firms with an ethnocentric orientation are more likely to follow a standardization strategy, while firms with a polycentric orientation favour an adaptation strategy (Lages et al, 2008). Regarding the degree of centralization of decision making,

the more centralized the decision making, the higher the degree of standardization (Theodosiou & Leonidou, 2003).

Despite this extensive work on the internal and external forces, there still is no consensual position on which strategy, standardization or adaptation, is the best. Because this topic of international marketing strategies is a grey area, other perspectives have appeared to address this loophole, namely two: a contingency theory and a glocal approach. The first defends that standardization and adaptation are two ends of the same continuum and a firm's decision will lie somewhere in between, depending on the situation and on the most relevant forces (Jain, 1989; Cavusgil & Zou, 1994). Besides this, the firm should always take into account its performance in order to guarantee its decision is suitable (Jain, 1989; Cavusgil & Zou, 1994).

3.3. The Glocal Approach

The glocal approach, similarly to the contingency theory, offers a more sensible and integrative perspective than a pure standardization or a pure adaption strategy. It takes into account the increasing resemblances between countries but also the innumerable differences which still exist. It is underpinned by the assumption that we live in a “flat and spiky world” (Lages, forthcoming), therefore it is vital for a firm to have a strategy which is simultaneously global (standard) and local (adapted) – was not the word glocal a combination of both global and local. This forces the company to make a global analysis and to have a global understanding of its surrounding environment, that is, a holistic perspective of business. Basically, there has to be a constant pursuit of similarities between markets, in order to find similar needs or common values in different market segments.

Usually, it is said that to be glocal a firm has to think globally and act locally, but more accurately being glocal requires thinking and acting both globally and locally. For people and undertakings seeking a glocal strategy, it is essential to consider these four mindsets – thinking locally, acting locally, thinking globally, and acting globally – and being able to use them all, simultaneously (Lages, forthcoming). Thus, it is possible to benefit from the advantages that both strategies, standardization and adaptation, might offer.

Nevertheless, the enforcement of such strategy also implies some challenges which have to be overcome. As previously said, the concept relies on the assumption that a firm has to “explore similar needs and values around the world”², however, it is rather complicated to identify such needs. Also, it isn’t easy for a company to build such a successful strategy, that is, a strategy which gathers consensus both locally and globally (Lages, forthcoming).

4. Methodology

4.1. Research Setting

The papers developed in the last few years on the debate over standardization versus adaption have been focusing mostly on the impact of these strategies on organizations’ decisions regarding international marketing. This work proposes to go beyond these assumptions and focus on the impact of these strategies on the decisions of managers, that is, team leaders. Thus the research setting is the case-study of José Mourinho, one of the most successful football managers, with victories in Portugal, England, Italy, and Spain. In order to draw valuable insights, it is fundamental to perform a thorough analysis of Mourinho’s career, with a global perspective, but also

² <http://www.novasbe.unl.pt/en/2011-05-02-12-33-36/2011-05-02-12-33-43/417-the-importance-of-a-glocal-vision> (accessed January 6, 2013)

with a deep concern over the small details which distinguish his passage across different clubs/countries. The fact that the background is the football industry is also of great interest. Firstly, football, just as other collective sports, such as basketball (the NBA), baseball (the MLB), is nowadays seen as an important business, with worldwide impact. Secondly, it is a very demanding business for managers, because they are under constant pressure to achieve good results in the short-term. This means that the findings of this paper can be meaningful and applied with relatively easiness to business in general.

In national terms, it can be of great interest the fact that Portugal, such a small country when compared with other powers in the football industry, is able to place two nominees in the 2012 FIFA Ballon d'Or³, José Mourinho for best manager, and Cristiano Ronaldo for best player. In a management's point of view, Portugal has to be considered a case of success in the football industry, thus any study which allows a deeper understanding of this phenomenon, that should not be seen as a mere coincidence, is a helpful contribution for business.

4.2. Collecting Data

José Mourinho, due to his success in the football industry and because he manages one of the strongest brands in football⁴ – Real Madrid – is constantly mentioned in the media and because he is seen as charismatic leader, with strong motivational skills he has served as a case-study in several studies on these subjects. Therefore collecting data was based on a thorough process. I performed a profound analysis of news, documentaries, and books on José Mourinho, gathering information

³ The FIFA Ballon d'Or is an award attributed to the best player, male and female, best manager, and best goal

⁴ According to The BrandFinance® Football Brands 2012 report, Real Madrid is the 3rd most valuable Football Brand, while according to Forbes, Real Madrid is placed second in the richest clubs' top10

on matters such as: stakeholders' (players, staff, board of directors and opponents) opinions regarding the Mourinho and his management; work methods, to understand the decisions and motives on whether to standardize or adapt. The purpose of this work is to understand Mourinho as a 'product' and what turns him into such a success in different markets. Thus I also try to maintain a global perspective on the subject, that is, I also consider news from different countries in order to convey the image he has nationally and internationally, and not only from the national media, which can be more biased. Although the intent of this paper depends more on qualitative information – news, documentaries, and books – I also provide some statistical information, which can provide a complementary support to the information gathered.

5. Discussion of the Case in the light of the literature

5.1. A Glocal Manager

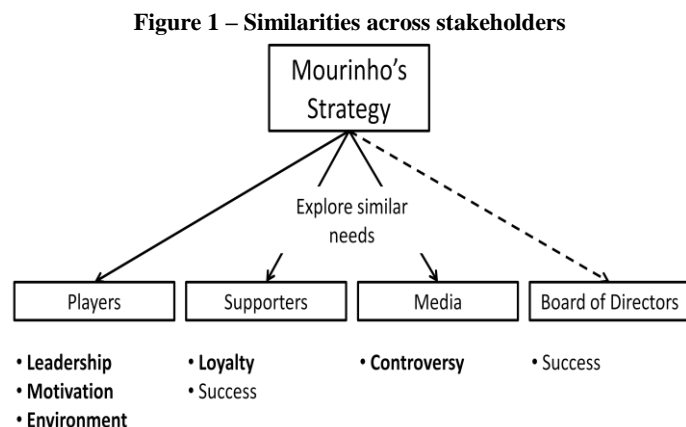
José Mourinho's career is filled with achievements – league titles, domestic and European cups, and individual awards. Yet, what turns him into a glocal manager, unlike most of his colleagues? In twelve years as a manager, he was able to win everything at a domestic level, in four different countries – Portugal, England, Italy, and Spain – which shows an impressive capacity to deal with different backgrounds. What turns Mourinho into such a successful manager, and consequently into such a desirable 'product', is this ability to explore needs and values which are common to each stakeholder in different countries (Figure 1). In order to build a stronger linkage between the theory on this subject and the empirical evidence, it is important to understand that these stakeholders – the players, the supporters, the media, and the board of directors – also represent the major constraints in Mourinho's strategy, that is, the internal and external forces. It is important to notice that the last stakeholder, the

board of directors, is not addressed in this work because its main need is success; thus it seems redundant to approach this topic.

5.1.1. Relationship with Players

Probably the utmost reason behind Mourinho’s sportive success, the relationship he holds with his players has to be analyzed in detail. Although sometimes seen as an arrogant person, it is extremely rare to see a Mourinho’s current or former player criticizing him. Instead, they usually leave several praises to his management and to some traits of his personality. This relationship is very uncommon, even more, due to the diverse background of the players, which suggests that Mourinho is aware of some needs and values which are common to all players. Recognizing these similarities, it is

possible to guide any team to an outstanding performance. In my opinion, the similarities across teams can be summed up to three, which have a strong level of interdependence: the need for motivation/confidence; the need for a leader; and the demand for a good environment.



The existence of a strong leader, a charismatic person that can guide individuals through a challenging path, is vital to any team. This is probably where Mourinho stands out the most. He is decisive wherever he goes, because he has a very strong personality, which helps him to control the egos in the locker room. The Special One says in his own words that “leadership is not ordering, leadership is guidance” (Lourenço, 2010: 62) and throughout his career he has been faithful to these words. The players say he is unique in technical aspects, but mainly in terms of emotional

intelligence, his soft skills. He is able to complement his tactical knowledge with a deep understanding of the personal motivations of his players. This short description is in line with the theory on charismatic leadership. With this type of leadership, there is a tendency for followers to have a high commitment, to be more prone to sacrifices, and to perform above expectations, in order to fulfil the leader’s mission (Shamir et al, 1989). A charismatic leader is able to create a strong emotional connection with his followers and the followers feel motivated and appreciated (Shamir et al, 1989). This builds an important bridge for the next topics, motivation and good environment.

A cornerstone to build a successful team, whether talking about football or business, is trust/confidence. A world class motivator, Mourinho has proven throughout the years that he is an expert in motivation, a topic which is closely linked to his leadership skills and is somewhat responsible for the excellent collective results he’s achieved (See Table 1). There are a fistful of

players who made the transition from good to top notch under Mourinho’s influence, because of this ability to extract the best from them. After a defeat of 1-0 in the first hand of the 2002/03 UEFA Cup quarter finals against Panathinaikos, Mourinho had encouraging words for his players, which, according to Deco showed “the enormous

Table 1 – Mourinho’s win percentage

	Season	Games	Win %
Benfica	2000/01	11	54,5%
Leiria	2001/02	20	45,0%
Porto	2001/02	19	63,2%
Porto	2002/03	53	77,4%
Porto	2003/04	55	69,1%
Chelsea	2004/05	59	71,2%
Chelsea	2005/06	54	68,5%
Chelsea	2006/07	64	65,6%
Chelsea	2007/08	8	37,5%
Inter	2008/09	51	58,8%
Inter	2009/10	57	64,9%
Real Madrid	2010/11	59	74,6%
Real Madrid	2011/12	55	78,2%
Real Madrid	2012/13	28	57,1%
Total		593	67,4%

trust the manager had in the team and in himself” (Luz & Pereira, 2011: 90). Useless to say Porto achieved an away victory over Panathinaikos two weeks later, a giant step in the conquest of the 2002/03 UEFA Cup. Mourinho’s next stop, Chelsea, is probably the

best example of his great motivational skills. In a club which had failed to win the league title for fifty years, the desire to win was enormous and the players were skilful, but something was missing. Mourinho changed that and turned players such as Petr Cech, Didier Drogba and Lampard into star players. One day the Special One told Lampard: “You’re the best player in the world! But you need to win trophies, like Zidane, to be reckoned as such” (Luz & Pereira, 2011: 84). For the English midfielder this was a breakthrough and he felt that with Mourinho anything was possible. This ability to motivate his followers is a constant in Mourinho’s career. Internazionale’s Wesley Sneijder is also a good example of these skills. Sneijder, who had arrived in town only one day before the game with arch rivals Milan, received the news straight from Mourinho: “You’re playing tomorrow, in the starting line-up. [...] I trust you, and believe that you’re going to win the derby” (Luz & Pereira, 2011: 109). The Dutch player was completely surprised, but Inter won the game 4-0 and Sneijder became instrumental in Mourinho’s strategy. Even Cristiano Ronaldo benefited from Mourinho’s confidence. In his own words, he says: “Mourinho was very important because he always believed in my potential and he never stopped encouraging me. [...] That was decisive in order for me to score so many goals.” (Luz & Pereira, 2011: 174).

For any group to succeed there is one thing which is fundamental: a good environment to instigate good teamwork. Since the beginning of Mourinho’s career there are several examples which show the positive environment that is common to all of his teams. Jorge Costa, Porto’ captain during Mourinho spell with the club, says: “not even Mourinho himself is able to explain, in a simple and natural way, how is it possible to have a united group of players, equally, in both good and bad moments” (Luz & Pereira, 2011: 49). While he was in Chelsea, the feeling among the players was

the same. According to Frank Lampard, “it wasn’t too long until the club benefit from the creation of an excellent group spirit” (Luz & Pereira, 2011: 107), an opinion supported by his team mate Paulo Ferreira: “We created a team, a family” (Luz & Pereira, 2011: 107). This feeling of family is recurrent in the manager’s teams, a common value to his players, thus it is a foundation for his success. Similarly, both the players of Internazionale and of Real Madrid feel the same towards Mourinho. Marco Materazzi, an Italian centre-back who played for Inter during ten years, claims that Mourinho was the best manager in his career, adding that “he was a part of a family, was the leader of a family which was always willing to face everything and everyone” (Luz & Pereira, 2011: 105). El Especiale has this ability to create a very positive group environment wherever he goes, even with the players that don’t play as much, such as Jerzy Dudek, the substitute for Iker Casillas. The Polish goalkeeper, who played only eleven times in four seasons with Real, says “Mourinho is spectacular. Few people know this, but he can be your father, your older brother, your teacher... and that is extremely important for a player” (Luz & Pereira, 2011: 95).

5.1.2. Relationship with Supporters

For a supporter, two things determine their opinion regarding a manager, his sportive success with the club or his quality, and his loyalty. While the first cannot be denied in Mourinho’s case, during his twelve year career, the Special One has already coached Benfica, União de Leiria, Porto, Chelsea, Internazionale and now Real Madrid. It seems unlikely that a manager, even with so many trophies, would be worshipped by so many supporters, because of his short spells with the clubs. Nevertheless, what happens is exactly the opposite, mostly in the last four clubs, with particular emphasis on Chelsea and Internazionale. In both of these clubs there are several episodes where

the fans chant Mourinho's name during games, even after the Portuguese had left them. What explains this phenomenon? In my opinion, Mourinho's words and actions are crucial in order to create this relationship. When a cycle reaches its ending, it is possible to see how emotional it is for the manager and for his players and supporters. After winning the 2009/10 Champions League with Internazionale, Mourinho and his players already knew he was going to leave. It was an emotional day and it was possible to see him and Materazzi crying together while embraced around each other's arms. Besides this, in press conferences and interviews, the Special One has always said that in Italy he was *Nerazzurri*⁵ and in England he was *Blue*⁶, a clear demonstration of his love for Internazionale and Chelsea, respectively.

5.1.3. Relationship with Media

Football is a game with worldwide impact and probably one of the sports with more media exposure. So, even though this is a component which might not have such an impact in all types of business it is an important constraint in any manager's day-to-day strategy, since the media has the power to enforce huge pressure on a team. Mourinho understood this very early in his career and became a cunning master of press conferences and interviews. For him a football game has more than ninety minutes, it begins during the week and it's possible to profit from some of these opportunities to take pressure off the team and to pass it on to his opponents. Because he is very controversial and polemic the media love him, since every cover with him represents a guaranteed increase on sales.

It was January of 2002 when Pinto da Costa, Porto's president, hired the Portuguese manager to save the club from a terrible performance in the league. It was a

⁵ <http://josemourinho.futebolportugues.com/em-italia-so-treino-o-inter/> (accessed January 6, 2013)

⁶ <http://www1.skysports.com/football/news/11835/8099059/Mourinho-open-to-everyone> (accessed January 6, 2013)

risky move, but a confident Mourinho was very straightforward on his first press conference ahead of the club: “I’m sure next year we will be champions!”. With this sentence he was able to remove all pressure from his team and prepare them for the next season. In the following year he won the league title, the national cup and the UEFA cup.

In 2004, after conquering the Champions League with Porto, during his introduction as Chelsea’s manager he said: “Please don’t call me arrogant. I am European champion. And I think I am a Special One.” After this he earned a spotlight in the English press, becoming more important than any player in Chelsea. Once again Mourinho was able to withdraw pressure from his players, building a team that would delight England in the following years.

During the 2007/08 season, in September, Mourinho left *The Blues* by mutual agreement. He would only return to management in the following season, with Internazionale. It was a new challenge for Lo Speciale, who arrived in Italy with the pressure of putting the *Nerazzurri* back on top in Europe. But as always Mourinho was prepared and in his first press conference he surprised everyone with his fluent Italian. This episode left him with an excellent image across Italy, where he is still seen as one of the best managers ever.

Finally, once in Madrid, Mourinho maintained his charismatic personality. His challenge was to compete against Barcelona, which was seen as the best team in the world and as one of the best ever. His relationship with the press stiffened and his speech became more aggressive. In the 2010/11 season, Mourinho was powerless to avoid Barcelona achievements, losing both La Liga and the Champions League to the *Blaugrana*, although he provided the Copa del Rey, which Real had been unable to win

for eighteen years. Nevertheless, in the following year Mourinho delivered. He returned La Liga to Real Madrid, establishing two impressive records: most points obtained (100); and most goals scored (121).

5.2. Glocal Mindset

The glocal concept, however, can't simply be limited to the idea of exploring common needs and values. In fact, the assumption of seeking similar needs and values implies that there are countless differences between different backgrounds (Lages, forthcoming). Thus, the best international strategy has to rely on standardization and adaption, simultaneously. If Mourinho's career is properly analyzed, it is relatively easy to find examples of how he applies this in to his overall strategy. In order to be glocal, a person has to be able to think and act, both locally and globally, that is, adapt and standardize, sometimes simultaneously (Lages, forthcoming).

Obviously, there are situations in which standardization is more favourable than adaptation and vice-versa, and the case of José Mourinho is no exception. In fact it is possible to make a clear distinction between two aspects of the Special One: technical aspects and human issues. The tendency shows that technical aspects, such as training methods, observation methods, etc... are usually standardized, that is, they are common across the teams which Mourinho has coached. Supporting this argument is the fact that the Portuguese manager has maintained crucial technical staff since he began with Porto, such as the fitness coach/assistant manager Rui Faria, goalkeeping coach Silvino Louro, and José Morais, the chief scout, who replaced André Villas Boas in 2009. According to Rui Faria, "the training methods are unique" where "each exercise has an

objective defined, which should be absorbed by all”⁷, with the main purpose of introducing the ideas of José Mourinho to the group.

On the other hand, human issues, such as dealing with the players, the board of directors, the media, etc... are usually customized. There are, as defended above, some similarities, in terms of needs and values, across each group of stakeholders. Nevertheless, the way these similarities are explored demand unique approaches, since different people might react in different manners. Throughout the Special One’s career there are plenty of examples of the manager’s commitment to an adaptation strategy. Learning a country’s own language to interact more competently with the local media and to lead his teams, understanding the players’ personal motivations in order to make them willing to perform above normal expectations, and insisting on having on his staff a home based assistant manager, which is more in touch with each club and country’s specific reality, show José Mourinho attention to detail and his ability to adapt to different circumstances.

6. Theoretical Implications

This paper is directed towards a practical knowledge. Nevertheless some theoretical insights can be deducted. This work’s theoretical background lies on the debate of standardization versus an adaptation strategy, taking into account the various internal and external forces, and on other integrative strategies, such as the contingency theory and the glocal approach; while the case-study has a strong component concerning transformational and charismatic leadership, thus the theoretical contribution of this paper is tightly connected to these subjects – standardization vs. adaptation, internal/external forces, the glocal approach, and leadership.

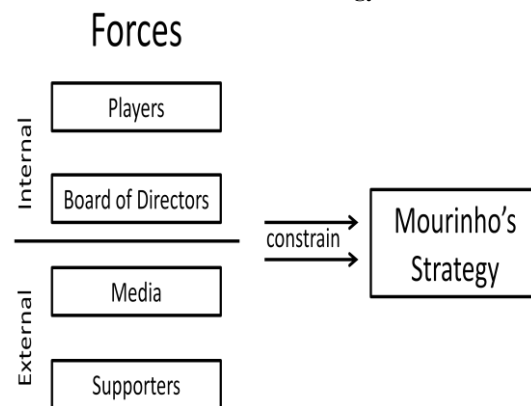
⁷ http://www.record.xl.pt/Futebol/Internacional/real_madrid/interior.aspx?content_id=455190
(accessed January 6, 2013)

Regarding the debate between the two types of strategies – standardization or adaptation – the analysis provides some suggestions regarding the internal and external forces and its impact on the decision of whether to standardize or to adapt. Taking Mourinho’s past experience into account it is possible to extrapolate theory which can be applied in general. For instance, the discussion of the case suggests that standardization strategy is more likely to succeed with technical aspects, while an adaptation strategy is fitter to succeed with human aspects. One possible rationale for this finding is that training methods, observation methods, performance analysis, due to their technical nature, can be implemented similarly everywhere, as long as they are synonymous of a practice of excellence. On the other hand, the human aspect of business, namely, dealing with people on a day-to-day basis, demands an understanding of their personal needs, values, preferences, and aspirations. Obviously, the same message can’t have a similar impact on a heterogeneous target, thus an adaptive approach has to be considered. However, this doesn’t hinder the fact that some technical aspects should be customized considering specific situations and that some degree of standardization can be successful when addressing personal issues.

Concerning the internal and external forces, this specific case-study shows that depending on the situation, there are a vast variety of internal and external forces that affect managers’ decision of standardizing or adapting. Through the contribution of the case-study it is possible to build on the existent theory over the glocal approach. As seen in the discussion of the case there is a strong linkage between the internal/external forces and the glocal approach (Figure 2). The contingency theory states that standardization and adaptation are two ends of the same continuum and a firm’s decision will be somewhere along that continuum, depending on the situation and on the

most relevant forces (Jain, 1989; Cavusgil & Zou, 1994). Well, taking into account the discussion of this case, I propose that, just like the contingency theory, the glocal approach – a reasonably recent strategy, thus in need of a strong empirical support – must also consider the internal/external forces. The main assumption behind the glocal approach lies on the exploration of similar needs and common values (Lages, forthcoming), but also on the ability of having a strategy which is simultaneously standardized and customized. This paper

Figure 2 – Impact of internal/external forces on Mourinho's strategy



focuses on the process of implementing a glocal approach, like the research question suggests and with the example of this case study it is possible to understand that recognizing the internal/external forces of each case is crucial to implement a glocal approach. In my opinion, this should be processed in the following manner: firstly, there has to be an acknowledgement of the forces with most impact on one's strategy; secondly, this recognition should be followed by the exploration of similarities existent in each of the internal/external forces, just as the glocal approach suggests. Nevertheless, it is extremely important that this hypothesis is confirmed by other potential glocal phenomenon.

Also, as said above, this paper has a strong component regarding transformational and charismatic leadership, since the case-study is on José Mourinho, who is recognized precisely by this characteristic. The example of Mourinho is a strong empirical evidence of leadership and can mitigate some of the conceptual weaknesses suggested on Yukl's (1999) paper. Using Mourinho's case, problems attached to

leadership theory, such as the ambiguity about transactional leadership, the omission of important behaviours and the insufficient identification of negative effects might be overcome.

7. Managerial Implications

After a thorough analysis of this case-study, it's possible to withdraw some managerial implications. In fact, there is a strong linkage and some resemblances, between this case and other types of business, thus several practices of José Mourinho which can have impact in the business world that should be transposed to management in general. In my opinion, the best practice in Mourinho's case is his relationship with the players. Also, this topic is the one which bears more resemblance with the business world, since the needs and values of a football team are virtually the same as any other type work group, thus the managerial implications regarding human resources management are bound to have great significance. The strategies used by the Portuguese manager to satisfy the group's demands can have a general implementation because they are a response to similar needs and values. The demand for a positive environment, the need for motivation and the need for leadership are common to any team, whether the setting is sports or business. Thus, in order to build a successful team it is crucial that the manager of a team is able to respond to these constraints.

It is also possible to extract from José Mourinho's experience the distinction between technical and human aspects. Those businesses which rely mostly on technical aspects, such as accounting, auditing, and others, should take a standardization strategy when expanding to other markets, while those that depend mostly on human aspects such HR management firms, marketing, and others, must take an adaptation strategy when expanding to other countries.

8. Future Research and Research Limitations

For future research it might be interesting to focus on other personalities who are leaders in their areas of work. This might increase the knowledge over the determinants of a glocal approach, with new theoretical and managerial implications, which is helpful to understand the constantly changing business world. It might also be interesting to take a look into other managers or even football players who made a transition to the business world. Also, the theoretical conclusions of this paper are deduced from a case-study, that is, they are based on empirical evidence. Nevertheless, they are mainly conceptual, thus an effort to strengthen this link, between practice and theory, is crucial in order for the glocal approach to become consensual between academics.

On the other hand, there are some research limitations. For instance, the similarities between the business world and the football industry exist, but there are some limitations in this comparison. The fact that each business has its own specific determinants can narrow the inferences that can be made over the theoretical, but mostly over the managerial implications that this case might have on the business world. Also, although some features of Mourinho can be transferred to business areas, there are some which cannot. An example is Mourinho's personality, vital for his leadership skills and a cornerstone of his success, but extremely hard to replicate, since it is an innate feature.

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