

Examining Pseudo-family Systems in Nonfamily Enterprises

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Abstract

In spite of frequent use of family metaphors in nonfamily firms, few explorations have been conducted into the phenomenon of pseudo-families in nonfamily business environment. Using four cases of nonfamily sporting organizations, this paper aims to draw attention to the similarities and differences between a traditional family model with the pseudo-families observed, as well as compare the effect of such pseudo-families on the organization with the effect of familiness on a family firm as introduced by Habbershon & Williams (1999).

The use of social constructionist viewpoint made it possible to model pseudo-families based on the family metaphors used by individuals in several nonfamily sporting organizations. This, in turn, allowed further analysis of the pseudo-family using established models of a traditional family system.

This paper concludes that cases of pseudo-families can be observed in certain nonfamily enterprises, although they do not necessarily exhibit all the components found in traditional family model. Despite their differences with the traditional families, the observed pseudo-families behave and affect their respective nonfamily firms in ways similar to a family and the family firm.

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1. Introduction

It is a widely accepted premise within management literature that owing to the overlap between the family and management dimensions, the family business model is inherently unique from its nonfamily counterpart (Habbershon, Williams, and MacMillan, 2003; Chua, Chrisman, and Sharma, 1999). Through ownership, governance, management, and vision, the dominant family influences the way a family firm behaves and performs (Chrisman, Chua, and Steier, 2005). In contrast, family interactions with the business organization are generally viewed as nonexistent within nonfamily enterprises, owing to the lack of family aspect in nonfamily firm setting.

Despite lacking a family aspect, it is intriguing to see the popular use of family metaphors by nonfamily enterprises. One form of such usage of family metaphor is to describe employees of a nonfamily enterprise as being part of a ‘family’, strongly suggesting that relationship between an employee and the management in those firms goes beyond the employee’s rights and responsibilities stipulated in the employment contract. Corporations have also been observed to seek ways to emulate family-like culture at the workplace, in the hope of enhancing employee working environment. It is believed that the presence of such culture can help to increase employee satisfaction and improve firm productivity. A quote from Sir Terry Leahy, CEO of the British retail giant, Tesco, perhaps best described the intentions of nonfamily managers on this matter. He said that “the ideal company would...be one which combines the strengths of the publicly owned company with the strengths of the family business”, adding that public

companies “can learn lessons from family firms” (“Sir Terry Leahy,” *The Independent*, 06/04/2006).

Usage of family metaphor is also observed on the individual level. In a nonfamily enterprise, disparate power distribution between superior and subordinate may mean that the former can sometimes be likened to a parental figure, while co-workers may be likened to siblings. Outside the business setting, this is already a long standing practice of closely knit organizations such as activist groups, trade unions, as well as religious groups, to refer to their members as ‘brothers’ or ‘sisters’. To quote an example, Pope Benedict XVI, leader of the Catholic Church, began his pastoral letter to the Catholics in Ireland with the phrase “Dear Brothers and Sisters of the Church in Ireland” (Benedictus PP. XVI, 2010).

The repeated usage of family metaphors suggests that there is something families possess that genuinely interests these organizations and their stakeholders; perhaps there is an advantage in the family business system that they wish to emulate. Tan and Michael-Tsabari (2010) recently suggests that through pseudo-family behaviour, key individuals within management can lead to organizational cohesion “in the same manner that family cohesion is fostered through the same practices in families and family business.”

The prospect of drawing lessons from family firms is exciting; if it is realized, we might see more efforts being done to combine the strengths of family business models with those of other business models. This is an exciting prospect for both the academic and industrial practitioner communities; yet surprisingly this promising area of research remained obscure until recently. Research

conducted under this thesis seeks to further explore the phenomenon of pseudo-family systems in nonfamily enterprises, in particular the issue whether such pseudo-family system is comparable to the family systems of the family business model. To do this, I will first ask three questions: First, what is it of family businesses that nonfamily managers are seeking to emulate through the use of family metaphors? Second, what does it really mean when two or more biologically unrelated individuals in a nonfamily business setting call each other ‘family’? On a related point, how does this pseudo-family compare and contrast with the traditional notion of family in the family business literature? And third, would the presence of pseudo-family help nonfamily managers achieve the listed goals in the answers to our first question.

2. Familiness as a Resource

It must be noted that today’s resurgence of interest on the family business model stems from an increasing awareness of the merits of the family business system. This trend is a departure from the long-standing view that the family business model is inferior to their nonfamily business counterpart, at times believed by some to be an obstacle to firm growth (Stafford et.al., 1999; Whiteside & Brown, 1991). Family involvement in an enterprise has even been described as “antithetical to effective business practices, leading to corruption and nonrational behaviour” (Dyer and Handler, 1994)

Recent works in the family business literature, on the other hand, indicate that the family business system indeed offers some advantages over other forms of

business; for example family businesses are found to be longer lasting (Westhead & Cowling, 1998), feature greater cohesiveness (Tagiuri & Davis, 1996) and are more resilient (Church, 1993) when compared to nonfamily firms. Walsh (2003) argues that the family processes within a family, in particular the key processes of belief systems, organizational patterns, and communications, help to foster resilience, enabling the family system “to rally in times of crisis, to buffer stress, reduce the risk of dysfunction and support optimal adaptation.” The family system and the manner in which it manifests itself within the business operations, through organizational values, beliefs, norms, social capital, and personalities, explains much of the competitive advantage possessed by family businesses (Uhlener, 2006). What nonfamily managers are aiming for by the use of family metaphors must be related to the abovementioned advantages of the family business models.

While it has long been thought that the interaction between family and business aspect of the family firm results in family firms being unique (Davis, 1983), not until recently this has this uniqueness, and the advantages it entails, is put forth as a form of resource. Habbershon and Williams (1999) introduced us to the construct of “familiness”, which was described as “the unique bundle of resources a particular firm has because of the systems interaction between the family, its individual members, and the business.” They argued that family inputs, including beliefs, practices, policies, philosophies, and doctrines, lead to familiness; in turn becoming a source of competitive advantage for the family firm. This positive form of familiness is referred to as “distinctive familiness”, and has been the focus of recent works in the family business literature. Among other things, familiness is found to increase organization member’s associability to

collective goals and actions (Pearson, Carr, and Shaw, 2008), is positively related to group dynamics (Ensley & Pearson, 2005), and can be a competitive advantage for the firm through improved market orientation (Tokarczyk *et al.*, 2007).

What is interesting about familiness is that, the mere fact that a firm possesses a family aspect does not guarantee it familiness resources. For familiness to exist, the said firm must provide sufficient family inputs. Also, since all family firms and their respective families are unique, the ways their inputs are provided, as well as the kinds of familiness that resulted from them, are also unique. Hence, familiness is a unique, inimitable, and non-transferrable resource that can be used to create sustainable competitive advantage for the family firm.

If it is indeed familiness that attracts nonfamily managers to use the family metaphors, then they must be made aware that within the study of family business, it is a commonly held view that a nonfamily firm does not possess the family aspect that is necessary to the formation of familiness. Without the family aspect, there will be no family inputs – beliefs, practices, policies, philosophies, and so on – and as a result no familiness resource. This argument hinges on the premise that no other institution than the family can supply the inputs required for the existence of familiness, that the family is an aspect that cannot be accurately emulated. However, from the findings by Tan and Michael-Tsabari (2010), we know that make-believe (pseudo) family relationships can affect the nonfamily firm the same way a family relationship would.

3. Traditional and Pseudo Family Relationships

The traditional view of family relationship is rooted in the biological nature of our species, as well as the generally accepted understanding of the word ‘family’ in many cultures for most part of our history. The Oxford English Dictionary defined the word family as “the group of persons consisting of parents and their children, whether actually living together or not”. It continues “in wider sense, the unity formed by those who are nearly connected by blood or affinity.” In the first part of the definition blood relation is the sole criteria in defining what is a family, extent of the relationship between the individuals is of little consequence to the family status.

In contrast, the latter part of the definition provides for both blood-based and relationship-based familial relationship. The usage of “in wider sense” suggests that while traditionally only biological parents and their children are accepted as family members, it is also a widely accepted practice for familial relationship to be defined by affinity, or a combination of blood relationship and affinity. This view legitimizes certain other types of relationships, such as sworn brothers / sisters, as family relationship.

To understand how pseudo-family system work, a comparison with the traditional view of a family system, as well as review the functions of individual parts of the system is in order. Following a review of relevant theories from the field of family system studies, this paper came up with a model of traditional family system that is defined by its functions and central themes. To ensure that this model would ultimately be useful in aiding us in exploring different

relationships within the pseudo-family unit, the traditional family system is also categorized into several subsystems.

3.1. The Traditional Family System

It is said that family exists around the concept of procreation, which can be achieved both by biological procreation and through adoption (Cigoli & Scabini, 2006). Family is also said to exist as satisfiers of universal human needs; which can be categorized into two groups: economic security on one side, and social and emotional needs for belonging, intimacy, and sense of identity on the other side (Kepner, 1983). The study goes on to say that the individual family can be distinguished in cultural terms in several ways: methods of conflict management, individuation, emotional expressiveness, congruence of perception of reality, and separation and loss.

The family system is in essence a representation of the relationships between the different members of the family. Based on the different types of relationships, family system can be divided into three subsystems: The couple subsystem, which encompasses the relationship between marriage partners; the parental subsystem, which covers the relationship between parents and their offspring; and the sibling subsystem, which covers the relationship between siblings (Kepner, 1983; also Cigoli & Scabini, 2006). Sometimes, a tie between the family and the community is included (Cigoli & Scabini, 2006).

The rest of this section on family system will detail the relationships within each subsystem; drawing references primarily from the model described by Kepner (1983), and Cigoli and Scabini (2006). A summary of the family system,

the functions, as well as central themes of each subsystem is listed in table 1 (below).

3.1.1. *The Couple Subsystem*

The couple subsystem is the basis of any family, and is created via the union of two individuals through marriage. In the Western and modern context, this union is usually voluntary, and is described by Cigoli and Scabini (2006) as both a contract between the spouses, and a pact between them to establish peace. They also described marital relationship as having a two sided central theme, with openness representing the affective sphere, and commitment representing the ethical sphere. Kepner (1983) described the function of the couple subsystem as twofold: first, to serve the personal and interpersonal needs of the husband and wife, and second, to carry out leadership function for the family system as a whole; determining not only how resources are used, but also who will be included in the extended family and social relationships with external parties. Sexual relationship, often seen as the basis of most marriages, is not the sole reason for the couple subsystem. In long term marriages, the nature of love and sexuality changes with time, as erotic love gives way to friendship based love by middle age (Grote and Frieze, 1998 - in Hendrick and Hendrick, 2000).

Qualities that enhance long term marriage includes love, mutual trust, respect and support, loyalty and fidelity, mutual give and take, similar philosophy on life, shared fun and sense of humour, shared interests, enjoying one another's company, mutual interest in their children, and especially among American couples – corresponding religious beliefs (Lauer *et al.*, 1995; Sharlin *et al.*, 2000).

3.1.2. *The Parental Subsystem*

The parental subsystem, a central theme to the family system, deals mostly with how the couple raise their children. Cigoli & Scabini (2006) also describe it as having a dual nature, encompassing the affective and the ethical spheres. In its daily operation, the affective sphere is represented by maternal roles (of which trust and hope plays a central role), while the ethical sphere is taken care by paternal roles (characterised by values such as justice and loyalty).

Aside from the direct relationship of parents and their offspring, the parental subsystem also serves to represent the family's heritage, right from the family's ancestors down to the current generation. It is ties to this lineage that is said to spur parents to care for their younger generations. The central themes to the lineage aspect of parenting are memory (affective sphere) and loyalty (ethical sphere).

3.1.3. *The Sibling Subsystem*

When a family have multiple offspring, a sibling subsystem is created. This subsystem regulates the relationship between the children of the family. Siblings are said to relate to each other for mutual support through life stages, and function as a peer learning group where members hone their social and educational skills and competencies (Kepner, 1983). Siblings are also generally raised to show love, support, and sacrifice for each other (Joseph, 1994).

Due to the fact that sibling relationship typically starts early, and tends to last far longer than parent – child relationship, it is common for individuals in the family to turn to his/her siblings should there be a problem that cannot be solved

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individually (e.g. financial problems, death, divorce). Emotional closeness, contact frequency, and practical help between siblings is shown to increase significantly when critical events occur in the family (Bank & Kahn, 1982). The supporting and caring roles of siblings cannot be understated. Even the seemingly unimportant fact such as knowing that one's siblings are still alive can be a powerful source of security in later age (Cicirelli, 1995).

The reverse side of sibling relationship is related to rivalry and competition. Siblings are known to compete for status and affirmation from other members of the family (Joseph, 1994). If not properly managed, this competitiveness can be a source of family problem; inducing behaviours such as envy, unhealthy rivalry, suppression of the primary functions of the sibling subsystem, and can even cause the subsystem to fall apart. Overall, the central themes to sibling relationships are sharing (affective sphere) and fairness (ethical sphere).

An interesting fact about the sibling subsystem is that although it is primarily concerned with children from the same set of parents (full siblings), of growing interest is the availability of step and half siblings. A study on Canadians in 2001 revealed that 22% of people aged 25 to 34 had step, half, or adopted siblings (Connidis, 2010).

	Functions	Central Themes
Couple Subsystem	To satisfy personal & interpersonal needs of husband and wife.	Love Mutual trust, respect, & support Loyalty & Fidelity

	Serve as leadership function for the family as a whole.	Similar philosophy & Interests
Parental Subsystem	To serve as ways by which a couple raise their children. As an avenue to pass down family heritage.	Trust & hope Justice & loyalty Family memory
Sibling Subsystem	Serve as a mutual support and peer learning group. Source of security for individual child.	Sharing Fairness Competition Support

Table 1. Traditional Family System, Functions, and Central Themes

3.2. *The Changing Face of the Traditional Family*

There is evidence that the traditional view of family system is facing great changes, and this can be seen from some demographic changes in recent decades. In many developed Asian nations the traditional nuclear family model, which consists of husband, wife and several offspring, is rapidly shrinking (Quah, 2008). Family size is also smaller in many communities which in the past were characterised by large families, changing the nature of sibling roles and relations. Spouses with no children will never experience parenting, an essential role in the traditional family model (Cigoli & Scabini, 2006). The ever growing number of single children, who has never had a biological brothers and sisters, may turn to friends or distant relatives to fill in the role of sibling (Kepner, 1983). Nyambedha *et al.* (2001) described the new roles of grandparents as parental figures in African societies where entire generation of parents have been decimated by AIDS epidemic.

The prevalence of divorce and remarriage in many societies also helped to reshape many roles within the family. Latest study in the United States shows that, the percentage of currently divorced individuals for both male and female aged between 35 and 74 years old is in the double digits (Connidis, 2010). Elsewhere in China, the Ministry of Civil Affairs reported that in 2009, one in five Chinese marriages ended in divorce, and this figure has seen an increasing trend (Jaime FlorCruz, CNN, 18/06/2010). In a post divorce family setting, children often grow up knowing only one parent, who is forced to juggle both maternal and paternal parental roles; simultaneously acting as the ‘father’ and ‘mother’ figure to the children. Families formed by remarriages are also unique, considering the introduction of stepfamily members. In some cases, partners may remarry several times, resulting in a family with several biologically unrelated children. For example in 2001, 11% of Canadians between 25 to 34 years old reported having no full siblings, yet only 5% reported not growing up with a sibling, signalling that more than half grew up with a half or step sibling. An even smaller number reports not having a living sibling, suggesting that siblings are acquired after adulthood (Connidis, 2010). Other than increased divorce rates, many Western societies we are also experiencing lower marriage rates – and the increase of cohabitation as an alternative to marriage (Cigoli & Scabini, 2006).

Demographics aside, today’s work environment has also changed considerably. In many countries, higher standard of living demands both spouses to be employed full time, reducing their traditional roles within the family. In such families, individuals outside the nuclear family – such as domestic helpers, day care services or grandparents – are often requested to supplant the roles of parents,

helping to look after children and household matters during absence of both partners. Longer working hours also mean that family members of working age spend more time at work. In many developed nations, notably in Korea and other parts of Asia where working hours are longer than in Europe (forbes.com – from OECD data, 2008), many employees spend more time with colleagues than with their family. This affects the balance of family and work relationship in several ways. For instance, in order to ensure survival at work, forging closer ties with co-workers can be perceived to be as important as sibling ties (comparing to similar observation by Edwards *et al.*, 2006). In one study on family and work life, one entrepreneur mentioned that his ‘kitchen cabinet’, a feature prevalent in some family business management, had become his “symbolic ‘mistresses’” (Kepner, 1983). This phenomenon is further exacerbated by the blurring of work-home boundary as a result of new communication technology; allowing colleague relationship and work to encroach into what little is left of family bonding time.

Since the family exists to satisfy certain universal human needs, such as needs for belonging, intimacy, and sense of identity (Kepner, 1983), we can expect alternative social groupings to fill in the gaps that today’s families failed to satisfy. One such alternative is the pseudo-family, or in layperson terms a make-believe family. This behaviour has been studied in several contexts, for example in corrective institutions. Studies on female inmates show that pseudo-families often form as a replacement for a real family setting that the corrective institution cannot supply (Selling, 1931; Foster, 1975).

3.3. *The Pseudo-Family System*

In this paper, the term pseudo-family relationship is meant to describe the social mechanisms and practices by which biologically unrelated individuals construct and maintain ties that mimic certain function of familial relationship. Although many of the examples quoted in this paper are taken from modern Western perspective, pseudo-family relationship is not a novel invention of our times; it has been present for many centuries, as well as across different cultures. In ancient Rome, for example, officials of certain political posts are known to have very close bond with their superiors, one that is often likened to or even explicitly called a father-son relationship (Cicero *Fam.* 13.10.1, Pliny *Ep.* IV.15¹). Lassen (2002) explained that “by integrating the family metaphors – the metaphors of father and son in particular – into the political and administrative system, some of the attitudes and ideals connected with the family were transferred to the attitudes and ideals connected with certain public offices.”

In another observation, this time in present day Arab society, it is common for people to create a pseudo-family relationship that invoke “the expectations and morality of kinship” (Joseph, 1994). It was further described in the paper that: “If my brother calls a friend his brother, I tend to see that man as my brother as well: I can call on him to do things for me that a brother might.” Joseph (1994) also explains the importance pseudo-family plays in political and economic aspects Arabic societies. Political leaders often put themselves in the position of family patriarchs, and citizens are expected to treat them with the reverence and loyalties due to family elders. In other instances, business owners often call their workers family, treating them with concern as a family member would.

¹ Extracted from Lassen, 2002

If the family business literature has mostly defined family relationship based on biological ties, studies in family systems literature have used social constructionist point of view to construct definitions of family relationship that is based primarily on social ties, or on a combination of both biological and social ties. The social constructionist approach is rooted on the belief that meanings and realities are not defined in a static way; instead they are understood to be negotiated and shared between people (Berger and Luckmann, 1967), and thus are continuously evolving as long as the relationship between those concerned exist. Talcott Parsons (1951) wrote that expectations regarding each others' behaviours are built on and strengthened mainly through recurring social interaction. In time, through the similarities experienced by each pairing of individuals, the society as a whole begin to develop and institutionalise expectations regarding certain roles and positions within the society (Parsons, 1951). Drawing on Parson's work, Hockey and James (2003) explained that the significance of familial roles go beyond the biological aspect. For example, becoming a 'mother' is more than just about the biological process of bearing a child, but also more importantly about the identity formed through "sets of social expectations about what that identity entails" (Hockey & James, 2003).

Social constructionist approach is featured prominently in the field of family system studies, and has helped to define pseudo-family relationship that was previously not accommodated under the traditional view of family. Mauthner (2002), for example, argued that technical fact alone cannot define who is a sibling, rather it is the quality of relationship between individuals that does so. This, for example, is evident in the common usage of descriptive language 'like a

brother or sister' to express a friendship; and likewise describing a sibling as 'like a friend'. In another study, one focusing on sibling identity and relationship among children and young adults, Edwards *et al.* (2006) asked a group of subjects to group the people around them into three categories, each labelled 'my family', 'my friends', and 'other people'. The researchers found that while most of those interviewed agree that blood ties are crucial for a family relationship, some subjects interestingly categorised biologically unrelated friends as sibling, describing their relationship with such individuals as "more than friends", "more [as part of my] family", and "close as family should be". Edwards *et al.* (2006) explained that under certain circumstances, for example growing up in an urban neighbourhood where there is persistent threats from other young people and where close alliances are necessary for survival, everyday contact and emotional closeness between unrelated individuals can mimic the subjective construction of a sibling relationship, resulting in the cases observed. Interestingly, use of social constructionist approach also helped family system researchers gain new insights into dynamic family relationships. In her book detailing the complexities of father and daughter relationship, Sharpe (1994) listed several case studies in which a 'father –daughter' relationships have slowly transformed into a 'son – mother' relationships, owing to the physical and mental dependence that comes with advanced age.

At this point, I would like to note that the usage of social constructionist viewpoint in this paper is not aimed at reinventing the wheel, and may be helpful in relooking some of the issues in other fields of study; in particular interest to us the family business field. In past decades family business researchers have come

up with numerous definition of what is a family business, most of these definitions revolves around family ownership and management of the business. Chua *et al.* (1999) posited that ownership and management are not good enough predictors of family firm behaviour. Instead they proposed drawing up definition of family business based on vision and intention. In essence, a family firm can only be considered so if it behaves like one. Similarly, this paper proposes that we should also define a family not merely based on the biological relationship between individuals. Edwards *et al.* (2006) argued that by considering the emotional significance of sibling relationship, social construction allows for a far more complex account of sibling relationship than was previously possible. While the usage of family metaphors might give rise to new insights on how family relationship works, including who is and is not part of a particular family, it is understood that not all usage of family metaphors constitute an intent to establish a pseudo-family. In many cases, the usage of family metaphors may simply be a figure of speech, and this paper aims to separate its usage in the pseudo-family context with other usages.

The concept of pseudo-family system that is used in this paper is assumed to be a mirror of the traditional family system, and thus it follows that the nature and working mechanisms of the pseudo-family is near identical to that of the family system. As such, the traditional family system and its corresponding parts, are used to draw a comparison with the pseudo-family. One notable difference here is that usage of family metaphor typically involves dyadic relationship, and few pseudo-families are described as a full family of spouses and their offspring,

we can expect most pseudo-families to only represent certain parts of the traditional family system.

Since pseudo-families can also be described as a context-specific family (e.g. family at work, etc.), it would be interesting to see if these operate in similar capacity compared to a traditional family, or whether the pseudo-family also mimics the behaviours of traditional family. Of particular interest to this paper, is to see if pseudo-families observed give rise to family inputs, as well as exhibit behaviours that can be expected of a traditional family business. If the condition of family input is satisfied, then there is little reason to doubt that pseudo-families may also give rise to the phenomenon we call ‘familiness’. Exhibit 1 highlights the process by which familiness may arise in the pseudo-family firm.

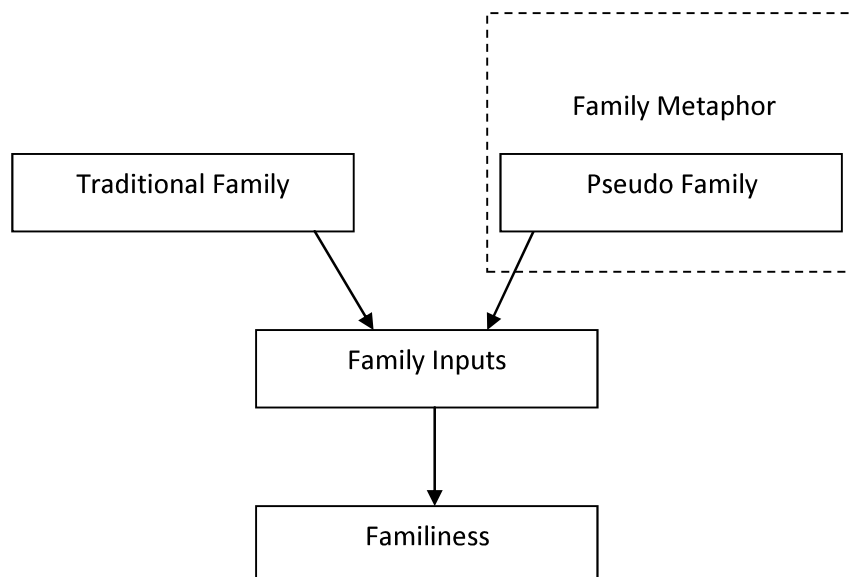


Exhibit 1. Traditional, Pseudo-family, and Familiness

By collating consistent use of family metaphors, this paper will attempt to map out possible pseudo-family relationships within a given nonfamily organization. If

multiple pseudo-family relationships exist, the next step is to analyze these relationships, and construct a pseudo-family model in accordance to the traditional family model described above. The ultimate aim here is to see if the pseudo-families constructed resembles the traditional counterparts. If the two is highly similar, then the process that affects existence of family inputs should also be alike. This would eventually result in 'familiness'. This paper would also observe the performance of the organizations to see if the incidence of the pseudo-family has any effect on organizational performance, and whether the effects are analogous to the effects of familiness in family firms. This observation may shed more light into the effects of pseudo-families in nonfamily organizations.

4. Research Method

This study uses secondary data from popular literature reviews, narratives, and discourses of nonfamily firms that seems to operate in similar ways to family firms as its basis of analysis. A major source of information will include accounts in newspapers and periodicals. Relevant topics from these sources are compiled based on the corresponding subject matters. Using the data, we will then see how the family-like qualities are implemented in the organization, and how it affects the performance. The use of social data for a qualitative research has merits in the richness of information that can be gathered from them, in particular in terms of subjectivity (e.g. intent), as well as explanation of the process behind them (Ragin, Nagel, and White, 2003).

There are several reasons why the sports industry was chosen for our observation. First, initial review of the literature shows that despite their status as nonfamily businesses, many large professional sports organizations feature behaviours that would normally be found in family businesses. Examples of such behaviours include: dynastic succession, nepotism, and altruism. In a previous paper, Tan & Michael-Tsabari (2010) explored the pseudo-family behaviour within the Maccabi “Electra” Tel Aviv basketball team. Due to the nature of their work, many sportsman in team based sports are also known to be a closely knit group. This point to the possibility of further research on the pseudo-family phenomenon, as well as confirm the suitability of the sports industry as a case study for the present research. In other instances, newspaper accounts often point out pseudo-family behaviour in sports organizations. One such example is the headline of an article posted in the Telegraph (24/02/1989): “Celtics family broken up with trade of Ainge to Kings”, on the news that Danny Ainge, long time player at the team was traded out. Considering these facts, it seems that the sports industry might be the appropriate subject for this study.

A second reason lies within the ownership structure of these firms. While majority of sports franchises are privately owned by small number of individuals (just like in family businesses), there are also numerous examples of those owned by foundations, publicly listed firms, and some are even publicly listed. The NBA and NFL have teams that defy the usual norm of family-majority ownership, while many football clubs in Europe are founded and owned by their own respective fan clubs. In other cases, some franchise might be owned by a large number of owners (i.e. three or more groups of owners), and thus can also be termed nonfamily organization.

Third, the majority of sports franchises is indistinguishable from other forms of corporations, insofar that they operate for profit. While they are concerned about scores and game performance, dollars and cents plays an equally important role. An increase in available funds means that the team can now afford better and more expensive players to improve their score. Likewise, it has been argued that eventually the good score serves to increase game revenue and franchise value, thereby improving the returns on shareholder's investments (Brown & Hartzell, 2001).

Last but not least, firms in the sports industry typically enjoy wide amount of coverage in popular press, making information gathering (from game performance, management actions, as well as team policies) relative easy. The sense of community ownership for many of these franchises, as well as the high level of general public interest in knowing changes taking place within the firm also means that information is relatively more accessible for most of these firms. Additionally, some of the famous figures observed in this study have written autobiographies, as well as having books written about them or their teams.

Several steps were taken to select suitable cases for this study. Through a preliminary search, a list of top professional sporting organization is compiled, consisting of teams from the National Basketball Association (NBA), National Football League (NFL), and the most valuable soccer teams (a 2009 list by forbes.com). Together, these teams represent some of the largest and most well known professional sporting organization in the United States and continental Europe. In picking the more popular sport areas as the context of this study, it is hoped that more data is publicly available, to increase the accuracy of analysis.

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Next comes the process of reviewing the listed teams based on the following criteria: 1.) Ownership structure of team, 2.) Strength of the family-like behaviours observed, and 3.) Availability of data for research.

In defining what qualifies as a nonfamily firm, a review of family business definition from prior research is used. There seem to be a variety of definitions for the term, with 21 definitions listed by Chrisman *et al.* (1996). Most of the existing definitions are focused on ownership stake as the basis for family involvement in the business. After reviewing the existing definitions, this paper decided on two criteria to define a nonfamily sporting organization: 1.) Ownership of the team must be held by three or more biologically unrelated individuals or family groups, or 2.) Less than 50 percent shareholding by any of the individuals or family groups. This standard is compatible with the definitions used in prior family business studies, where a family business is defined as, among other things, a business: whose controlling ownership is held by an individual or the members of a single family (Bernard, 1975; Barnes & Hershon, 1976), owned and run by members of one or two families (Stern, 1986), and where the total number of shares owned by a particular family is more than 50 percent (Leach et.al., 1990) or 60 percent (Donckels & Frohlich, 1991).

Club Name	Owners	Remarks
Boston Celtics	Boston Basketball Partners LLC	<i>Founding investors:</i> Richard H. Aldrich, David Bonderman, James Breyer, James I. Cash, Paul Edgerley, William P. Egan, William Helman, Glenn Hutchins, Stephen R. Lewinstein, Stehen J. Luczo, Michael Marks, James Pallotta, David Roux, Mark Wan.

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		<i>Managing board:</i> Wycliffe Grousbeck, Stephen Pagliuca, H. Irving Grousbeck, The Abbey Group (Robert Epstein, David Epstein, John Svenson)
Toronto Raptors	Maple Leaf Sports Entertainment	Ontario Teachers' Pension Plan (66%) Kilmer Sports Incorporated (20.5%) Northleaf Capital Partners (13.5%)
San Antonio Spurs	Peter Holt, 22 other investors ⁱ	
Cleveland Cavaliers	Daniel Gilbert, Gary Gilbert, Usher Raymond, Gordon Gund	Gordon Gund was former majority stake holder
Atlanta Hawks	Atlanta Spirit, LLC	9 partners, divided into three groups with equal share ⁱⁱ
Sacramento Kings	Gavin Maloof, Joseph Maloof, Robin E. Hernreich ⁱⁱⁱ	
Carolina Panthers	Jerry Richardson	Majority stake, total 12 partners ^{iv}
Green Bay Packers	Shareholders owned ^v	
Real Madrid	Club members ^{vi}	
Arsenal	Arsenal Holdings Plc. (non-quoted public limited company, shared traded on PLUS) ^{vii}	Major shareholders: Stanley Kroenke (29.9%), Daniel Fiszman (16.1%) ^{viii} , Lady Nina Bracewell Smith (15.9%) ^{ix}
Barcelona	Club members ^x	
Bayern Munich	Club members ^{xi}	FC Bayern München eV (81.82%), Audi (9.09%), Adidas (9.09%) ^{xii}
Schalke 04	Club members ^{xiii}	
Tottenham Hotspur	Enic International Limited (77%), Michael Ashcroft (3%) ^{xiv}	Shareholder listed holds more than 3% stake. ENIC is owned by Joseph Lewis.
Hamburg SV	Club members ^{xv}	
Werder Bremen	Club members ^{xvi}	
Borussia Dortmund	Morgan Stanley International ^{xvii}	Publicly listed

Table 2. List of Nonfamily professional sports franchises

To identify pseudo-families that might be present in the sport organizations, the next step is to search for instances where a family metaphor has

been used in the sport organization. The following key words were used: “... like a family / father / sibling / brother,” in combination with the name of the organization in question. For organizations where usage of family metaphors is observed, more information is collected to determine if the usage of family metaphor constitute pseudo-family. At this stage, basic familial relationship model of potential case studies are drawn, to facilitate the last step of selection.

The last step is to finalize the selection of suitable cases based on the amount of information that is available in public domain. A search is carried out using popular internet search engine and databases such as Dow Jones Factiva, using the identified pseudo-family members and their relationships as the search key words. Note that for some of the cases, in particular the European franchises, a sizeable number of reports or articles on the subject is only available in languages other than English. Eventually, four sports franchises were selected for this study. These are: Boston Celtics, Green Bay Packers, Real Madrid Football Club, and F.C. Barcelona.

5. Case Observations

5.1. Boston Celtics

Boston Celtics was founded in 1946 as a professional basketball team based in Boston, and part of the National Basketball Association (NBA) league. Historically they have won a record 17 NBA championships; 11 of these wins were achieved between 1957 and 1969. The Celtics once had eight winnings in a row, a record number of winning streak for any team in the league.

The man most widely credited with shaping the Celtics is former coach and general manager Arnold “Red” Auerbach, head coach of Celtics from 1950 to 1966, and subsequently general manager until 1984. He then held the post of President and Vice Chairman until his death in 2006. Prior to his stint at Celtics, Auerbach was coaching for Tri-cities Blackhawks, but quit the positions a year later after the club’s owner traded one of his favourite players without his consent (“Red Auerbach: Dynasty,” Jockbio.com, 2006; Lisette Hilton, ESPN.go.com). As a coach, Auerbach transformed the young Celtics team from a losing team (they finished last in the Eastern conference with a 22-46 record the year prior to Auerbach’s arrival) into an NBA powerhouse.

Auerbach has rightly been called “team patriarch” (Boston Herald, 31/12/2006) and the “Godfather” (Boston Herald, 31/12/2006; Associated Press Newswires, 29/10/2006) of the Celtics by players and media alike. The Boston Globe wrote that Red Auerbach was “the embodiment of the Boston Celtics for nearly 57 years”.

Like many patriarchal head of family, he is a figure who demands complete control over the team; and is known to be “combative, competitive, and occasionally abrasive.” (The Boston Globe, 28/10/2006). In the 1980s, one of Auerbach’s ‘family rules’ was that he was not to be disturbed between 4 and 5 in his office because that’s when he watched “Hawaii 5-0” (The Boston Globe, 30/10/2006). Auerbach is known to invite his inner circle - many are former Celtics players - to Tuesday lunches at his favourite Chinese Restaurant; the admission to this group is highly exclusive and is considered a great honour (Auerbach & Feinstein, 2004). The weekly lunches not only served as the perfect

opportunity for Auerbach to pass down his legacy through stories of his exploits, it was also a medium for him to pass his set of values to those around him. The Sporting News (06/12/2004) noted that many of Auerbach's words of wisdom, such as "Spread the credit when you win, take the blame when you lose," or "If a guy talks with his palms turned up, he's almost always lying," can be heard during his lunches. Auerbach's influence within the Celtics, and his ties to his players were so strong that during his 75th Birthday celebration, about 45 of his former players showed up from all over the country (Ken Shouler, ESPN.go.com), as a sign of respect for the head of the Celtics family.

Just as Auerbach defines everything that the Celtics stands for, the Celtics also play an equally important role in Auerbach's life; even the license plate on his Mercedes convertible reads 'CELTIC'. Interestingly enough, Auerbach did not take any part in club ownership, in spite of plenty opportunities presented during numerous instances of ownership changes. To date there has been no less than 14 individual or groups of owners; and at some point in time, from 1986 to 2002, the team was publicly listed on the NYSE. The most recent change of owner came in 2002, when the team was purchased by Boston Basketball Partners LLC, which was founded by a group of fourteen investors, and was subsequently taken private.

The Celtics under Auerbach operated like a family, and they were more often than not described as such. Former Celtic player Ben Gordon commented that "We're all like family. It's like a little fraternity." The Telegraph (24/02/1989) wrote: "They were a family. They grew up together. They lived together. They ate together. They laughed together. They cried together." When Auerbach passed away in 2006, Chris Wallace – Celtic's general manager

commented that “the Celtics family”, along with Auerbach’s family and fans worldwide mourn this great loss.

Other than being the father figure, Auerbach also act as the mother figure to the players – albeit not to the same extent as being the team patriarch. He has been described as someone whose “understanding of individual personalities” are better than his basketball mind (Bob Ryan, *The Boston Globe*, 30/10/2006), and also inspired love within the team. Former star players Bill Russell and Danny Ainge both said that they might have never became who they are if it wasn’t for Auerbach. Both Russell and Ainge played and later coached for the Celtics. Another Celtics former star player, Larry Bird, described Auerbach as “one of the most influential people” in his life, and that “he became a close friend.” (“Reaction to Hall of Fame,” Associated Press Newswires, 29/10/2006).

Auerbach was supportive of his players on and off the field, “He had their backs. They knew it, so they did everything to please him.” (Ken Shouler, ESPN.go.com). “When you treat people good, they will want to reciprocate,” Auerbach once said, “We’re the only team with alumni like that. We’re a real group.” (Ken Shouler, ESPN.go.com). “Red Auerbach convinced his players that he loved them,” said Earl Lloyd, the NBA’s first African-American player. “So all they wanted to do was please him.”

The players are the obvious children in Auerbach’s Celtics family. They looked up to him as a parent, and to each other as sibling. “We all liked each other, had spent years horsing around together like brothers in a family,” says Bill Russell, former player and coach at the Celtics (Russell & Falkner, 2001). Just like real-life brothers, former and present Celtics players are known to be

supportive of each other. Doc Rivers, coach of the Celtics since 2004, recounts the support of former players for the current team when they were struggling:

“When I first got to Boston, I underestimated this once-a-Celtic-always-a-Celtic thing,” said Rivers, who has fielded plenty of calls this season from former Boston players. “I didn’t realize it was true. I got as many calls last year from ex-Celtics players when we were struggling, saying, ‘Hang in there and things will work out,’ and to reassure me. It’s just a good fraternity to be in.”

(Chris Tomasson, Rocky Mountain News, 19/02/2008)

And when the Celtics finally won the championship in summer 2007, the congratulations poured in:

Former Celtics have been showing up with regularity lately to congratulate the current players. “They’re letting us know we’re their little brothers and you guys do us proud,” Allen said. “It’s definitely great to see them come around.”

(Chris Tomasson, Rocky Mountain News, 19/02/2008)

To understand how the Celtics family works, we need only to look at the guiding principles laid down by Red Auerbach for his Celtics family. This was a family that revolved around selfless dedication and teamwork. Cohesion between individuals was the key to Auerbach’s success. He once said “Individual honors are nice, but no Celtics has ever gone out of his way to achieve them. We have never had the league’s top scorer. In fact, we won seven league championships without placing even one among the league’s top 10 scorers. Our pride was never

rooted in statistics.” (Lisette Hilton, www.ESPN.go.com). This philosophy is applied in all every aspect of the game, for example when Auerbach popularized the use of role players. “That’s a player who willingly undertakes the thankless job that has to be done in order to make the whole package fly,” he said. In his 1952 book “Basketball for the player, the coach and the fan,” Auerbach laid out numerous points on player’s attitude towards his teammates. This includes getting along with team mates, showing desire to help team mates, avoiding obvious cliques, and not appearing too “hungry” (Bob Ryan, The Boston Globe, 30/10/2006).

Analysing the Boston Celtics through the lens of a traditional family system, we can see that parts of the family functions mimic that of a traditional family. In the *couple subsystem*, Red Auerbach, acting alone, need not *satisfy personal & interpersonal needs of husband and wife*; but as described earlier he actively served the *leadership function for the family as a whole*. After his coaching career with the Celtics, Auerbach continued his control of the family through being the team’s general manager.

Both functions of the *parental subsystem*, *to serve as ways by which a couple raise their children*, and *as an avenue to pass down family heritage*, were present in the Celtics family. Auerbach took every measure to ensure that his basketball philosophy is shared by all his ‘children’. A media article wrote of Auerbach’s secret to success as “he was known for picking the right players, coaching them and keeping them in line with his system” (Lisette Hilton, ESPN.go.com). The Auerbach principles became a guiding light for all Celtics ever since, and whether or not they like it, the Celtics’ legacy is inseparable from

Auerbach. When the Celtics won the 2007 championships, the Boston Globe wrote of the winning team:

“Brilliantly coached by Doc Rivers, sculpted with Auerbachian guts and guile by Ainge (who learned it all at the right hands of Red), the Celtics won the title.”

(Dan Shaughnessy & Barry Chin. The Boston Globe, 18/06/2008)

The statement highlights just how much Auerbach’s philosophy ran in the blood of Celtics coaches and players, even decades after Auerbach’s own coaching career with the team. Exposure to Auerbach’s basketball principles became a family memory shared by many generations of Celtics players. This shared memory is also strongly valued by the ‘family’. When the Maine Red Claws, as an affiliate of the Celtics, chose Austin Ainge as head coach in 2009, one primary reason given by Jon Jennings, the Red Claw’s president and general manager, was that:

Austin Ainge doesn’t need to be taught the Red Auerbach Principles of Basketball. He doesn’t have to read the book on the Celtics’ culture. He lived through several chapters with his father.

(Steve Solloway, Portland Press Herald, 22/07/2009)

The need for Auerbach legacy in the Celtics is also well understood by the team’s other stakeholders, which included the owners.

When Celtis owner Wyc Grousbeck bought the team four years ago, Heinsohn and Auerbach met with the ownership group. “To this

ownership group, he and Red were the two beacons that said here's how it should be done," Grousbeck said.

(Jessica Heslam, Boston Herald, 31/12/2006)

The final component of the family, the *sibling subsystem*, was also present in the Celtics family. Apart from taking comfort from each other, the sibling subsystem also serve as peer learning group. Different batches of players regard each other as older or younger sibling. Since it was an Auerbach practice to promote senior players to the position of coach, promoted 'older siblings' make the transition from being a child of the family into an 'adult' figure with the responsibility of passing the the values of the pseudo-family down the generation ladder.

The strong pseudo-family culture has several impacts on the performance of Boston Celtics. One primary effect of this is that the organization is defined by the values and philosophy set by the strong patriarchal founder figure, even long after the reign of that patriarch ended. In the case of the Celtics, this can be seen in the need for new coaches to be familiar with Auerbach's principles in basketballs, as highlighted by the appointment of Austin Ainge. This effect is not dissimilar to cases of founder's legacy within family businesses, where the values and principles of a founder is transmitted to generations of successors and continue to affect the organization long after the founder retired from active management.

A second effect of the pseudo-family culture is a strong organizational identity, and its members' strong association with the organization. This is often represented by the famous phrase "Once a Celtic, always a Celtic". Bill Russell wrote in his book: "Once a Celtic, always a Celtic. Once a Celtic fan, always a

Celtic fan. Once you've embraced Celtic Pride, you'll never be the same" (Russell & Falkner, 2001). He went on to say that, "After I die, I cannot go to heaven. Because after leaving the Celtic locker room, anywhere else is a step down." This motto applies not only to the generations of players that have served in the team, but also to the fans. A 2011 study of NBA fans done by Scarborough Sports Marketing Group concluded that Celtics fans are among the top three most loyal fans in the entire league (Griffin, 2011).

The strong member's identification with the Celtics also means that many chose to stay with the organization for a long time, and those that left the organization often long to rejoin. Thomas William "Tom" Heinsohn, former player and coach under Auerbach, and currently the Celtics' broadcaster, has spent over 50 years in the organization, boasting the longest consecutive tenure for any Celtics (Jessica Heslam, Boston Herald, 31/12/2006). In the same article, his peer described Heinsohn's relationship with the Celtics was described as "impressive", that he "never had an affair", and that he "embodies the Celtic tradition" (Jessica Heslam, Boston Herald, 31/12/2006).

When Danny Ainge was traded out of the team in 1989, he was quoted saying: "I feel like I'll always be a Celtic at heart, no matter where I am." He added that "I feel real emotional just thinking about leaving Boston. I gave everything I had while I was here. I forgot about myself and got caught up in this team" (The Telegraph, 24/02/1989). There is little surprise that many years later Ainge would return to his Celtics family as a coach. "The reason I'm here is because it's the Boston Celtics. There are better rosters, better cap rooms, better circumstances around the league. But it's not the Boston Celtics (Jimmy Golen,

The Canadian Press, 10/05/2003),” Ainge said; reflecting his willingness to stick with the family despite better opportunities elsewhere. In an even more surprising example of group identification, after the match between Memphis Grizzlies and Boston Celtics in March 2011, Grizzlies recent transfer Tony Allen was quoted saying: “I’m a Celtic, but unfortunately, I wear a Grizzlies jersey right now” (“Tony Allen,” Slamonline.com, 24/03/2011). Although it is understood that at the time Allen was in his first season with the Grizzlies after spending six seasons with the Celtics, and he may still yet to fully embrace his new team identity, this comment nonetheless caused an uproar among the Grizzlies and Celtics fans alike.

Last but not least, pseudo-family culture within the Celtics also give rise to practices that some would consider as nepotism. The Celtics has a practice of promoting people from within their own ranks, and Auerbach is known to encourage this. In 1966, he placed Bill Russell in the position of player-coach. Since Russell, a number of Celtics coaches – seven out of thirteen coaches the Celtics had after Auerbach (“Boston Celtics Coaches,” Basketball-reference.com) – are drawn from the ranks of former players. The career of Jon Jennings, who was a scout, assistant coach, and director of basketball development for the Celtics for a period between 1986 and 1997, is another example:

Jennings has told the story of his time away from the Celtics family when he ran for a seat in the U.S. Congress, representing his Indiana district. He lost and got the phone call from Red Auerbach. “OK, you’ve got that out of your system. Now come back to us.”

(Steve Solloway, Portland Press Herald, 22/07/2009)

Jennings is currently president and general manager of the Maine Red Claws, and affiliate team of the Boston Celtics in the NBA Development League. When the Maine Red Claws signed up Austin Ainge (son of Celtics former player and then president of basketball operations, Danny Ainge), it raised a few eyebrows. Portland Press Herald wrote: “Talk about keeping it in the family. Dad is the Celtics’ president of basketball operations, the man who added Kevin Garnett and Ray Allen to the team that won the 2008 NBA Championship. Dad didn’t ask that Austin’s name be added to a lengthy list of would-be coaches. It wound up there anyway” (Steve Solloway, Portland Press Herald, 22/07/2009). The paper surmised, “Jennings insists Austin earned the opportunity while you suspect he got the job because who he knows.”

5.2. *Green Bay Packers*

Green Bay Packers is an American football team based in Green Bay, Wisconsin. The team’s history started in the year 1919 as a semi-professional American football team. In 1921, they joined the American Football Professional Association or APFA – which was later renamed as the National Football League or NFL for short (“Packers Chronology,” Packers.com). The Green Bay Packers have won thirteen championships so far, with a stellar record of winning more championships than any other team in the NFL.

The ownership structure of Green Bay Packers is rather unique among NFL teams, as it is the only community owned sports team in the league. The Packers, which is a publicly owned, nonprofit corporation, issued shares and have their own board of directors just like a typical public corporation; the one major difference that these shares are not publicly traded. As of 2011, the Green Bay

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Packers have 112,158 shareholders, with a total of 4,750,937 shares ("Shareholders," Packers.com). To prevent any individual from taking majority ownership of the team, a limit of 200,000 shares per shareholder is in place. The public ownership structure of the Packers is not in line with NFL's rule on club ownership, which states that a participating team may not have more than 30 owners - with one of the owners holding at least a third of the total number of shares; however, the Green Bay Packers, having adopted the public ownership structure before the rule was implemented, is exempted from this rule.

The Packers' performance in its early years can be described as periods of highs and lows. The team did well in the 1920s through mid 1940s, winning several championships under the leadership of Earl Louis "Curly" Lambeau. The local youth from Green Bay was a co-founder, player, and later coach of the Packers. However, early success does not mean that the Packers' history is always filled with victories. In the following decades, the team experienced slow but steady decline into a long period of poor performance. 1958 proved to be one of the worst seasons for the team, having lost all but two games in the entire season.

The Packers' fortunes changed after the team hired Vincent Thomas "Vince" Lombardi for the job of head coach and general manager in February 1959. That year was the Packer's first winning season since 1947, and Lombardi was named Coach of the Year. Green Bay Packers were a force to be reckoned with in NFL during 1959 and 1967. Not only did Lombardi build a successful team, the Packers were a tightly knit group under his leadership, a relationship that many would compare to a family. Ex-player Jerry Kramer said that "We were all Lombardi's sons, all his children" (Ron Fimrite, Sports Illustrated,

27/01/1986). "Vince really made our team a family," said Ray Nitschke, the Hall of Fame linebacker. "We were black, white, Catholic and Protestant, and yet so close. To this day we're like brothers, all because of Vince" (Ian O'Connor, NY Daily News, 26/01/1997).

Similar to the case of Boston Celtics, at the top of Vince Lombardi's Packers family is Lombardi himself as the solitary paternal figure, an accompanying maternal figure is not observed. As such, there is no interaction between couples, and the *couple subsystem* is concerned primarily with *leadership function of the family*.

In contrast, Lombardi plays both the crucial paternal and maternal roles in the family's *parental subsystem*, albeit being stronger in the former than the latter. Several of Lombardi's players came from broken family, many spent their childhood in a state of poverty, and one of the players, receiver Red Mack, spent years growing up in an orphanage. (Ron Fimrite, Sports Illustrated, 27/01/1986). The common bond that held together such a disparate group of athletes is Lombardi, "actually the love for Lombardi" (Ron Fimrite, Sports Illustrated, 27/01/1986). Perhaps it is the lack of attention and care at home that drove these players to embrace Lombardi as both a father and mother figure. Lombardi's biography gave an example of his relationship with one of the players, Bart Starr, who is described as longing to earn the respect of his father.

"The full measure of respect that he had not yet won from his father came now instead from his coach. The good son found a father in the

coach, and the coach found another son in the quarterback. Lombardi knew that if he told Starr to do something, it would get done.” Murray Warmath, who had worked with Lombardi at West Point, reflected that Lombardi and Starr “were hand and glove””.

(Maraniss, 1999)

In another example, which took place some years after Lombardi’s death, two former players, Jerry Kramer and Herbert Allen Adderley, are talking about Lombardi. Kramer asked Adderley if he thought often of his old coach. “Every day,” Adderley replied. “And I love my father, who is also deceased, but I don’t think about my father every day” (Ron Fimrite, Sports Illustrated, 27/01/1986). Such was the memory of Lombardi to those that loved him.

As a paternal figure, Vince Lombardi is known as a strict disciplinarian who expects full authority over the family. Upon his arrival, Lombardi told the Green Bay Packers committee:

“I want it understood that I am in complete command here.”

Technically he wasn’t, not yet, but within two days of his arrival Olejniczak gave Lombardi not only the head coaching job, but the vacant general manager position as well.

(“Vince Lombardi,” Packers.com)

Being the head coach and general manager at the same time means that Lombardi had pretty much a free hand in determining what he wants to do with the team. Combine that with his disciplined personality and determination to win, it became a turnaround tool for his team. One famous quote often attributed to

Lombardi that represents his single mindedness to win is that “winning isn’t everything, it is the only thing”. He was also known to say “I have never been on a losing team, gentlemen, and I do not intend to start now,” upon joining the Packers (“Vince Lombardi,” Packers.com).

Discipline is a strong factor in *how the family raised its’ children*. “Lombardi time” became known as the practice of coming 10 minutes early for training, or else one is considered late. As general manager, Lombardi had little patience for players who made contract demands, and he did not discriminate (“Vince Lombardi,” Packers.com). Lombardi himself acknowledged that he trained his team with a whip, at one point, in disappointment he reportedly said: “Goddamnit, I don’t know why I have to whip ‘em all the time to get ‘em to do it” (Robinson & Boyles, 2009). As Henry Jordan, the team’s defensive right tackle under Lombardi put it: “He treats us the same...like dogs.” He added, “When he (Lombardi) says sit down, I don’t look for a chair” (Ron Fimrite, Sports Illustrated, January 27, 1986).

Despite the harsh treatment, Lombardi is known to be a figure of justice and loyalty, two values that are strongly associated with paternal role in the family (see table 1). Lombardi is described as “a man of profound loyalties – to his church, his family, his players, the game and the National Football League” (Ron Fimrite, Sports Illustrated, 27/01/1986). Ex-player Willie Wood described him as “perhaps the fairest person I ever met” (Maraniss, 1999). Lombardi also “insisted that there were “no barriers” on his team and all things were “equal, racially and socially” (Maraniss, 1999). Ian O’Connor of the NY Daily News (1997) wrote about Lombardi: “His style inspired unity. Lombardi was forever telling the

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Packers he wouldn't stand for factions, that no player no matter how skilled would command favored-nations status.” Living in a time when racial segregation laws exist, Lombardi’s value of fairness was always put to the test. Vicki Aldridge Nelson, a white woman who married Lionel Aldridge, a black defensive end on Lombardi’s team, reminisced about her marriage:

Make no mistake, interracial marriage in 1965 was a very big issue for the National Football League, so much so, that pressure was applied on Lombardi to stop the marriage. According to Vicki Aldridge Nelson the message was delivered in person, “Yes, the commissioner (Pete Rozelle) came into town and tried to stop it. And Mr. Lombardi said (to Rozelle), “Absolutely not, this is my team. My team is who my team is and nobody can tell me what I can, and cannot do.” Lombardi defied the commissioner on a critical social issue at an extremely sensitive time in our country’s history.

(Robinson & Boyles, 2009)

In another occasion, he once had to bring the Packers into the Deep South the following summer for a game against the Redskins in Columbus, Georgia, a location where racial segregation policy would force the white and black team members stay at different hotels. Lombardi chose to lodge the players at the integrated army post at Fort Benning, so that they could all stay together (Maraniss, 1999). His commitment to his players, regardless of skin color, made his black players joke that by the end of summer camp – when his tanned skin turned even darker – the coach was a secret “brother” (Maraniss, 1999).

In addition to his paternal roles, Lombardi also acted as a motherly figure to his family, a function that is represented by concepts such as trust and hope (Scabini, 2006). Lombardi himself has been described as someone who showed great care for his players. “Demanding as he was, Lombardi was most inflexible on this request: He wanted his players to care for each other” (Ian O’Connor, NY Daily News, 26/01/1997). “There's a lot of love on this team," Lombardi reportedly said on the plane after his first Super Bowl triumph. "That's what I like to see” (Ian O’Connor, NY Daily News, 26/01/1997).

Lombardi was famous for being a good motivator, knowing precisely when to thank his players (Ian O’Connor, NY Daily News, 26/01/1997) and put some hope in them when they needed it most (Maraniss, 1999). Due to this, his players are highly dedicated to his cause. He once said that “Coaches who can outline plays on a black board are a dime a dozen. The ones who win get inside their player and motivate” (Evans, 2011). Willie Wood, who underperformed on his debut match and was subsequently teased by his teammates, recalled the coach’s encouraging words at a time when he was beginning to doubt himself. Lombardi assured him that what had happened to him was no big deal, that there would be hundreds of days of redemption, and that the coach believed in him. Wood later said that: “It gave me confidence when he did that. I said, ‘What I’m doing has got to be right because the man believes in me,’ I think it made a hell of a better ballplayer out of me” (Maraniss, 1999).

If part of the function of parental subsystem is *as an avenue to pass down family heritage*, in Lombardi’s Packers family this function is carried out through his coaching methods. A style he developed after eight years of teaching Physics,

Chemistry, and Latin at St. Cecilia High School in Engelwood, New Jersey, and later applied to the Packers, was to explain every offense play minute details first to his assistant coaches, then his players, not moving on until everyone understood (Barber, 2009). At the beginning of each season Lombardi will start with explanation of the basics, slowly adding more plays as the season go on. His players were required to copy down play details on their playbook, just as the coach would draw it on the board (Barber, 2009).

“You were responsible for drawing everything up as he drew it up on the board,” former receiver Boyd Dowler remembers. “He’d draw up plays against different fronts and coverages. And in longhand, he’d give you different coaching points. You learned it by doing it.”

(Barber, 2009)

The result of such approach is that the lesson is not likely to be forgotten. “I can almost go page by page,” recalls former quarterback Zeke Bratkowski. “I can still remember like it was yesterday,” says Ron Kramer. “I can tell you any defense they play, how to block it. And that’s mostly due to Vince Lombardi’s thoroughness” (Barber, 2009). Lombardi taught his disciples, and they taught theirs, and his philosophies of football and life have passed through a generation or three (Barber, 2009). Lombardi’s carefully chosen successor when he retired from coaching was Phil Bengston, who served as Lombardi’s assistant at the Packers for nine years. Current Packers head coach Mike McCarthy said there is no doubt that Lombardi’s approach has strongly influenced the generations of coaches that followed him (Evans, 2011).

Related to the topic of family heritage, of which family memory is an important aspect, the Packers family seem to have another group of important ‘family members’ that perhaps can be categorised as unique in the industry, the fans. Just like fans of other sporting teams, Packers fans have shown unending support for their team, and their relationships tend to be stable. Yet there is a subtle difference here. Many Packers fans, especially those from Green Bay, are also the team’s shareholders. As owners of the team, their roles are similar to the family in a family business setting. Since there is no dividend given out for Packers shares, it has been said that fans bought the shares “out of football love, not profit” (Gene Wojciechowski, ESPN.go.com, 30/01/2011). In the course of the team’s history, fans have “bailed (the) franchise out in 1923, 1935, 1950 and 1997” (Gene Wojciechowski, ESPN.go.com, 30/01/2011). Besides being active in voting for the board of directors, fans are also known to “pepper the team president and team general manager with questions, good ones, at the annual shareholders meeting” (Gene Wojciechowski, ESPN.go.com, 30/01/2011).

The Packers also have in place certain traditions that bring the team closer to their fans. One of such custom, initiated by Vince Lombardi, is for players to pick kids from the crowd of eager faces during their annual training camp, and ride their bikes to practice from the Lambeau Field locker room to the community-owned team's facility across the street and back at the end of practice sessions. The team says that Lombardi believed that this will “further the Packers' unique relationship" with their fans (“Packers Bike To Practice”, Associated Press, 30/08/2011).

Another tradition that can also be linked to Lombardi is the ‘pilgrimages’ fans make in the late coach’s name. Fans from all over visit places that Lombardi frequented, from the house where Lombardi used to stay during his stay in Green Bay, to his old office, to St. Willebrord's Parish, where Lombardi used to attend daily mass (Wright Thompson, ESPN.go.com, 03/02/2011).

For many fans, attachment to the team runs for generations in their real-life families. Just like a family heritage, some fans have said that their affinity to the Packers is what cemented the inter-generational ties in their family. Shares and season tickets for the Packers are often handed down through will from parents to children; and in the case of season tickets, many parents get their newborn babies on the notoriously long waiting list for Packers season tickets. At present, this waiting list is over 80,000 names long, and new season ticket recipients in 2010 have waited 40 years for the ticket (Mike Florio, NBC Sports, 10/07/2010).

The relationship seems to go both ways. In the 1960s, Jack Vainisi, former chief talent scout for the Packers commented that: "When they're first drafted, a lot of college players seem reluctant to come to Green Bay. Once they get here most of them don't want to leave (Bill Furlong, Sports Illustrated, 12/12/1960).” Furlong also wrote that many of the old players did stay on in Green Bay, becoming –among other things- football coach, sales executive, drugstore owner, and even serving as local fire chief, and police chief, while many others stay in neighbouring areas (Bill Furlong, Sports Illustrated, 12/12/1960).

From the data collected, it can be observed that relationship between players under Lombardi was generally cordial; the coach’s stance on favouritism and factions ensures that the team stays united. Former players are also known to

stay in contact with each other long after their playing years. However, this study did not find enough evidence of sibling metaphor used by Lombardi's Packers, and subsequently is unable to construct a *sibling subsystem* for the Packers family.

The pseudo-family system observed in Lombardi-era Packers have definitely played important role in the team's stellar success. Pseudo-family system has allowed the Packers to build a cohesive team, and more. Lombardi understood this aspect well and directed great deal of attention to building teamwork and cohesion within his organization. Two of his famed quotes say: "The achievements of an organization are the results of the combined effort of each individual", and that "success demands singleness of purpose". He shows this through fairness, dislike for favouritism, unending loyalty to his players, as well as his strong personality that shaped the player's habits and footballing discipline. As a result, under Lombardi, the Packers are known for their simple strategies, which are executed perfectly. The turnaround that Lombardi did for the Packers alone is a strong enough testament to this.

Another effect of the pseudo-family is the strong heritage that runs in the Packers family, in particular the legacy that Lombardi left behind, as well as the strong connection that fans made with his image, which is comparable to that of a family business' founder (founder's legacy). Lombardi's name is still highly regarded by the Packers, adaptations of his training methods and playing tactics, such as the "run to daylight" concept, can still be seen in NFL even to this date.

5.3 *Real Madrid F.C.*

The Spanish football club, Real Madrid Club de Fútbol, or commonly called Real Madrid, has a long history that started in 1897, when a group of young students formed Football Club Sky, a direct precedent to Real Madrid (“History: 1900-1910,” Realmadrid.com). After some internal reorganization, the club reformed as Madrid Football club in 1902. Real Madrid’s ownership structure is rather unique in a region where many football clubs are privately owned, as it is owned by thousands of loyal fans (Bill Wilson, BBC News, 2009). Under such structure, the members (also known as *socios*) elect the team President. The club won its first official title in 1905, and has since then won numerous titles and became one of the biggest names in Spanish football history. Additionally, Real Madrid has also won the prestigious European Cup / UEFA Champions League 9 times (“Football’s Premier,” UEFA.com).

The history of Real Madrid is filled with frequent leadership changes. All in all, through the course of its history, the club’s president and coaching position have changed hands 18 times (“Club: Presidents,” Realmadrid.com) and 56 times (“Club: Coaches,” Realmadrid.com) respectively. That gives an average tenure of 6.16 years for presidents and only 1.98 years for coaches. The short tenure highlights the constraints that club leadership face should they wish to leave behind a legacy. The frequent changing of presidents and coaches does not mean that Real Madrid’s history is lacking of iconic leadership figure. Perhaps the most famous of such icons is former president Santiago Bernabéu, who was in charge from 1943 until his death in 1978. He has been a club member since the age of 15, and has been a team player, captain, director, and even coach (“Santiago Bernabéu,” Realmadrid.com). During his presidency, he has led the team to win

16 Leagues, 6 European Cup, and 2 World Cup Championships. This remarkable achievement has earned him the title “the greatest president in the history of the club” (“Santiago Bernabéu,” Realmadrid.com), and as a testament to his legacy, Real Madrid’s home stadium is named after him.

The club’s performance in the years after Bernabéu is somewhat mixed. In more recent decades, Real Madrid continued to be a big name in Spanish football scene. Since 1990, the club’s performance has earned the club 6 victories at the *La Liga*, Spain’s premier football league, and 8 times as runner up. With annual revenue of 439 Million Euro, Real Madrid occupies the top spot of the ‘Deloitte Football Money League’, a position it has kept since 2006 (Deloitte, 2011). The team’s huge payrolls allowed it to fill its lineup with big international stars, or *galactico*, including names such as Zidane, Beckham, and Luis Figo. The *galáctico* era is a trademark of the first presidency of Florentino Perez, from 2000 to 2006.

Despite the club’s considerable success, Florentino Perez was getting worried. The club had not had a success at beating their arch rival Barcelona’s recent track records, and its international performance leave much to be desired, as it was unable to pass the knockout round of the Champions League for the past six years (Sid Lowe, Sports Illustrated, 03/06/2010). Coaches were changed at regular basis, but even this did little to help, and the media was quick to point this out, jokingly claiming that “coaching changes at Real Madrid come around almost as often as the matches” (Jonathan Clegg, The Wall Street Journal, 02/06/2010).

By 2010, Perez decided to bring about definite change to the team. He rested his hopes on the shoulders of a new coach, Jose Mourinho, who was then

known as one of the best football coaches in the world. Back in 2004, Mourinho had led Porto, a relatively small football team in the European level, to win the coveted Champions League trophy. He won the trophy again in 2010 with Internazionale. This made Mourinho the third coach in football history to win two Champions League titles with two different teams.

Mourinho's arrival at Madrid was different from the previous coaches before him. Madrid is known to be unforgiving to its coaches. Former coach Juande Ramos noted: "It's useful to have a coach around at Real Madrid – as someone to burn" (Sid Lowe, *The Guardian*, 21/02/2011). The article continued, "For the first time, the *galáctico* was the coach, afforded protection and believed in. Powerful. There was no campaign to have him removed and comparatively little backlash. Even when they lost to Osasuna recently, there was no "The End", no desire to drive him out as there had been with other coaches" (Sid Lowe, *The Guardian*, 21/02/2011). Sid Lowe, *The Guardian's* Madrid-based correspondent noted that "What Mourinho brings is a newfound respect for the coach, a position that has always been criminally undervalued at Real Madrid" (Grant Wahl, *Goal.com*, 07/03/2011).

Under Mourinho, the Real Madrid team has been touted as being family-like. Despite the many big names, one player described team members as "supportive" and the team is "like a family" (Christoph Sonnenberg, *Bild.de*, 27/11/2010). Cristiano Ronaldo proclaimed that "Real Madrid is like a family to me" ("Cristiano Ronaldo: Real," *Realmadrid.com*, 09/09/2011), and have also said that Mourinho "is the father of the Real Madrid family" (Paul Macdonald & Luis Mira, *Goal.com*, 29/10/2010). Guti, a long-time Madrid player who has been

with the team for 24 years, said that the club has “been like a family to me” (Derby Anabella, footballfantalk.com, 26/07/2010). Mourinho himself has commented that:

“I like my teams to be like a family. Each player should have his own at home and we will share the one brought together by football.”

(“I like my teams,”[Realmadrid.com](http://realmadrid.com), 31/05/2010)

Despite his relatively short history at Madrid, Mourinho has been described as a being father-like by his players. Upon arriving at Real Madrid, the media was also quick to note that Mourinho’s management style is unique, and that he “treats his team as an extension of his family” (Johnatan Clegg, *The Wall Street Journal*, 02/06/2010). Madrid’s wing-back Marcelo said that the coach is “like a father to the players” (Subhankar Mondal, Goal.com, 25/10/2010). Cristiano Ronaldo said that “Sir Alex Ferguson is like a second father for me. And Jose is the third...” (Martin Caparrotta, thesportsreview.com, 13/10/2010). Former Madrid goalkeeper, Jerzy Dudek, compared Mourinho to a father and brother figure, “He can’t be your brother, he cannot be your father. But overall he is a very nice guy who tries to get the best out of his players.” (Sergio Aguilera, Goal.com, 13/09/2011). Some of Mourinho’s former players at other clubs also share this sentiment. Didier Drogba, Chelsea’s striker, described that he felt “like an orphan” after Mourinho left the team in 2007 (Grant Wahl, Goal.com, 07/03/2011). He added that “You can see how close players are with him”, and that when he shed tears during Mourinho’s departure, it was one of the rare few times he has cried in his adult life (Grant Wahl, Goal.com, 07/03/2011).

In the present Real Madrid pseudo-family, Jose Mourinho is one of the member of the couple subsystem, the other being Florentino Perez, the club President. As discussed earlier, one of the functions of the couple subsystem is to *satisfy the interpersonal needs* of the members involved. Mutual trust, respect, and support are important keys to a harmonised parental subsystem. While Mourinho is in relative total control of the team, strong fans reaction to club events means that he has to sometimes answer to Perez, the President who represents the team shareholders' interests, and the man who is in charge of the club's affairs. In one instance, when asked by the media about his decision to bench a particular player, he commented that: "I don't have to justify Pedro Leon's absence from the squad list," Mourinho is quoted as saying by Madrid's official website. "I will explain it to the president [Florentino Perez] if he asks me about it" (Subhankar Mondal, Goal.com, 27/09/2011). Mourinho seemed to hold genuine deep respect for the President. He was quoted in an interview, saying that:

"I am not surprised by the president's words because I know what he wants. As Real Madrid coach, there may have been some better than Mourinho, but there cannot be a better president than Florentino."

(Frank Henriksen, Realmadrid.dk, 03/10/2011)

This also relates to the second role of the couple subsystem, to *serve as the leadership function to the whole family*. While Perez lay out the general goals for the team, such as when he lay out his goals to bring Madrid back to its "rightful place" (Sid Lowe, The Guardian, 21/02/2011), it is Mourinho who has to draw out the detailed work plan, and carry them out.

With regards to the parental subsystem, Mourinho plays both the paternal and maternal roles. In his paternal role, Mourinho works to instill discipline and hard work as values for his ‘children’, the players at Real Madrid. Loyalty to team and fairness when dealing with players also become important topics for the players.

Mourinho’s obsession with football may have inspired some of his players to put in more effort in their own trainings. Sami Khedira, for example, told fifa.com that his coach “lives for football and thinks about the team and how he can improve individual players 24 hours a day (Luis Mira, Goal.com, 02/08/2011). Former Madrid player Jerzy Dudek mentioned that “he loves football like nobody else” (Sergio Aguilera, Goal.com, 13/09/2011), while Mourinho’s former player at Chelsea, Didier Drogba, claimed that Mourinho “works like a crazy man. At Chelsea he was doing the same [scouting reports] for fourth-division teams in the FA Cup as he was for Manchester United. It shows you how serious he is” (Grant Wahl, Goal.com, 07/03/2011).

In the same way that as a father would tell his children, Mourinho expects his players to put aside personal pride and give their best for the team. Mesut Özil, who was then a new arrival at Real Madrid, commented that “Mourinho talks a lot with us. He praises us, but at the same time he tells us what we have to do better” (Cristoph Sonnenberg, Bild.de, 27/11/2010). Commenting on his biggest star player, Cristiano Ronaldo, Mourinho insisted that he “has to learn that the team matters most” (Sid Lowe, Sports Illustrated, 03/06/2010). To this end, later on Cristiano Ronaldo said that “Yes, I’m a standard bearer for the club but no more than any of the other players” (Martin Caparrotta, Thesportsreview.com,

13/11/2010). Mourinho put in extra effort to build the team identity, for example by insisting to speak the national language of the team's home country whenever he is addressing them (Grant Wahl, Goal.com, 07/03/2011). This culture has later rubbed onto new arrivals, such as Özil, who said that "It is important for me to be able to speak Spanish, especially to my teammates" ("Mesut Özil at El Larguero," Unamadridista, 05/11/2010).

Mourinho picks his starting line up based on the amount of effort put in by the player. "Whoever works the hardest will play, whoever doesn't won't" he once said ("I like my teams," Realmadrid.com, 31/05/2010). He added that "if a player is willing to work hard and well and understands that the club is much more important than himself, it will be easy. On the contrary, if he is selfish, self-centered and isn't passionate about this job, it will be hard" ("I like my teams," Realmadrid.com, 31/05/2010). He once commented about one of his player, saying that the player "will play whenever he works like I want him to, and it will be more difficult for him to play when he doesn't" (Subhankar Mondal, Goal.com, 27/09/2011). Even if he does not put the player on starting line up, Mourinho still acknowledged those who had put in the hard work. "It pained me to leave [Esteban] Granero in the stands against Real Sociedad because nobody works as much as he does," and he continued with a compliment, "He is physically fit, intelligent and has a great heart. He always wants to help the team" (Subhankar Mondal, Goal.com, 08/03/2011). The coach is also known to be fiercely loyal to his players. During a match to rival team Benfica, Mourinho – then manager for Chelsea – did what few other coaches would have done:

"I knew that I would get a thunderous reception in the negative sense, so I decided to go on the pitch alone before the team," Mr. Mourinho said in an interview during this time as Chelsea manager. "There were 80,000 booing me but in off-loading that against me, they spared the team."

(Jonathan Clegg, The Wall Street Journal, 02/06/2010)

Many of his players are also fiercely loyal to the coach. Chelsea player Didier Drogba said that he would play for Mourinho "on a broken leg" (Johnatan Clegg, The Wall Street Journal, 02/06/2010). Media reports have concluded that while opinion about him vary wildly, among his current and former players, "feelings of affection, respect, and admiration are universal" (Martin Caparrotta, Thesportsreview.com, 13/11/2010); another said that "those who know him best speak of his charm, his fairness, his extraordinary capacity for hard work and his loyalty" (Jason Cowley, New Statesman, 19/12/2005).

This seemed to continue in Real Madrid, as noted by Marcelo: "He's a father to us and defends us to death." (Subhankar Mondal, Goal.com, 13/01/2011). Mourinho's commitment to his Madrid family earns him the affection of many of his players. Some players spoke of unending loyalty to the coach. Another player, Sergio Ramos, told the media that "Mourinho is the captain of our ship and we are with him to the death," adding that "what he [Mourinho] is trying to instill in us is working wonderfully" (Subhankar Mondal, Goal.com, 21/04/2011).

All this talk about fraternity is put to the test earlier this year, when a brawl broke out during a Madrid – Barcelona match. What started as a strong challenge

from Madrid full-back Marcello on Cesc Fabregas, turned into a war of words and fists, involving several players, and more importantly the coach himself. Mourinho has since defended his players, saying that the original foul “had been exaggerated,” and chose to downplay the incident after the match (Ben Hayward, Goal.com, 18/08/2011).

His paternal roles aside, Mourinho also worked to build the trust and hope of his players. Mourinho has been described as “the kind of man who’s ready to give you all his confidence and trust because he expects that you’ll give it back” (Grant Wahl, Sport Illustrated, 07/03/2011). Jerzy Dudek explains that “if you have a problem he will always be the first to help you. These details are what is important to him” (Sergio Aguilera, Goal.com, 13/09/2011). Sami Khedira commented that:

“Despite the incredible pressure he’s under from all directions, he’s always very pleasant to all of us. He talks to us a lot, not only about football, but also about private things.”

(Luis Mira, Goal.com, 02/08/2011)

Mourinho also tried his best to speak to individual players in their native tongues. “By speaking five languages I can have a special relation with them,” Mourinho said. He also said that: “A player feels more comfortable explaining emotions in the language where he has no doubts” (Grant Wahl, Sports Illustrated, 07/03/2011). Among the other ways Mourinho built relationship with his players, he is “celebrated for the way he monitors and communicates with his players,

sending them memos and motivational messages through e-mail and texts” (Johnatan Clegg, The Wall Street Journal, 02/06/2010).

Another function of the parental subsystem is to serve as *an avenue to pass down family heritage*. In Real Madrid, this is carried out by the academy, an institution that has trained and grew many great players for the club, who are raised based on the club’s philosophy. On the subject of academy, Mourinho commented that:

“Real Madrid takes great care of its academy and places a lot of importance on the personal growth of the players rather than the sporting aspect. In order to reach the first team, players must follow a natural progression that is achieved by hard work and passion for football”

(“I like my teams,” Realmadrid.com, 31/05/2010)

Real president Florentino Perez made the intergration of academy players into the first team an intergal part of the club's transfer policy (ESPN.go.com, 07/09/2011), although the report also said that thus far the effects of such move is still limited. However, the effects of having an academy can be felt by the players. Cristiano Ronaldo noted that having the academy is “great for the club and for them (the players),” adding that he believe that academy players will be important for the team in the future (“Cristiano Ronaldo: Real,” Realmadrid.com, 09/09/2011). Guti, who started his career with the academy, said that his “best relationships on the squad were with Raul and Alvaro Benito, who were also from the academy,” and that “the values this shirt represents have all been instilled to

me” (Derby Anabella, Footballfantalk.com, 26/07/2010). Guti also believe that “Real Madrid have to promote players from the youth system” (Derby Anabella, Footballfantalk.com, 26/07/2010).

The last subsystem, sibling subsystem, works as a combination of player relationships within the team. On one hand the players compete for the coach’s attention, for only the most deserving player will get to be in the starting line up. One player described that “every training session with Mourinho is like a battle. All I need to do is put everything he tells me into play on the pitch” (Subhankar Mondal, Goal.com, 25/10/2010).

On the other hand, the players are supportive of each others. They often mingle outside the field, regularly going for dinners together. Even those with superstar status on the field, such as Cristiano Ronaldo, is described as “like a normal guy” (Goal.com, 13/09/2011), “polite and respectful” (Luis Mira, Goal.com, 02/08/2011), and “helpful” (Luis Mira, Goal.com, 02/08/2011) by his teammates. The players can be welcoming to new team members (Cristoph Sonnenberg, Bild.de, 27/11/2010), and was described as having “a lot of fun” together (“Özil: It Is A Privilege,” Realmadrid.com, 19/08/2010).

The presence of the pseudo-family has significant impact on Real Madrid’s performance. Mourinho’s insistence on placing team above self, his fairness and loyalty towards the players, together with the presence of the academy as an avenue for transferring team values onto new generations of players, have resulted in a stronger sense of team identity and greater team cohesiveness.

This can be seen evident in several instances. Graduates of the club's academy said that the values of the organization have been instilled in them. New arrivals have commented that the spirit of brotherhood at the team has allowed them to feel welcomed there. On the field, Real Madrid's performance improved considerably. The many international stars that play for the team are now more willing to put aside their personal ego and be a little more selfless for the benefit of the team as a whole. The Wall Street Journal (Clegg, 02/06/2010) noted Mourinho's ability to "merge individual talent as a team rather than being dazzled by individual brilliance." Another media wrote that Mourinho's Real Madrid has transformed from "undisciplined and unorganized to structured and methodical" (Brian Asirvadham, Sportingenquirer.com, 17/03/2011), adding that "They have always been great individual players but there is now more cohesiveness and structure in defense."

On the other hand, there are also several negative aspects of the pseudo-family effects. The greater cohesiveness and team identity that we spoke of earlier have perhaps been a major factor in the physical brawl Madrid players had with Barcelona, one that coach Mourinho was also involved in. This has led several players to be sent off, and certain media labelled it as "an act of thuggery and hooliganism" (Ben Hayward, Goal.com, 18/08/2011), which could adversely affect the team's reputation. Additionally, players who do not agree to Mourinho's methods became alienated from the group, and may feel that they are treated unfairly. Such as what happened to Pedro Leon, who have said that he "felt humiliated at Madrid," and that he thinks that "everyone who is under a contract should be treated the same way" (Luis Mira, Goal.com, 05/10/2011).

In another instance, there has been envious report in the media when 16 year old Enzo Zidane, son of Real Madrid's former player and current director of sports Zinedine Zidane, was given the go ahead by Mourinho to train with the senior team. One media wrote:

“Never underestimate the power of nepotism. If your father's Zinedine Zidane then doors at football clubs will be opened. And if the club is Real Madrid, where your dad is employed as Director of Sport, they'll be flung wide open, the red carpet will be rolled out and before you know it you'll be rubbing shoulders with some of the world's best players.”

(“Like Father Like Son,” *Worldsoccer.com*, 08/09/2011)

Another article wrote that “..., under the watchful eye of Zizou (Zinedine Zidane) and Mourinho, his future lies in the best possible hands” (Gianluca Pepe, *Goal.com*, 05/10/2011). The article added that “while Zinedine took a long route to the top,” his son Enzo “begins in a privileged place: Madrid.” It must be noted that the young Zidane is not without talent, yet his father's history with the team made it rather difficult to dismiss such accusation of nepotism.

5.4. *F.C. Barcelona*

Futbol Club (F.C.) Barcelona, another flourishing sporting club in Spain, was founded in 1899 by Joan Gamper, a Swiss-born Barcelona resident, together with local Catalans and a group of young foreigners (“History: 1899–1909,” *Fcbarcelona.com*). The club's inception is said to reflect growing interests on football and other British sports in Continental Europe during that time period. At

the same time, F.C. Barcelona's official website is also quick to note that the club's beginnings laid the foundation for the club's "intercultural identity" and "deeply-rooted allegiance to Barcelona and Catalonia" ("History: 1899–1909," Fcbarcelona.com). Today, the club is well known as one of the largest football clubs in Europe; its 398 million Euros annual revenue earned the club the number two spot on Deloitte Football Money League (2011). On the field, Barcelona is a Spanish giant that needs little introduction; among other things, the club have collected 21 victories at the Spanish League (*La Liga*), as well as 4 UEFA Champions League titles. F.C. Barcelona is nonfamily owned, instead the club's ownership is held by its members, or *Socis*, who numbered in excess of 170,000 in 2009 (Victor Aznar, Sport.es, 19/09/2009).

Joan Gamper, Barcelona's founder, was also a player, director, and five times president of the club. He is well known as the man responsible for setting Barcelona's directions for the first 25 years of the club's history, his contributions to the club include efforts to save it from dissolution in 1908 ("Identity: More Than," fcbarcelona.com). What is often overlooked is the fact that during this campaign to save the club in 1908, Gamper also set in stone an idea that would later on develop into the club's identity, which today can be evidenced from Barcelona's tagline. The idea that Gamper put forth is for F.C. Barcelona to be more than just a sporting club, but also "for it to be a pro-Catalan club and serve its country" ("Identity: More Than," fcbarcelona.com). In time, this concept evolved into the club's present slogan '*més que un club*,' or in 'more than a club' in English. The phrase is most often used to associate F.C. Barcelona with a Catalan identity, other times it refers to Spanish national identity; and

sometimes the phrase is also used to identify members and players of the club as part of a family-like unit (“Barcelona More Than,” Goalzz.com, 26/05/2011). The slogan is almost always interpreted into a set of moral values that the club must adhere to in its actions, in addition to being good at their football game.

Although the phrase ‘more than a club’ is not always used to describe Barcelona as a kind of pseudo-family, the club is no stranger to being referred to as such. From time to time, both internal and external stakeholders of the club would liken it to a family. Catalan radio station, RAC-1, commented that F.C. Barcelona is “more like an extended family than a football club” (“Barcelona More Than,” Goalzz.com, 26/05/2011). Striker David Villa, who joined Barcelona in 2010, mentioned that most of the players “have been playing together for so long” they “are like family” (Jamie Casey, Skysports.com, 18/09/2010).

An important part of this pseudo-family experience is the unique institution called *La Masia* (translated as ‘the farmhouse’), a boarding school for young talents from all over Spain, as well as selected talents from all around the world, from as far as Africa and Latin America. Current La Masia facilities can accommodate 70-80 residents (Matthias Krug, BBC, 15/02/2011). Such a tightly knit group, who spent several years living and growing together, are not surprisingly compared to siblings growing in a family, sometimes with the coordinators being regarded as pseudo-parental figures. Just like in a family environment, in La Masia aspiring footballers are not only trained in the arts of football, but are also taught in the ways of a socially accepted individual, including values such as hardwork, sacrifice, and humility (“Barcelona More Than,” Goalzz.com, 26/05/2011). Albert Capellas, senior youth programme

coordinator at Barcelona, explained that: “We train the youngsters to be good people with a healthy lifestyle and help them to be happy with their way of life” (Rob Draper, Dailymail.co.uk, 17/04/2010). Xavi Hernandez, a Barcelona midfielder who entered La Masia at the age of 11, recounted that “FC Barcelona is a school and I've been privileged to be a student. It doesn't just educate you to be a good footballer, but a good person, too. It's a good environment which also teaches respect, a working mentality and discretion” (Andy Mitten, *The National*, 26/12/2010). Liverpool goalkeeper, Reina, who joined La Masia at the age of 13, confirmed the opinion that: “They say that they don't just grow you as a footballer at La Masia but also as a person and it's true” (Rob Draper, Dailymail.co.uk, 17/04/2010).

In spite of F.C. Barcelona's long 110 years history, and aside from the fact that La Masia is synonymous with the 18th century farmhouse it was founded in, the famed football institution is actually a relatively new phenomenon. The La Masia building, owing to its location just next to Barcelona's training facilities, was first utilised to house F.C. Barcelona's older boys from the youth programme in 1979 (Rob Draper, Dailymail.co.uk, 17/04/2010). The education system that we see today was introduced later on under the guidance of Johan Cruyff, then F.C. Barcelona's head coach, who wanted to replicate a system of football education he had seen during his time in Dutch football club Ajax. Cruyff, previously a star player for Barcelona from 1973 to 1978, was famous for setting a new kind of football philosophy for Barcelona that lasted to this day. La Masia director Carles Folguera claimed that it is well known that the club's current philosophy “started with the ‘dream team’ of Cruyff” (Matthias Krug, *BBC*, 15/02/2011). Barcelona

club president Joan Laporta acknowledged that Cruyff is “the creator of Barca style of play,” and that “modern-day Barca started with him, he is the expression of our identity” (“Barcelona President Laporta,” [Tribalfootball.com](#), 04/09/2010). A “direct descendant of Holland’s Total Football of the 70s” (Matthias Krug, BBC, 15/02/2011), this philosophy is drilled into all Barcelona players, from those in the senior team, to the youngest players in the seven year old category. The result is not hard to guess. The years spent training together and following a common playing style is a source of strength for La Masia graduates. The Telegraph reviewed that “As well as schooling them in such a sophisticated style of football, Barcelona’s academy inevitably breeds camaraderie. There is a togetherness to Guardiola’s side born of their days growing up at La Masia” (Henry Winter, The Telegraph, 04/05/2011). For the club, nurturing young talents from an early age offer further economic advantages. As one media report puts it, unlike many “top English clubs” who spent millions on player transfer fees, Barcelona’s homegrown players “cost nothing to buy” (Rob Draper, [Dailymail.co.uk](#), 17/04/2010).

The importance of La Masia graduates to the club is demonstrated by their presence in F.C. Barcelona’s first team line-up. As an illustration, the team that won the 2009 Champions League had eight players who graduated from the academy (Henry Winter, The Telegraph, 04/05/2011). In the same 2011 article, coach Pep Guardiola highlighted the importance of the Barca values on the players, “Fourteen of 20 players in the squad have grown up in this house and they all respect the values of the house” (Henry Winter, The Telegraph, 04/05/2011). Guardiola continued: “Players have to think quickly and to play with intelligence,

always knowing the next pass. It is how we have all been taught and how the public expects us to play.”

Life in the La Masia is not solely about football. Young players 14 years old of age spent only around 6 hours a week on the game, the rest of their time is divided between studies and personal time. (Rob Draper, Dailymail.co.uk, 17/04/2010). According to a BBC report (Matthias Krug, BBC, 15/02/2011), a typical day at La Masia began at 6.45am when students wake up to prepare for school (8.00am – 2.00pm). There is an added schooling session (4.00pm – 6.00pm) before football training at 7.00pm – 8.45pm. A strong emphasis is placed on schoolwork and additional tutoring, with the rationale so that kids who do not eventually make it to professional football can continue their education in a university. Despite the limited football training schedule, each session is regarded with utmost importance, and students are expected to give their highest quality play during practice.

F.C. Barcelona and the club’s youth academy, La Masia, have both been likened to real-life families, with several individuals playing key roles in the pseudo-family. Since La Masia can be considered as an integral part of the F.C. Barcelona organization, we would look at the two as a combined pseudo-family. The role of father figure in this pseudo-family is sometimes attributed to Johan Cruyff, whose ideas and football philosophy became the hallmarks of F.C. Barcelona to this day.

At other times, parental roles are also often attributed to the staff at La Masia. Albert Capellas spoke of his former wards: “Messi and [Andres] Iniesta don’t live here anymore, but this is their home. They come to eat, and if they have

a problem, they come to us as they would to their mother and father” (Simon Kuper, Askmen.com). Albert Benaiges, the coach who is said to be like a godfather to [Andres] Iniesta recounted that the young player: “Was very close to his family and every goodbye each weekend would become a mini-drama.” Benaiges continued, “Andres would be crying and he spent a lot of time at my house, and whenever my mother sees him smiling now she always makes a joke, because she remembers how much he suffered in those days” (Rob Draper, Dailymail.co.uk, 17/04/2010).

In the F.C. Barcelona pseudo-family, parental figures seem to not be divided into a ‘father’ and ‘mother’ figure. Instead, each individual who is deemed as a pseudo-parent represent a combination of paternal and maternal functions. Parental roles are present at several levels. At the most fundamental level, children of this pseudo-family are taught the philosophy and values set by Johan Cruyff, who is a pseudo-father figure to the team. The administrative and coaching staff at La Masia, on the other hand, serve to ensure that *family values are passed down* to the next generation. These values can again be categorized into two groups, the first being skill and knowledge as a footballer, and the second, character values as a person. As explained by Carles Folguera, head of La Masia, different staff is in charge of specific area of growth for the young players:

“I [Folguera] don't work on their sporting development. I work on their heart, character, and values. The coaching staff do the rest and deal with their development as athletes.”

(Antony Kastrinakis. The Sun. 11/02/2011)

An important theme in the *parental subsystem* is love and hope, which is considered a maternal quality. In the ultra competitive world of professional soccer, where only the best can make it into the club's first line-up, it is easy to forget such qualities. In La Masia, however, each child is afforded the maximum level of love and hope that the institution can manage. Asked on why La Masia is a huge success in producing top players, Barcelona coach Guardiola explained that part of the answer lies in being patient with the young players.

“We have had to be so patient with these players. When they were 12 and 14 in the youth team they won nothing. For six years they didn't win anything and they could have been kicked out of the club. But we were patient.” Guardiola added that, “Players like Xavi and Iniesta were not that good as youth players and developed. At 18 and 19 they had lost more games than they won. Now look, a beautiful team. The hard work by so many people has paid off.”

(Henry Winter, The Telegraph, 04/05/2011)

In the end, it is no secret that only a small minority of youth players make it to the top, and the club also realise this. The importance placed on academic studies at La Masia is an added measure to ensure that lesser players can have an alternative career outside football. Carles Folguera said that “In Barcelona B, the reserves, 12 players go to university” (Antony Kastrinakis. The Sun. 11/02/2011).

The young players that stay in La Masia form the children of the Barcelona pseudo-family. The experience of living, eating, and sleeping together will help build a sense of brotherhood among these young players. The sibling subsystem of La Masia carries out its function as a *mutual support and peer learning group* by

getting younger players to learn from their senior, often by pairing players with similar roles. Xavi Hernandez recounted what his coach in the youth team told him: “Watch how Pep Guardiola plays. He is perfect in his position - your position.” Xavi eventually got the opportunity to play alongside Guardiola. Of this experience he added, “For three years I played with Pep in the first team and I kept on learning.” This pairing of senior and junior players also helped to create special bond between the two: “In the game and after the game. He's an obsessive, like me. We're both fans off the pitch. We still talk about teams, players and tactics every day” (Andy Mitten, *The National*, 26/12/2010). Pairings aside, junior teams also regularly get a chance to play with the senior side.

Senior players, including those who have left La Masia, continue to visit and give moral *support* to their juniors in the academy. Years after they leave La Masia, former students Xavi and Iniesta still visit their old homes, and give support to their ‘younger siblings.’

"Xavi comes here all the time to talk, listen and advise the youngsters.

Andres comes when the kids are away at school and brings boots and all kinds of equipment. They all do. They still feel part of the family."

(Antony Kastrinakis. *The Sun*. 11/02/2011).

The effect of the pseudo-family on F.C. Barcelona is evident in the way the team plays. Barcelona games are often characterized by seamless passes, and cohesive movements. The similar style that is omnipresent throughout many players' growing stage in the academy means that each player knows exactly what his teammates are going to do next. Furthermore, having the juniors join senior games also means that transition into first line up can be achieved seamlessly. Pep

Segura, who have spent a decade as technical director at La Masia, explained: “The Barcelona principle is that you do not work to create players, you work to create a style” (Rory Smith, *The Independent*, 12/11/2011). Segura also added further details:

“If you come to watch us play, you will see the same approach in our under-12s as you do in our reserve team. That way, when players arrive in the first team, they know the style, and they know what they have to do. It is the same at Barcelona. It does not change from coach to coach and from year to year. You have to have a consistent line of work. The most important thing is creating that line”

(Rory Smith, *The Independent*, 12/11/2011)

Not unlike real-life families, we can also observe some behaviour in the F.C. Barcelona pseudo-family that is similar to what is commonly observed in a family firm. One of the pseudo-family behaviour observed in F.C. Barcelona is what is commonly referred to as ‘keeping it within the family,’ with some of the cases resembling nepotism. Positions within the club often change hands between individuals possessing long history with the club, or those who are related by blood to past office holders. F.C. Barcelona’s current coach, Pep Guardiola, is one example of the former. Guardiola is a graduate of La Masia, who also spent some years playing for the club’s senior side. He belongs to a generation of young players who trained under the watchful eyes of Cruyff. At a personal level, he has been called a successor to Johan Cruyff, with some in the media saying that “If a genealogical tree of F.C. Barcelona was made, Laureano Ruiz would be the grandfather, Johan Cruyff the father, and Guardiola the heir” (“Perarnau: Cruyff

Is,” FC Barcelona News, 17/06/2011). Guardiola, in turn, picked several of his contemporaries from La Masia to be his assistant staff. “Lifelong bonds” created by “intense experiences in youth” (Rob Draper, Dailymail.co.uk, 17/04/2010) are suggested as reasons why Guardiola picked Tito Vilanova and Aureli Altamira as coaching assistants.

In other cases, certain players also seem to be recruited based on relationships to past players. Legendary Barcelona coach Johan Cruyff had his son, Jordi Cruyff, and grandson, Joshua Angoy Cruyff, selected for La Masia education. Sergio Busquets, who is currently a player for Barcelona, is the son of former player Carles Busquets. In the case of Joshua Angoy Cruyff, it is also interesting to note that his father, Jesus Mariano Angoy, also used to play as goalkeeper for Barcelona (“Barcelona Hanging Their,” Dailymail.co.uk, 05/10/2009).

The extent of ‘keeping it within the family’ in F.C. Barcelona is not only limited to players and office holders. In 2010, changes in club membership rules effectively limit membership to those who are previously members, or persons related by blood to existing members. This move would create an ‘extended family’ of shareholders, many of whom are interrelated not only by blood, but also through a largely Catalan identity. The desire to limit memberships can also be interpreted as product of strong intra-group ties based on group homogeneity, and aversion to culturally divergent extra-group entities.

Another family-like behaviour that can be observed in F.C. Barcelona is the strong presence of ‘founder’s legacy’, in this case the one left by Johan Cruyff. Since Cruyff, the club’s football philosophy experienced little changes; and with

Cruyff being regarded as the ideals of Barca's style of play, every coach and player after him have little room to implement their own philosophy. This, together with the strong indoctrination of the 'Barca way' at La Masia, as well as the expectation for Barcelona to always follow its set of values as prescribed by the club's slogan 'more than a club', means that the club can expect little changes to its football philosophy in foreseeable future. The founder's legacy effect could affect Barcelona in two different ways. On one hand it can provide the organization with a source of stability, or conversely on the other hand it could also indicate a culture of strong resistance to change when one is necessary.

6. Discussions

The above cases show that even in a nonfamily business environment, it is possible for individuals inside the organization to construct a family-like unit. Table 3 (below) shows that these family-like units share certain common traits with the traditional family structure, and the participants behave in a way that is not dissimilar to members of a family. This pseudo-family, as we have come to call it, is also shown to have a considerable effect on the performance and the way the organization is run.

Ownership & Control

While family businesses are often characterised by long periods of family ownership and control, the pseudo-family cases observed proved to be different. The Green Bay Packers are owned by a large group of individual shareholders since its inception, while Real Madrid and Barcelona are similarly owned by its

fans. In the case of Boston Celtics, the ownership group consisted of large numbers of individuals. Additionally, ownership of the team have changed hands over ten times in the team's founding in 1946, and at some point in time the team had its shares publicly traded.

A similarly interesting observation is that in the case of these pseudo-families, control of the organization can often be separated from ownership. In the case of Boston Celtics and Green Bay Packers, despite not being a shareholder, the two pseudo-family patriarchs held near absolute control in their running of their respective organizations. Both patriarchs joined the organization with the condition that they are to be given the highest authority and a free rein in their roles. The case of Real Madrid showed that in certain situations the running of the organization must give shareholders interests – in the form of a more involved club President – more considerations. For F.C. Barcelona, on the other hand, Johan Cruyff never seem to hold ultimate power like observed in our other cases, yet he also managed to leave behind a legacy that lasts until today, which is he 'total football' approach to the game.

Social Structures

In family businesses, the family aspect typically consists of a married couple and their offspring, sometimes a group of relatives is also included in this social unit. Each position within the family carries a set of expected roles and responsibilities, and in return each family member may expect certain treatment from other family members based on their role within the family hierarchy. The relationships and ties of these family members may differ across the business and the family fronts, yet the general model remains relevant.

The professional sport organizations that are observed in this paper mimic a family by assigning pseudo-family roles to individuals. In all four cases, the coaches became a pseudo-father figure. In the cases of the Celtics and the Packers, the pseudo-family started to form after the pseudo-father figures joined the organizations, while for Real Madrid and Barcelona, the father figures were not present at the family's creation. For Barcelona, Cruyff's new system can be said to have revolutionized the family, and in that respect he has gained the status of the pseudo-family's new patriarch. In the case of Mourinho, several of his former players still consider him as a 'father' figure, even after his departure from his former club. Looking at these facts, the inception of the pseudo-family is likely to have originated from the pseudo-father figures. By assigning family values, including the reward and punishment schemes of the pseudo-family, the pseudo-fathers created a framework for the pseudo-family's social structure. The familial bond is made complete when another individual accepts the father's role in the pseudo-family, and assigns a pseudo-family role for himself.

In contrast to family businesses, where family roles often dictate the roles of individuals within the firm, an individual's role within the pseudo-families is strongly influenced by his/her role within the organization's hierarchy. In our three cases, players, who are subordinate to the head coach, adopt the role of children in the pseudo-family. As described above, the head coach, who commands the team on a day to day basis, typically adopt the role of a parent, usually a father. Other individuals from the franchise, such as the director of sports or general manager in some sports, may also be part of the pseudo-family, for example as a mother-figure.

It must be noted that in the observed cases, the pseudo-families did not fully replicate the structures of a traditional family. Some of the family subsystems were not present, and those that do may not fully represent the ideal subsystem. For example, we observe that the couple subsystems in Boston Celtics, Green Bay Packers, and Barcelona only consists of one party, and therefore are missing one of the functions, to satisfy personal & interpersonal needs of the couple. Additionally, in all three cases, both maternal and paternal roles in the parental subsystem are primarily taken care of by a single individual. The effects of partial or missing family subsystem in the pseudo-family is still relatively unknown, as our cases showed that the pseudo-family continued to perform beyond expectations; in the traditional family sense, however, partial or missing subsystems are hallmarks of a dysfunctional family.

Another dimension of the pseudo-family is the strength of familial ties within the pseudo-family, which may differ from its traditional counterparts. Unlike the latter, a pseudo-family is not bound together by blood ties, and at the same time is subjected to the constant need for change. In a pseudo-family, the family ties may be broken by factors such as work performance, money, or differences in personal characters. Sporting families, especially under today's increasingly corporate environment, have been criticised for selling or trading off their players too easily, something that critics note would not happen in a family. Yet, it is also true that pseudo-family relationships can last beyond an individual's employment tenure. Several Celtics players who had been released from the team, for example, have continued to say that they still feel a sense of belonging to the

Celtics. In all three cases, players have also continued to regard their former coach as a father figure long after their retirement from the team.

Pseudo-family Cultures

One of the several defining features of the pseudo-families in this paper is their paternalistic and disciplinarian nature. In at least three of the clubs, with possible exception of F.C. Barcelona, strong and uncompromising leadership is displayed by the father figures in their running of the pseudo-family. The Celtics under Auerbach, as well as Mourinho's Real Madrid, have their success strongly attributed to the selfless behaviours of the players. This can only be done through the strong insistence of the respective father figures. In the case of the Green Bay Packers, Lombardi is well known for drilling his players to perfectly execute simple game plays, a strategy which has worked very well for the Packers.

The paternalistic and disciplinarian natures of the pseudo-families also have a darker and more disruptive side. Due to their near absolute authority, the pseudo-father figures may at some point in time appear to abuse their power. For example, Red Auerbach's habit of watching "Hawaii 5-0" in his office between 4 to 5 pm and not be disturbed during this time period could hardly be described as beneficial to the team, and yet this practice is tolerated due to his status as the patriarch.

Additionally, those that refuse to follow the instructions of the pseudo-fathers face the prospect of punishment; and if they still refuse to comply, these individuals may be forcibly cast out of the team. During Auerbach's tenure as head coach, Celtics players who demanded privileges often found themselves

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being traded out of the team. Pedro Leon, a player in Real Madrid, eventually left the club after he felt being ‘unfairly treated’ by Mourinho. The coach in turn said that Leon will only get to play more if he works the way Mourinho wanted him to.

	Boston Celtics	Green Bay Packers	Real Madrid	FC Barcelona
Couple Subsystem				
Husband	Red Auerbach	Vince Lombardi	Jose Mourinho	Johan Cruyff
Wife	N.A.	N.A.	Florentino Perez	N.A.
Parental Subsystem				
Father (Paternal)	Red Auerbach (major)	Vince Lombardi (major)	Jose Mourinho (major)	Johan Cruyff, various staff at La Masia
Mother (Maternal)	Red Auerbach (minor)	Vince Lombardi (minor)	Jose Mourinho (minor)	Various staff at La Masia
Offsprings	Players	Players	Players	Players
Sibling Subsystem	Players	N.A.	Players	Players
Other family members	N.A.	Fans as extended family	N.A.	N.A.
Pseudo-family behaviours				
Nepotism	Appointment of Austin Ainge in Red Maine Claws.	N.A.	Inclusion of Enzo Zidane into senior team’s practice.	Staff appointment based on relationship with head coach Several players are sons of former stars

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Succession planning	<ul style="list-style-type: none"> - Picked Russell (player) as player-coach, then promote as head coach. - Auerbach sit as general manager after coaching role. - Many subsequent coaches come from players. 	<ul style="list-style-type: none"> - Phil Bengston , who was assistant to Lombardi for 9 seasons, was picked to replace him. - Lombardi continued as general manager after coaching role. 	- N.A.	<ul style="list-style-type: none"> - Current coach, Guardiola, is a product of La Masia. - Philosophy of former coach Cruyff is passed to all staff and players.
Founders legacy	Auerbach's basketballing principles.	Yes	N.A.	Yes
Strong 'family' identity	Yes	Yes	Yes	Yes
Increased cohesiveness through family values	Yes	Yes	Yes	Yes

Table 3. Observed Pseudo-families and their behaviours

All three sports organizations are also characterised by strong cultural ties between teams and their fans. Their role in the pseudo-family cannot be understated. In the case of Green Bay Packers and Real Madrid, the fans are more than just a group of supporters; many of them are also the clubs' rightful owners. As shareholders, fans form a network of related individuals that are bonded together via their interests in the sports organization. In the world of family business, a parallel to this is having a group of relatives who have vested interests

in the firm's wellbeing. In their capacity as owners, fans can exert their influence on the organization's operations. Packers fans are known to be very active during annual general meetings as well as critical about the way their beloved team is run, while Real Madrid fans are known to initiate a number of coach sackings. For F.C. Barcelona, new membership rulings will change their ownership base to be more homogeneous, both in terms of cultural identity, as well as by blood relationship. The changes would certainly influence future directions of the club.

Fans can also be a source of strength for the team, its leaders, and players. Fans' loyalties to the teams are generally stable in the long run, and they are likely to stay supportive of their team regardless of their performance. The Boston Celtics, for example, underwent a twenty year drought from 1986 till 2008. Yet there were fans who stuck with the team. During long periods of lacklustre performance, when player's morale may be at all time low, encouragement from crowd of fans can provide an extra boost of morale for the players, and make the difference between winning or losing a match.

One last note regarding fans is that, just like family ties, the bond between an individual fan and the team may form an important a source of identity for the said individual. One Packers fan reportedly described her occupation as "Cheesehead" (informal nickname for a Green Bay Packer fan) in her tax return (Kevin Cullen, The Boston Globe, 06/02/2011). She added that her love for the Packers have brought her much closer to her father. This identity as a fan can also form part of one's family heritage, another important source of personal identity. In the 1960s, it was reported that "ushers who are growing old make arrangements to bequeath their jobs to their sons or grandsons" (Bill Furlong, Sports Illustrated,

12/12/1960). Many Packers fans today have obtained Packers shares and season tickets from their parents or grandparents.

An interesting observation of the pseudo-families is that they seem to exhibit behaviours that once are thought to be an exclusive domain of family enterprises, including but not limited to, the effects of a founder's legacy, succession planning, and nepotism. Like in many paternalistic family businesses, founder's legacy played an important role in defining the way the teams operate, even after the founder departure. It is noted that none of the pseudo-father figures observed in this paper are actual founders of their respective sporting organizations, but in the cases of Vince Lombardi and Red Auerbach, the effects of their leadership was so transformational that until this day, generations of coaches and managers in the organization still strive to live to the maxims of the pseudo-fathers.

The reverse side of the coin is that, founder's legacy effect may also hamper the progress of the organization. The Celtics' reliance on Auerbach's principles meant that subsequent coaches could not freely try new strategies, despite each coach's unique management style.

Auerbach and Lombardi also seemed to practice succession planning, each picking a favourite successor from their inner circle (a player and an assistant coach, respectively) to be their replacements as head coaches. The two pseudo-fathers also stayed involved with the teams even after their retirement as coaches, taking up the role of general managers. This is similar to what is often observed taking place in family businesses, when a retiring founder would pass the baton of executive control to his successor, and maintain some position in the company,

typically as company chairman, in order to still retain some control over the organization.

Last but not least, the practice of appointing executives from within the sports organizations has been compared to nepotistic succession, also a common feature of the family business. In the case of the Celtics, the appointment of Austin Ainge, son of the Celtics' president of basketball operations, as coach for an affiliate team led local media to question if "he got the job because who he knows." In a similar situation, when Enzo Zidane, son of Real Madrid ex-player and current director of sports, was given the privilege to train with Real Madrid's senior team, charges of nepotism were made. Since the pseudo-fathers are not the owners of the sports organizations, nepotism within the pseudo-family would constitute as an agency problem, with the owner's interest placed behind the interests of the managers and their pseudo-families.

6.1. Directions for future research

Through observations of the three cases, the existence of the pseudo-family does seem to have both positive and negative effects on the performance of the sports organization. The positive effects that pseudo-family is likely to have on a sports organization include stronger group identity and intra-group association, increased cohesiveness, and long term goal orientation through succession plans. The negative effects, on the other hand, include group exclusivity, nepotism, and increased resistance to change.

Since this paper only deals with exploration of the pseudo-family system in the context of nonfamily enterprises, specifically nonfamily sports

organizations, and further studies are needed for us to better understand the pseudo-family phenomenon, in particular regarding its relation to familiness in the nonfamily business setting. From the findings of this paper, there are several possible directions that can be recommended. First is to establish the theoretical foundation on how pseudo-families contribute to a better performance for nonfamily enterprises. Looking at the similarities between the pseudo-family and the typical family that exist in family firms, these advantages could indeed be some form of familiness resource. Studies in this area may also be of help to the family business literature in general. One problem faced by academics in understanding many of the processes that make a family firm tick is the complexity of the family business model. Pseudo-families can be used in comparative studies, utilizing its similarities and differences to the traditional family as a tool for comparison.

Another potential area for research is the study of interactions between traditional and pseudo-families. The management literature often sees family solely in terms of blood relationship, and therefore it follows that an individual may only have one family. However, as evidenced from the case of Boston Celtics, a pseudo-family may eventually include one of its members' real life family members. In this case, Danny Ainge's son, Austin, was inducted into the Celtics family through the influence of Red Auerbach on his father. The role of that individual in the pseudo-family may be different from his/her role in the traditional family. The interaction of these two roles would be an interest to both family business researchers as well as those from the family studies literature.

7. Limitations

This study carries several caveats that may limit the usefulness of this study. Firstly, the qualitative research method that is employed in this study is useful in capturing the nuances of a particular phenomenon, and in the case of this study it is useful to identify behaviours that have not been sufficiently explored by past researches. The same nuances however, are also inadvertently filled with personal biases of the individuals concerned, and some of these may not be adequately covered in this paper due to data limitation, as well as cultural differences. The paper might have suffered from certain loss of information, in particular the loss of meaning through context, as well as inaccurate use of translation from the source's native language, as is often the case with the use of secondary data. Additionally the data gathered in this paper is limited to specific individuals within the organizations. For example, while most of the family metaphors came from players and managers, very few comments came from supporting staff in the organization. As a small-*N* qualitative study, observations made in this paper may not be sufficient to make broad generalization about the effects of pseudo-families in all forms of nonfamily organizations.

Finally, I would like to encourage further exploration into similar phenomenon in other industries, in order to ascertain if pseudo-families exist outside the sports industry, or if the pseudo-families behave in similar manner to what have been observed in this paper, and lastly, if the effects of those pseudo-families is consistent to what has been observed in this paper.

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Appendix 1. Club Shareholdings

National Basketball Association (NBA)

Club Name	Owners	Remarks
Boston Celtics	Boston Basketball Partners LLC	Managing board: Wycliffe Grousbeck, Stephen Pagliuca, H. Irving Grousbeck, The Abbey Group (Robert Epstein, David Epstein, John Svenson) Founding investors: Richard H. Aldrich, David Bonderman, James Breyer, James I. Cash, Paul Edgerley, William P. Egan, William Helman, Glenn Hutchins, Stephen R. Lewinstein, Stehen J. Luczo, Michael Marks, James Pallotta, David Roux, Mark Wan.
New Jersey Nets	Bruce C. Ratner, Lewis Katz, Jay-Z, and 27 other investors.	A 80 percent stake sale to Russian tycoon Michael Prokhorov is pending as of April 2010.
New York Knicks	Madison Square Garden, LP. (formerly part of Cablevision)	
Philadelphia 76ers	Comcast-Spectator	
Toronto Raptors	Maple Leaf Sports Entertainment	Ontario Teachers' Pension Plan (66%) Kilmer Sports Incorporated (20.5%) Northleaf Capital Partners (13.5%)
Dallas Mavericks	Mark Cuban	Majority stake ²
Houston Rockets	Leslie Alexander	³
Memphis Grizzlies	Michael Heisley	Majority stake ⁴
New Orleans Hornets	George Shinn Gary Chouest	⁵
San Antonio Spurs	Peter Holt, 22 other investors ⁶	

² http://www.nba.com/mavericks/news/sale_press_conference000120.html

³ http://www.chron.com/CDA/archives/archive.mpl?id=1993_1144426

⁴ <http://www.forbes.com/forbes/2009/1228/companies-nba-basketball-heisley-memphis-blues.html>

⁵ http://www.forbes.com/lists/2009/32/basketball-values-09_New-Orleans-Hornets_328959.html

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Chicago Bulls	Jerry Reinsdorf	
Cleveland Cavaliers	Daniel Gilbert, Gary Gilbert, Usher Raymond, Gordon Gund	Gordon Gund was former majority stake holder
Detroit Pistons	Karen Davidson	Widowed wife of former owner William Davidson ⁷
Indiana Pacers	Herbert Simon	Sole owner ⁸
Milwaukee Bucks	Herbert H. Kohl	
Denver Nuggets	Stanley Kroenke	Sole owner
Minnesota Timberwolves	Glen Taylor	Majority stake ⁹
Portland Trail Blazers	Paul Allen	Sole owner ¹⁰
Oklahoma City Thunder	Professional Basketball Club, LLC	Clayton Bennett, Majority stake
Utah Jazz	Estate of Larry H. Miller	Sole owner
Atlanta Hawks	Atlanta Spirit, LLC	9 partners, divided into three groups with equal share ¹¹
Charlotte Bobcats	Robert Johnson	Majority stake sold to Michael Jordan ¹² (27 Feb 2010)
Miami Heat	Micky Arison	¹³
Orlando Magic	RDV Sports	Richard DeVos Sr
Washington Wizards	Raul J. Fernandez, Estate of Abe Pollin (Majority share)	
Golden State Warriors	Chris Cohan	
Los Angeles Clippers	Donald Sterling	
Los Angeles Lakers	Jerry Buss, Philip Anschutz	
Phoenix Suns	Robert Sarver	
Sacramento Kings	Gavin Maloof, Joseph Maloof, Robin E. Hernreich ¹⁴	

National Football League (NFL)

⁶ http://hoopedia.nba.com/index.php?title=San_Antonio_Spurs

⁷ <http://sports.espn.go.com/nba/news/story?id=3980378>

⁸ http://www.forbes.com/lists/2009/54/rich-list-09_Herbert-Simon_PRZO.html

⁹ http://www.forbes.com/lists/2009/54/rich-list-09_Glen-Taylor_4W3W.html

¹⁰ http://www.forbes.com/lists/2009/54/rich-list-09_Paul-Allen_1217.html

¹¹ <http://www.philipsarena.com/Content/view.aspx?CID=368106e3-8d91-4dfe-a026-94f60f0c255b>

¹² <http://sports.espn.go.com/nba/news/story?id=4951410>

¹³ http://www.forbes.com/lists/2009/54/rich-list-09_Micky-Arison_OAU8.html

¹⁴ <http://ir.k2inc.net/phoenix.zhtml?c=101913&p=IROL-govBio&ID=97511>

Examining Pseudo-family Systems in Nonfamily Enterprises

Club Name	Owners	Remarks
Arizona Cardinals	William V. Bidwill, Sr.	Sole owner
Atlanta Falcons	Arthur Blank	90% stake
Baltimore Ravens	Stephen Bisciotti	99% ownership ¹⁵
Buffalo Bills	Ralph Wilson	
Carolina Panthers	Jerry Richardson	Majority stake, total 12 partners ¹⁶
Chicago Bears	McCaskey Family ¹⁷	
Cincinnati Bengals	Michael Brown	
Cleveland Browns	Randolph Lerner	
Dallas Cowboys	Jerral Jones	
Denver Broncos	Patrick Bowlen and siblings ¹⁸	
Detroit Lions	William Clay Ford Sr.	Sole owner
Green Bay Packers	Shareholders owned ¹⁹	
Houston Texans	Robert McNair	Majority stake ²⁰
Indianapolis Colts	James Irsay	Sole owner
Jacksonville Jaguars	Wayne Weaver	Majority stake
Kansas City Chiefs	The Hunt Family ²¹	
Miami Dolphins	Stephen Ross (majority)	
Minnesota Vikings	Zygmunt Wilf, Mark Wilf	
New England Patriots	Robert Kraft	
New Orleans Saints	Thomas Benson, Rita Benson LeBlanc (granddaughter) ²²	
New York Giants	John Mara, Steven Tisch	
New York Jets	Robert Wood Johnson IV	
Oakland Raiders	Allen Davis	Majority stake (67%)
Philadelphia Eagles	Jeffrey Lurie	
Pittsburgh Steelers	Rooney family (Dan Rooney and brothers, 80%), Jack McGinley (20%) ²³	
San Diego Chargers	Alex Spanos (97%), George Pernicano (3%) ²⁴	

¹⁵ http://findarticles.com/p/articles/mi_qn4183/is_20050726/ai_n14803421/

¹⁶ <http://www.panthers.com/team/history/chronology.html>

¹⁷ http://www.forbes.com/lists/2009/30/football-values-09_Chicago-Bears_301335.html

¹⁸ http://sportsillustrated.cnn.com/football/news/2003/07/19/broncos_lawsuit_ap/

¹⁹ http://www.forbes.com/lists/2009/30/football-values-09_Green-Bay-Packers_302814.html

²⁰ http://www.forbes.com/lists/2009/10/billionaires-2009-richest-people_Robert-McNair_ZDPI.html

²¹ http://www.forbes.com/lists/2009/30/football-values-09_Kansas-City-Chiefs_309072.html

²² <http://www.neworleanssaints.com/team/staff.html>

²³ <http://sports.espn.go.com/nfl/news/story?id=3776644>

Examining Pseudo-family Systems in Nonfamily Enterprises

San Francisco 49ers	Denise York, John York, Jed York, Carri Parham ²⁵	
Seattle Seahawks	Paul Allen	
St. Louis Rams	Chip Rosenbloom, Stanley Kroenke	
Tampa Bay Buccaneers	Malcolm Glazer	
Tennessee Titans	Kenneth Adams Jr.	
Washington Redskins	Daniel Snyder	

Forbes.com most valuable Soccer Teams 2009

Club Name	Owners	Remarks
Manchester United	The Glazer family ²⁶	
Real Madrid	Club members ²⁷	
Arsenal	Arsenal Holdings Plc. (non-quoted public limited company, shared traded on PLUS) ²⁸	Major shareholders: Stanley Kroenke (29.9%), Daniel Fisman (16.1%) ²⁹ , Lady Nina Bracewell Smith (15.9%) ³⁰
Barcelona	Club members ³¹	
Bayern Munich	Club members ³²	FC Bayern München eV (81.82%), Audi (9.09%), Adidas (9.09%) ³³
Liverpool	Thomas Hicks, George	

²⁴ http://www.nctimes.com/sports/columnists/paris/article_62f552fd-e36a-5a10-9124-2480bb456325.html

²⁵ <http://www.49ers.com/team/front-office.html>

²⁶ <http://news.bbc.co.uk/2/hi/business/4629401.stm>

²⁷ http://www.forbes.com/lists/2010/34/soccer-10_Real-Madrid_340002.html

²⁸ <http://www.plusmarketsgroup.com/details.shtml?ISIN=GB0030895238/GBP/PLUS-exn>

²⁹

http://www.plusmarketsgroup.com/PLUS_news_story.shtml?NewsID=2021801&ISIN=GB0030895238/GBP/PLUS-exn

³⁰

http://www.arsenal.com/assets/_files/documents/sep_08/gun__1222765802_annual_report2008.pdf

³¹ http://www.forbes.com/lists/2010/34/soccer-10_Barcelona_340011.html

³² http://www.forbes.com/lists/2010/34/soccer-10_Bayern-Munich_340005.html

³³ <http://www.fcbayern.t-home.de/en/news/news/2009/21540.php>

Examining Pseudo-family Systems in Nonfamily Enterprises

	Gillett Jr. ³⁴	
AC Milan	Silvio Berlusconi ³⁵	
Juventus	Agnelli family	
Chelsea	Roman Abramovich	
Inter Milan	Massimo Moratti ³⁶	
Schalke 04	Club members ³⁷	
Tottenham Hotspur	Enic International Limited (77%), Michael Ashcroft (3%) ³⁸	Shareholder listed holds more than 3% stake. ENIC is owned by Joseph Lewis.
Olympique Lyonnaise	Jean-Michel Aulas ³⁹	Listed on Euronext (code: OLG)
Hamburg SV	Club members ⁴⁰	
AS Roma	Compagnia Italtipetroli (67.1%), Banca Monte dei Paschi di Siena S.p.A.(2.7%), Danilo Coppola (2.5%) ⁴¹	Majority stake by: Sensi Family ⁴²
Werder Bremen	Club members ⁴³	
Olympique Marseille	Margarita Louis-Dreyfus ⁴⁴	
Borussia Dortmund	Morgan Stanley International ⁴⁵	Publicly listed
Manchester City	Abu Dhabi United Group Investment and Development Limited ⁴⁶	Controlled by Sheikh Mansour bin Zayed Al Nahyan
Newcastle United	Michael Ashley ⁴⁷	

³⁴ http://www.forbes.com/lists/2010/34/soccer-10_Liverpool_340009.html

³⁵ http://www.forbes.com/lists/2010/34/soccer-10_AC-Milan_340003.html

³⁶ http://www.forbes.com/lists/2010/34/soccer-10_Inter-Milan_340007.html

³⁷ http://www.forbes.com/lists/2010/34/soccer-10_Schalke-04_340014.html

³⁸ http://www.tottenhamhotspur.com/uploads/assets/docstore/2009_annual_report.pdf

³⁹ http://www.forbes.com/lists/2010/34/soccer-10_Olympique-Lyonnais_340020.html

⁴⁰ http://www.forbes.com/lists/2010/34/soccer-10_Hamburg-SV_340029.html

⁴¹ http://www.consob.it/mainen/issuers/listed_companies/index.html?codconsob=117470#

⁴² http://www.forbes.com/lists/2010/34/soccer-10_AS-Roma_340017.html

⁴³ http://www.forbes.com/lists/2010/34/soccer-10_Werder-Bremen_340031.html

⁴⁴ http://www.forbes.com/lists/2010/34/soccer-10_Olympique-Marseille_340012.html

⁴⁵ http://www.forbes.com/lists/2010/34/soccer-10_Borussia-Dortmund_340021.html

⁴⁶

http://www.manchestereveningnews.co.uk/sport/football/manchester_city/s/1064885_blues_in_15_0m_takeover

⁴⁷ http://www.forbes.com/lists/2010/34/soccer-10_Newcastle-United_340010.html

ⁱ http://hoopedia.nba.com/index.php?title=San_Antonio_Spurs

ⁱⁱ <http://www.philipsarena.com/Content/view.aspx?CID=368106e3-8d91-4dfc-a026-94f60f0c255b>

ⁱⁱⁱ <http://ir.k2inc.net/phoenix.zhtml?c=101913&p=IROL-govBio&ID=97511>

^{iv} <http://www.panthers.com/team/history/chronology.html>

^v http://www.forbes.com/lists/2009/30/football-values-09_Green-Bay-Packers_302814.html

^{vi} http://www.forbes.com/lists/2010/34/soccer-10_Real-Madrid_340002.html

^{vii} <http://www.plusmarketsgroup.com/details.shtml?ISIN=GB0030895238/GBP/PLUS-exn>

^{viii}

http://www.plusmarketsgroup.com/PLUS_news_story.shtml?NewsID=2021801&ISIN=GB0030895238/GBP/PLUS-exn

^{ix}

http://www.arsenal.com/assets/_files/documents/sep_08/gun__1222765802_annual_report2008.pdf

^x http://www.forbes.com/lists/2010/34/soccer-10_Barcelona_340011.html

^{xi} http://www.forbes.com/lists/2010/34/soccer-10_Bayern-Munich_340005.html

^{xii} <http://www.fcbayern.t-home.de/en/news/news/2009/21540.php>

^{xiii} http://www.forbes.com/lists/2010/34/soccer-10_Schalke-04_340014.html

^{xiv} http://www.tottenhamhotspur.com/uploads/assets/docstore/2009_annual_report.pdf

^{xv} http://www.forbes.com/lists/2010/34/soccer-10_Hamburg-SV_340029.html

^{xvi} http://www.forbes.com/lists/2010/34/soccer-10_Werder-Bremen_340031.html

^{xvii} http://www.forbes.com/lists/2010/34/soccer-10_Borussia-Dortmund_340021.html