

Sports Logics and Entrepreneurial Processes in Benin: A Sociology of Organizations Applied to Sports Clubs

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Abstract: *The sports associations gradually tend to be dissociated from this context of exception such as envisaged the law 1901... The evolution of the socio-economic context unit, processes of the scientific and technological innovation, as recurring problems, but which are with the base of the realization of any sporting performance, return the sporting actors towards the search for other sources of transverse financing. Such an evolution requires the control of the techniques of "management of human and financial resources» that the sporting mediums are still too often unaware of. And yet, the scientific heritage and the methodological tools making it possible to determine the multiple relations which underlie the rooting of a culture of company in the professional management of the sporting clubs are not rare any more... In these circumstances, this national forum on the sport has the advantage of offering a framework of flexible and holistic reflexion on the effects induced by a better approach of the rules governing the sporting company, than it is about social, tax or commercial right.*

Keywords: Organizations, management, sport, power, democracy

1. Introduction

Sports clubs represent fairly recent sectors of activity which are more and more part of a new dynamic of professionalization of sports professions (or more simply sport, as this concerns players, coaches, club managers, managers ...). They thus offer "to young amateurs job opportunities which are both new stages of entry into the life of adults and possibly, allow young people to have access to professional life" (Chevalier, Dussart, 2002) . "The professionalization of sports organizations" (Chantelat, 2001) and the challenges it conceals revealed that in French-speaking black Africa, the organization and / or management of Sport has been marked since the early 1990s by an evolution of the overall socio-economic context, in the sense that the activities which have benefited hitherto of a "social" character are now qualified as "economic" type activities... Indeed, since amateurism has is dimmed to leave more and more room for professionalism (all sport being unprofessional, there are still volunteers). The sociology of organizations initiated by Crozier (1977) and the study of entrepreneurial processes proceed from an enrichment of knowledge on the concrete operating system of the club which has become a sporting enterprise. Drawing on this specialized sociology of organizations but applied to sport, social actors such as business leaders and / or federation presidents analyze the rules of the game to get around them. In this exclusive trend of research from other sources of private funding, it would still be necessary to carefully distinguish the aspects linked in part to cultural traditions (sociological, historical analysis) from the inequalities of development of the market economy which can be directly attributed to the demand and / or supply. The capitalist differentiation of sports disciplines also increases management difficulties while "the cultural dimension of the

act of entrepreneurship in Africa" (Traoré, 1989) refers to the power relations existing between different companies. Such an evolution in economic sociology which is interested in the big markets of sports professions, requires the mastery of texts (regulatory and commercial), laws and techniques of resource management both human and financial. Thus, "the dynamic of social forms and entrepreneurial knowledge obeys organizational and / or business motivations as they are envisaged" by Dubois (2012), namely: innovation, risk taking, uncertainty ... which constitute in part the essential techniques of business creation.

By placing this theme in the perspective of the sociology of organizations and entrepreneurial culture, the fundamental question to be resolved is to determine how in emerging countries in general and in Benin in particular the actors of the sports system appropriate and / or reject the modes of professional club management. It follows from this question the following hypothesis: the repetitive crises recorded within the Beninese football federation are linked to:

- The poverty of a legal framework which should have been enriched by several national and / or international texts as the State became aware of the need to integrate sport into a culture of business. In other words, the professionalization of sports clubs and the methods of interpretation and / or circumvention of the values conveyed by training in the entrepreneurial culture specific to all forms of organization, appear as relevant tools for the management of federations. The methodology applied to entrepreneurial processes (targeted objectives, identifiable dimensions, deployed strategies, selected indices and required measurement instruments), directly interest the sociology of sports organizations because the criteria for training in the values promoted by the federations can now be objectified. Especially when it

comes to identifying via an environmental approach, the structuring influences of social or legal rules, economic issues, competing organizations etc. The purpose of this article is to study the entrepreneurial processes of football in Benin and its difficulties. While taking into account the specificities of Beninese football companies, it is a question of applying this sociology of sports organizations to the entrepreneurial process in order to analyze:

- The concrete operating system of clubs (informal cooperation, simple functional structures, matrix structures, functioning of power, etc.);
- The integration of sports companies into the historical and geographic context of the market (material conditions, club resources, budgets, revenues, expenses, etc.);
- Official or informal power relations (direct, horizontal, vertical or complex power) then the strategies deployed by social and sports actors to transform and interpret the rules of the game (room for maneuver, resignation, circumvention strategies).

Faced with the imperatives and the great challenges raised by the globalization of the market economy and the ideologies of sport designed exclusively on the objectives of competition and regular confrontation, the expected results ultimately consist in defining the profile of the typical manager (contractor), able of leading and of inscribing sport in general and football in particular in a logic of production for a better diffusion of the entrepreneurial culture.

2. Methodological Approach

This exploratory qualitative study was carried out in the specific context of emerging countries which, although fundamentally anchored in an economy based on self-subsistence, are subject to the influences of the market economy. In relation to our theoretical positioning and after having clarified the concepts of power and defined the five features characterizing an organization and / or a company, a biographical interview guide (n = 15) with an average duration of one hour was first administered to leaders individually (n = 10), sports associations (n = 17) and the National Football Federation (n=15). The people interviewed were men aged 30 to 45 when the sports associations were created, generally having no training in entrepreneurship. These interviews aimed to capture the entrepreneurial dynamics linked to the actors' dispositions, the resources mobilized and the means to access them. In addition, the approach consisted in identifying the 14 personalities who presided over the destinies of football, and in comparing the management methods of the federation during the period between 1961 and 2016. These are the characteristics of the functional system (division of tasks, functioning of power, coordination, internal communication and organization of activities) which caught our attention.

3. Results

3.1 Entrepreneurship, organization, management and sports

Before identifying the different personalities (mentioned in table No1) and proceeding with the validation of the

procedures by which the Beninese Football Federation has gone from a register of subordination to an inefficient management mode, a few details concepts are essential. Two authors perceive "entrepreneurship as an initiative carried by an individual (or several individuals joining forces for the occasion), constructing or seizing a business opportunity (at least what is appreciated or evaluated as such), the profile is not necessarily of a financial nature, through the impetus of an organization which can give rise to one or more entities, and creating new value (stronger in the case of an innovation) for stakeholders to whom the project is addressed" (Verstraete, 1999; Fayolle, 2005).

Table 1: Identification of the Presidents of the Beninese Football Federation (1961-2017)

Name and Sir Names	Year	Duration
Norbert Imbs	1961-1972	10 years
Joseph Houndokinou	1972-1976	4 years
Frédéric Affo	1976-1978	2 years
Moucharafou Gbadamassi	1978-1980	2 years
Soulé Dankoro	1980-1981	Less than one year
Frédéric Affo	1981-1982	Less than one year
Marius Dadjo	1982-1985	Less than three years
Noël A. Viadenou	1985-1987	Less than two years
Marc Amoussouguénou	1987-1988	Less than one year
Ourou B. N. Morou	1988-1989	Less than one year
Marius Dadjo	1989-1991	Less than two years
Moucharafou Gbadamassi	1991-1999	Less than eight years
Martin Adjagodo	1999	Two days
Martin Adjagodo	2001-2005	Four years
Anjorin Moucharaf	2005-2009	Four years
Anjorin Moucharaf	24-08-2009	2 nd mandate
Augustin Ahouanvohébla	24-08-2013	Election
Crisis	27-03-2015	Withdrawal of approval
Anjorin Moucharaf	10-06-2016	Reelected for 3rd mandate
Anjorin Moucharaf	December 2017 to June 2018	Chairman of the transitional committee

As for Paturel (2007), he proposes a syncretic definition of entrepreneurship which starts from an "idea: the exploitation of an opportunity within the framework of an impulsive organization, created from scratch or taken up at first, and then developed by a natural person, alone or in a team, who undergoes a significant change in their life, according to a process which results in the creation of new value or the saving of wasted existing value". In this perspective, it being understood that entrepreneurship is inseparable from the organization involved (concept that we find in the two quotes), how the sociology of organizations applied to the progressive mastery of a global management, perceived as Can the administration and separate management of human, financial, technical, material and sports infrastructure allow the various actors in the system to take advantage of the federation, while seeking their relative autonomy?

The answer to this first question on the concepts used leads to other questions which attach more precisely to the classic approaches carried out by Taylor FW (1856-1915) or Taylorism which recommended the scientific, rational, but mechanical management of the organization. This approach assumes that the interests of leaders merge into a rewarding whole for all.

3.1.1 Intermediate theories

The emergence of other intermediate theories, including that based on latent or displayed behaviors developed among others by the school of contingent management (Kahn, 1986), is interested in the fluctuations of situations in business and in the influence of organizational systems in their functioning. This approach seems fundamental to us in the case of this study because it poses the problem of responsibility for risk management, their consequences and impacts on the company. Predictable results when a decision is made, allow to grasp or appreciate the scope of work, the sense of organization and the manager's ability to anticipate.

A synthesis of the various theories mentioned makes it possible to identify trend regularities on what can undergo modifications without the essence of each of these schools losing its identity. But what is permanent is the need (or the need) to put in place a minimum of structures, means, strategies, tactics to fulfill a mission and to achieve the previously defined objectives, even if cybernetics, introduced a spectacular revolution in the modes of public relations. It is at this level that a second major question arises: what strategies or tactics to implement to achieve the objectives linked to the insertion of football into a production logic for a better dissemination of sports culture in Benin?

It is to sketch some answers to these fundamental questions that by playing with the concept of "Management", it is a question of validating two cardinal approaches taken up by (Bernoux, 1985). Each member of the organization is assigned a more or less defined task. It thus plays a role within the organization by virtue of its status. The word "role" refers to that of an actor in a play. In other words, every member of an organization behaves like an actor, capable and often even responsible for interpreting an identical role in a new way. This is where the strategic question of the relative autonomy of each member and his ability to respect the objective constraints that define the scope of his role comes into play. We distinguish successively:

3.1.2 The objective constraints of the system

3.1.2.1 The authority system

A fundamental concept in the social sciences, it stems from the ability of one individual to influence another in the performance of a task. Its purpose is to ensure that the behavior of the individual matches the goals that the organizers have set for the organization. The concept of authority relates more precisely to the phenomena of power;

3.1.2.2 The communication system

It is intended to connect individuals with each other. No group can do without communication between its members. Each manager should take the importance of the problem of information flow very seriously. In this area, it seems that he is too often in the presence of habits, traditions and routines that make it difficult to solve a problem that everyone pretends to ignore. Common sense and the learning of life are responsible for compensating for this, because the poor flow of information generates conflicts, especially in our

traditional societies where orality is the main form of communication;

3.1.2.3 The contribution-retribution system

In any organized society, when the actor participates in the achievement of a goal, he expects to be rewarded by a fair compensation system. The question here relates to the definition and precision of the terms of trade. Since labor law provides that the employee is placed under the authority of the person who employs him, he is dependent on the employer. The latter gives him orders and in return, the employer is obliged to pay him a salary, sometimes defined legally or conventionally or fixed by mutual agreement, orally or in writing. This summarizes the formal or legal relationships between the employee's contribution (his time, his skills) and that of the employer (salary, orders). These reasons and these objectives are one of the driving forces behind the good or bad functioning of a business.

The company always has formal characteristics (a sports federation for example), whose mechanisms and operating principles must be known. It is therefore a useful method to start from the organization chart, provided you do not stop there. The organization is also dependent on the changes it undergoes or maintains with information from the environment where it draws the resources it needs and where it sells its products (football in this case), as well as its ancillary or joint services. In any organization, the first rule of social progress is at the level of the confrontation of attitudes and psychological dispositions to survive in the law of competition and competition. Human resources and their management are central to any organization and the preferred instrument of social change. Thus, whatever the restructuring measures put into play and the orientations defined according to the established chronograms, there will be no progress if the federation is not managed at all levels by responsible players, warned on the scientific, virtuous, methodical, enlightened and laborious. This transition allows us to focus our analyzes on the slope which requires an in-depth knowledge of management sciences.

3.1.3 The characteristic features of planning

The main objective of any organization being to design a program through the designation of an actor capable of managing its product, (here the product is football), the choice must be made on the leader who has the qualities and skills conceptualization and gathering around a social project. This is why the concept of management must be understood in its most varied dimensions. To this end, managing consists of planning, educating and training, among other things, entrepreneurship. Here we suggest a rational and general management scheme for the federations: this is at the planning level:

- To define the main and secondary, material and immaterial, economic and social objectives, in the short, medium and long term, to discuss the management plan as well as the strategies for their implementation;
- To organize the structure with the development of an organization chart which reflects skills in the field, to define the modalities of relationship with the authority (human, technical, financial resources), to consider working methods;

- To use the impulses of human resources in the style of command, motivation, communication, remuneration, devaluation, training;
- And finally, to carry out a regular check and evaluation of the level of achievement of the project by management audits and checks, that is to say: operational checks, verification of the quality of the football product, time, budget and successive evaluation of the project in progress and in its final phase.

The concepts of organization and management make it possible to show that the organization of football in Benin has suffered from a lack of awareness or a refusal to apply management sciences. But whether these are the effects induced by the dysfunction of the federation or the free repackaging of texts, laws and institutions without an objective and prior analysis of the conditions of societal change, the failures in terms of sectoral or multi-sectoral development require a review the method of recruiting the leaders of the Beninese Football Federation. This brings us to distinguish the management methods of the Football Federation experienced in Benin during the period between 1960 and 2016.

3.2 Identification of the presidents of the executive committee of Benin Football Federation

3.2.1 Outline of a typology of BFF management cases

A retrospective view of the evolution of football in Benin allows us to grasp three scenarios in the management mode of the leaders identified. We distinguish:

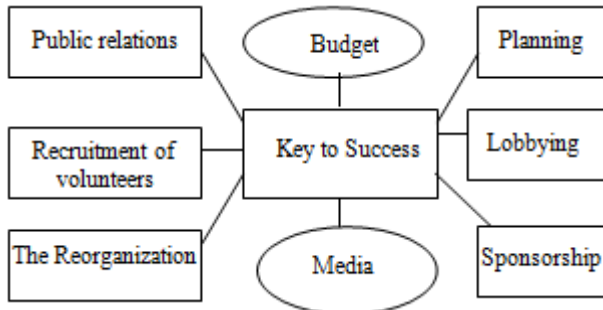


Figure 1: Diagram of the variables used for a successful business

3.2.1.1 Cases of more or less successful management (1960-1972)

Indeed Dahomey, current Benin, was a great football nation. The match Dahomey - Tunisia (1964), during the Friendship Games in Dakar, remained in the archives of African football. Out of nine games discussed, Dahomey recorded three wins, five losses, and a draw against Tunisia (score: 2-2).

Tunisia has stayed the course and continues to be a great football nation in Africa and globally. Indeed, the obligation made at the time to schools of different orders to teach Physical Education, allowed Dahomey to be an active center for the development and dissemination of sport in general and football in particular in French West Africa (AOF). Already, the daily newspaper "The car" n° 521 (1937-1938), the first omnisport newspaper which succeeded "The bike", which has now become "The team" in France,

mentioned the advance of Dahomean football through some summary figures apparently but very significant. "Senegal: 6 sports companies; Guinea: 6 sports companies; Niger: 1; Dahomey: 17; Mauritania: 0; Ivory Coast: 0" (Abalot and Nakou, 2000). These few figures can advantageously be supplemented by the identification of the social origin of the first players, mainly made up of Dahomeans, who took part in the final stages of the first football cups organized in A.O.F.

Dahomey, which naturally provided executives to the high schools established in Sébitokane in Senegal, was the first African country to join the International Olympic Committee. But this adherence to an international structure could not materialize without a minimal internal organization. It was the work of Norbert Imbs, who headed the Dahomean Football Federation from 1961 to 1972, a federation which itself emerged from multidisciplinary sports societies. Dahomey participated successively in the Friendship Games (grouping French-speaking countries), a replica of the Commonwealth Games (grouping English-speaking countries). But the results, although very encouraging, show the regressive interest in sport in the Republic of Dahomey. Ranked 5th out of 19 nations (with two gold medals) at the Tamatave Friendship Games held in 1960, 4th out of 17 nations including France at the 1961 Friendship Games in Abidjan (with another 2 gold medals), Dahomey could only occupy 11th place out of a total of 22 nations (with only one gold and one bronze medal), in 1963 in Dakar. At the same time and during the first years after its independence, Dahomey had presented football teams having obtained more than honorable performances notably with countries like Tunisia, Ghana, Upper Volta (now Burkina Faso), etc.

Internally, the most brilliant teams, Sports Alliance of Cotonou and Sports Star of Porto-Novo only rarely managed to pass the eliminatory rounds of the African Cups before teams from Togo, Nigeria, Upper Volta or Ghana. However, it was football that was the most popular sport and for which hopes were allowed, despite the drop in performance observed from 1968; it is the sport for which there were the most international meetings, that is to say 79 international representations, 24 victories, 33 defeats, 22 draws between 1961 and 1974. Let us mention that in 1961, during the Friendship Games which took place in Abidjan in Ivory Coast, Dahomey recorded a heavy defeat in the semi-final against France (score: 7 goals conceded and 1 goal scored).

The crossing of some of the results recorded during this period gives proof of a false sports reality in Dahomey. The allusive and misleading development observed in the field has mainly resulted in the hasty export of football from school environments to civilian clubs, places of permanent confrontation, exacerbations of interethnic conflicts and recovery of Physical Education and Sports for strictly political purposes. The creation of the Northern Games in the 1960s, on an initiative largely taken by the Front of Joint Action of Pupils and Students of the North (F.J.A.P.S.N), can be seen as a strategy that contributes to an identity claim. Despite the spontaneous, marginal and confidential nature that these games took, they experienced a spectacular

development from 1964 with the support of the Union of Students and Students of Dahomey (USSD), before declining with the resurgence of old conflicts supported by the League Anti-imperialist.

The abusive use of football to raise awareness of belonging to differentiable geographic areas, territorial imbalances in the construction of basic infrastructure in health, education and sport and the political recovery of the first results athletes, will lead the young football federation in unprecedented turbulence in 1965. The sporting elites of this generation not only change the nature of their discourse in the field of sport, but endeavor to denounce economic disparities in sports clubs as well that the instrumentalization of football, which has become the lust of political powers. Norbert Imbs' concern in 1972 and his reluctance to allow poorly resolved political conflicts to transpose into civilian clubs are confirmed. According to General Carde (1926), "post-school regroupings are apparently at least for moral and political reasons, of difficult achievement". The club climate being unfavorable to the development of a healthy mind and control being made impossible, to prevent the total break-up of the National Football Federation, suspected of having extra sports activities, Norbert Imbs retires from the head of the Federation after 10 years of difficult but successful management. It leaves as a legacy of more than 7,000,000 francs, a means of transport, a seat and generally encouraging results.

3.2.1.2 Intermediate management cases (1972-1991)

The organization of football during this period recycles and concentrates all the variables which have condemned national sport to multiple structural reforms which have led to reductive and overly selective uses. The legal framework makes a permanent reference to the 1901 law and to French jurisprudence. This does not favor the emergence of a purely Beninese sports culture. The coexistence of sport and traditional physical activities leads in many respects to a duality of the right to freely practice the sport of one's choice. Thus, the legal framework is essentially based on the laws and decrees defined by the policy of the State. Before 1972, the general organization of the sports system on which the practice of football depended favored, in theory, federal structures adapted to performance sport. The Sports Charter adopted in 1976 marks a break and envisages the development of mass sport. After 18 years of experience, no exhaustive assessment has been made, and it seems that the recommended sports policy has not been followed by sports leaders. Indeed, no association in accordance with the spirit of the Charter has emerged. Worse, during this period of Marxist regime, the practice of football was characterized by a weak and discontinuous practice. A first phase, probably the longest, saw the predominance of ideological slogans and the attempt to control sport through youth activities. From 1987, thanks to initiatives from the Ministry of Culture, Youth and Sports (when the Party-State could no longer give the illusion), a certain effort tried in vain to energize the national sports movement with the 'adoption :

- A program of sports development and improvement centers (CDS and CPS), a form of Beninese response to the policy promoted by the Conference of Ministers of Youth and Sports of French Countries (COMYSFC);
- A Benino-German football development project;

- And the football professionalization project (creation of a national league), among others.

Each year, the Beninese Football Federation has tried to organize, for senior men only, a "Benin championship" and a "Benin cup", then after 1984, "a November 30 cup", followed by the "Tournament the AS square" and a "Super Cup".

The course of the competitions often lacked rigor: cancellation, delay in starting, non-respect of the calendar, incompleteness of the championship, to the point that in some years, no title could be awarded. The results show that it was the Cotonou (Sharks) and Porto-Novo (Dragons) teams that shared almost all the titles, confirming the lack of development of the sport within the country. Moreover, before 1987 (date of the revival of football), the national championship concerned only a few teams: a total of ten for the whole country. This situation was not favorable for young people, because the lower categories (chicks, minimal, cadets and juniors) were never taken into account. If the political situation before 1975, which left significant autonomy to the federal system, had made it possible to exceed the number of 2,300 licensees, since the advent of revolutionary democracy, football licensees have never reached the thousand (approximately 750). Internationally, Beninese teams have never won continental cups or other competitions. In the national team, all the foreign coaches who have succeeded each other in Benin (French, Soviets, etc.), for the past fifteen years have not really convinced. And the real chances of success of the Benino-German project (training of high-level coaches, talent detection, donation of sports equipment, etc.) recent, which is based neither on national frameworks nor on in-depth action, cannot be considered very important. At club level, the few positive results obtained by the Ouémé Dragons, 1/2 finalists in the Winners' Cup in 1987, were essentially based on the contribution of foreign footballers (Nigerians and Ghanaians in reference to the performances of Abédi Ayew said Pelé).

The elements of recurrence generated by the strategies deployed by Marxist ideologies (strong centralization of football teams, practice of influence, personalization of the football system, lack of funding, weak and barely visible management method) are partly or entirely responsible for the dieback of football in Benin. The various presidents who succeeded each other at the head of the governing structure of football from 1972 to 1999 (see designation table), were undoubtedly victims of the orientations taken in the general organization of sport in Benin. In addition, the 1976 Charter, which remains attractive in its form of drafting, suffers from the absence of implementing decrees and the almost total absence of innovative strategies. Despite the numerous reforms undertaken in order to make national football more competitive, the overall picture remains disappointing between 1972 and 1990 with 14 matches delivered on the international level, 10 defeats, 1 match won against Mauritania (1-1 and 2-0) and 3 draws. (Mauritania being a Sahelian country and nomadism very developed, it is obvious that sport which is an essentially urban phenomenon cannot develop there).

3.2.1.3 The cases of opaque management (1991-2010) and until today

Table 1 reveals that 14 personalities chaired the executive committee of the Beninese Football Federation (BFF) during the period between 1961 and 2017.

After a brief 48-hour stint by Martin Adjagodo at the head of the Beninese Football Federation, this institution was successively managed by personalities who were co-opted, or even elected in accordance with the texts. They are: Marius Francisco, President of the National Football Transition Council, François Comlan, President of the F.B.F. whose election was contested by FIFA; Patrice Gbégbélèlègbè, President of the Provisional Executive Unit. Recall that after all the intrigue, it was the election on June 2, 2001 of Martin Adjagodo who seemed to put an end to the first big crisis (755 days).

Recall that between May 15, 1999, June 2, 2001 and November 11, 2015 the national football federation was successively led by four personalities with a national restructuring committee, a transition committee, a standardization committee installed on November 11 2015 and directed by Rafiou Paraiso. Anjorin Moucharaf was re-elected on August 24, 2009 and then on June 10, 2016, he chaired the transitional committee responsible for updating the legislative texts and organizing the new elections scheduled for June 2018.

Among these 14 selected personalities, three of them were appointed to manage the critical transition, one having proclaimed himself, and 11 were regularly elected. It is at this level that a typological sketch will be made which allows targeting a sample of 8 or 9 managers with three more or less successful management cases, intermediate cases or more vague management cases.

In any case, other studies have been carried out by Beninese sports practitioners and supplement their views on Beninese sport in crisis. In addition to the relationships which have been established between "sports leaders and public authorities" (Abalot, 2000), the analysis leads directly to the criteria for the election, designation or cooptation of sports leaders who have led for all or party to the increased "withering away" of football in Benin. This is what brings us to the last scenario that we identified, and which remains essentially characterized by the extreme cases of management, having led to the suppression of national competitions and to the total exclusion of Benin from all sub-regional or even international competitions. Here too, the identification of sports leaders involves defending and representing diverse and personal interests.

This typological sketch of the different management methods makes it possible to discover that the main reason for the failures suffered in the sector probably stems from the fact that most of the choices made to appoint those responsible (election, cooptation with or without competition), did not result objective analyzes of the conditions for change in society.

Despite these poor performances, the club presidents returned to the polls on June 2, 2001, after 755 days of crisis

to elect against a background of disappointment, the new president of the Beninese Football Federation. Is the new elite that has emerged from this process of democratizing football, sufficiently responsible through the project presented, or will it take refuge behind selfish, vague interests that will complete the already very shaken sports structures?

This societal project (supported by the State and the federation) which immediately included football in a logic of entrepreneurship, production and participation in the consolidation of democracy, did not contribute to a rebalancing relationships between "the triangle of powers" (the power of the state first, but also that held by federations, football users grouped within leagues, associations and clubs). Indeed, between December 20, 2010 and September 30, 2013, the sportsmen tired of experiencing repetitive crises, returned to the polls to elect the brand new president of the BFF: Augustin AHOUANVOEBLA. But this election which seems to end a crisis. Consequently, the FBF sports card brings together three sets of legitimacy which will definitively undermine the functioning of the sports system in Benin. On March 27, 2015, the Ministry of Sports withdrew approval from the federation for non-compliance with the specifications. This has resulted in a paralysis of all activities while the African Football Confederation (AFC) for its part excludes Benin from all continental competitions for non-compliance with the different age categories. The re-election of Anjorin Moucharaf for a third term on June 10th, 2016 (tailor-made) has only accentuated the crisis. In other words, every member of an organization behaves like an actor, capable and often even responsible for interpreting an identical role in a new way. This is where the strategic question of the relative autonomy of each actor and their ability to respect the objective constraints that define the scope of their role comes into play. Is the dysfunction of the federation ultimately linked to a lack of knowledge of the operating rules of a company? Or is it a refusal by clubs to apply the features of a business? The answers to these questions and the analyzes undertaken throughout this study can contribute to the renewal of social practices, on the one hand, and then to the improvement on the other hand, of the profile of the sports leader.

This transition allows us to focus our synthesis on the slope which requires an in-depth knowledge of management sciences.

3.2.2 The three management levels

It is therefore necessary to reorganize the customers of a Federation, that is to say:

- Players, coaches, officials, volunteers of today and tomorrow, volunteers, media, sponsors, etc. It takes a different approach to serve customers and offer an improved product through more qualifying training;
- Improving the quality of the product through better appreciation, means that strategies must be followed.

This involves changing the habits of the Federation and the clubs inside by setting up structures, functional specialized commissions (press, officials, regulations and penalties, sponsorship, technical management, etc.)

As for the State, it must also fully play its role of arbiter by regularly granting subsidies for the support and proper execution of the decentralized sports policy, by rehabilitating the role of the various actors at each level of the structure. The State must also put in place heavy and light infrastructures for a mass sports practice while regularly ensuring the training of technical executives, worthy athletes, capable of taking charge and undertaking. It is therefore up to athletes to reinvent their own sports environment and redefine their strategies for effective integration into the world of contemporary sport.

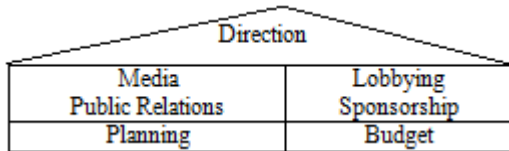


Figure 2: The three levels of management of a sports club

4. Conclusion

At the end of this study on the new challenges of sports engagement and the strategies deployed by leaders to maintain themselves on the national sports scene and in the entrepreneurial logic, it appears certain that whatever the economic and / or social supports that the entrepreneurial spirit brings, the clubs as well as the sports federations are disturbed by the evolutions and the behavioral changes which impose the transition from amateurism to professionalism. Our theoretical positioning, on a case-by-case basis, consisted in articulating on the one hand the sociology of organizations and / or that of companies with sporting logic. It made it possible to highlight the strategies of circumvention which the leaders adopt and the way in which the young sporting entrepreneurs appropriate or convert their amateur practice into a pseudo-professional activity. Managerial logic cannot therefore become preponderant as developed (Gasparini 1996). We can of course wonder about the conditions under which in Benin the organization of football will have to move harmoniously from a social logic to an economic logic. The recognition of a public sport service provided by the football federation is now a given. So much so that at the national level, the federal functioning sometimes tends to become para-administrative: the State exerting a strong influence by the means which it grants and the regulatory framework which it imposes. If the Beninese State considers that the sports prize list leads to social spinoffs (at least at the level of public health, notoriety, social prestige, image), the public authorities must cover the cost of this convenient. In the case of clubs providing membership to the Federation, football is an activity not only of public interest, but many associations in various sectors, while retaining their values, have long opted for the path of market economy. This implies an improvement in the quality of the football product and a change in behavior in management methods.

Given that football has become a discipline which is developing in a space of detection, regular confrontation and classification of values, its insertion into a corporate body and of professionalization requires the acceptance of a system whose principle would be a kind of shareholding between the public and private communities within which

the club-association of type law of 1901 remains the matrix and the core of all power of decision and orientation. How then to learn how to make profits so that human values can still be defensible?

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