

Divino Goal: at 45 Minutes of the Second Half, Will There be Extension?

Divino Gol: aos 45 Minutos do Segundo Tempo, Haverá Prorrogação?

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ABSTRACT

A good idea can't always be a good deal! This is the key phrase that permeates this case for teaching. Where a businessman changes his field of activity betting on an innovative idea, but invests in the business, partially unaware of the market he will operate due to lack of diagnosis and planning, which causes misfortunes that could have been identified even before its conception and thus avoided. The case tells the story of the owner of the Divino Gol establishment, a football themed pub that, in order to survive in the face of competition, will have to be able to adapt to the rapid changes that current scenarios present and have the creativity to create strategies to innovate and reinvent itself. In this case, the objective is to put the student in the role of manager or entrepreneur when faced with a decision to make in the face of business decline. The case was developed with the aim of exploring and practicing various concepts related to administration, provoking student creativity.

Keywords: Entrepreneurship. Planning. Strategy. Business.

RESUMO

Nem sempre uma boa ideia pode ser um bom negócio! Essa é a frase chave que permeia este caso para ensino. Onde um empresário muda de ramo de atividade apostando em uma ideia inovadora, mas investe no negócio desconhecendo parcialmente o mercado que irá atuar devido à falta de diagnóstico e planejamento, o que ocasiona infortúnios que poderiam ter sido identificados antes mesmo de sua concepção e assim evitados. O caso conta a trajetória do proprietário do estabelecimento Divino Gol, um pub temático futebolístico que para sobreviver diante da concorrência terá que ser capaz a se adaptar as mudanças rápidas que os cenários atuais apresentam e ter criatividade de criar estratégias para inovar e se reinventar. Neste caso o objetivo é colocar o aluno no papel do gerente ou empreendedor diante de uma decisão a tomar frente ao declínio do negócio. O caso foi desenvolvido com o objetivo de explorar e praticar vários conceitos relacionados a administração, provocando a criatividade do aluno.


Palavras-chave: Empreendedorismo. Planejamento. Estratégia. Negócio.

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Introduction

From a declining watch shop to a successful themed bar? Since he was a boy, football has run in Ronaldo's veins, a businessman who decides to change, closes his watch shop and opens a football-themed pub. The Divino Gol themed pub is an idealized and realized dream, although who said that a good idea is a good deal? The lack of planning can lead to the failure of the business and to survive, Ronaldo must face the current scenario, be creative, be innovative and create strategies to surpass the competition.

BEFORE THE STRIKER ENTERS THE FIELD...

Ronaldo was not phenomenal, but he intended to be. Passionate about football, he was born in 1970, the year in which Brazil conquered its third star above its crest. Son of one of the oldest watchmakers in the city of São João Batista in the countryside of Santa Catarina, the boy divided his time between studying, helping his father and playing football with his friends. The boy grew up in this routine, it was impossible to detach Ronaldo's feet from the ball. Even though the father wanted his son to follow his footsteps, he encouraged his son's passion for football.

Flamengo was Ronaldo's favorite team, although his father was not a fanatic, he showed his support for the red and black team. This affection influenced his son, who was always humming Flamengo's anthem, in addition to collecting clippings that appeared in the newspapers and in magazines about the club, cup replicas and autographed t-shirts among other items.

When he turned 16, Ronaldo was invited to play for the state team. Although aware that he had lost his assistant, his father knew that his son would become a star, fulfill his childhood dream and make him proud. Roberto allowed his son to go to another city to study and train. Although Ronaldo and Mr. Roberto, his father, didn't expect that fate would play a trick on them.

Roberto was always present in his son's games; cheering, giving pointers and sometimes even cursing the referee. Missing in the last matches, Roberto's father fell ill, and was unable to watch the games, which left both father and son feeling somber. With her husband's illness, wife Rosa began to work at home, the watch shop and took care of Roberto. Despite being aware of his father's condition, Ron-

aldo has always known his old man to be strong and had not imagined the severity of his father's health. He thought it was just a passing thing, but after two weeks of being bedridden, a heart attack took Mr. Roberto 's life.

Having no choice, Ronaldo had to stay close to his family and help his mother in their watch shop. After all, he was the only son who knew his father's work and clientele. So the boy, who turned into a young man, returned home, giving up his dream of being a professional football player to live his father's dream: to have a watchmaker son.

The watchmaking business was booming. Ronaldo studied at night to complete high school and during the day he worked at their shop. He attended sales representatives, did repairs and helped with sales, captivating more loyal customers. The financial part was managed by his sister and everyone was supervised by the head of the family.

THE GREEN-GRASS PITCH

São João Batista, a city known as the shoe capital of Santa Catarina, gradually received more and more immigrants who arrived in the city looking for jobs in the footwear industry. The municipality's economy was growing and the merchants were happy with the reflection of this progress, visible in the revenue. Similar to the other establishments, Ronaldo's family watch shop had achieved good results in recent years, and even hired staff to improve customer service.

The peaceful city began to receive more frequent circuses that performed seasonal entertainment shows in the region. Ronaldo loved to be in the company of his friends, and with them he went to soccer games, pubs, theater and circuses. On one of these trips to the circus, Ronaldo met a girl from the theater with whom he married and raised a family years later, having two children.

Ronaldo's wife, trained in performing arts, taught arts and in her spare time acted in the theater and played music. His daughter became an actress, traveling all over Brazil with a theatrical troupe giving lectures and corporate training through theater.

The youngest son was born in 1994, the year in which Brazil won the World Cup for the fourth time. Davi, as the boy is called, since he was a little boy lived in Ronaldo's lap on the stands. As it turned out, his son became a goalkeeper and plays for the under 20's state team, which fills Ronaldo with pride.

Although far from the dream of becoming a professional soccer player, Ronaldo was a sport enthusiast, who played on weekends and dedicated himself to coaching a youth team in the municipality.

The city continues to grow, the footwear industry successfully started exports, generating jobs and promoting an increase in the population. With the increase in the purchase of assets and the growth of the real estate sector, the rise of the local economy drew the attention of other investors. The watch shop, which previously had only one competitor, began to compete in the market with five more stores in three years.

In the first few months, Ronaldo and his family believed that the drop in sales was due to novelties coming from competitors and that customers would eventually return. However, contrary to what they thought, sales dropped. The number of repairs that used to be daily became one or two per week. Restorations of clocks no longer existed, and the jewelry that used to be found only in watch shops, can now be found in any store with a great diversity of items. And so, Ronaldo saw the revenue plummet.

Ronaldo's friendliness and his mother Dona Rosa did not prevent the drop in sales. In addition to the competition, consumer behavior had changed. His sister went to work and Ronaldo stayed by his mother's side. When revenues were no longer covering expenses, and reserves began to be used, Ronaldo realized that after almost 40 years of work, his mother deserved rest and that he should find a profitable job so that he could fulfill his financial commitments and support his family. After a lot of discussions with his mother, Ronaldo managed to sell the store's stock to a competitor and eventually, the mother and son closed the business created by their father, aware that it was the best thing to do to pay-off all debts.

TIME TO ENTER THE PITCH!

Ronaldo enters the job market looking for a job. After 30 years of dedicating himself to the family business, Ronaldo broke down because of the difficulty of finding a new job. His profession, that of repairing watches, was on the verge of extinction. Nowadays, hardly anyone fixes a watch and most prefer a new one. To start a new role, besides the difficulty due to his age, the salary was low compared to what Ronaldo was used to earning.

His age also did not allow him to return to professional football, instead just continued his casual games on weekends with friends so as not to lose the habit. In one of those games Ronaldo commented that he was unemployed, but his friends couldn't help him. It was the day when the classic Fla-Flu was being shown on TV and so, after the match the team thought of getting together to watch it, but where? Pedro lived in an apartment and was too small to accommodate everyone and comfortably watch the game. Marcão mentioned that his wife hated the loud shouting. Tadeu had a baby at home and everyone else had an excuse. So, each one went home after the game to watch Fla-Flu on their own.

Ronaldo watched the game worriedly: without a job, he had a family to support, knowing that the savings and money from the sale of the watch shop would soon run out.

Then, one Saturday night, while preparing dinner for the family, he had an idea that would change the course of his life.

The idea came when Ronaldo's 18 and 21-year-old sons commented on the lack of entertainment options at night as they planned to watch a movie or gather friends at home. The options that young people had were snacks, hamburgers or pizzas for delivery, two à la carte restaurants, two pizzerias, three hot dog stands and two unattractive snack bars.

Ronaldo then thought of a pub-style bar, where people could chat, drink and eat. Everyone approved and volunteered to carry out the idea.

PUTTING ON THE SOCCER SHOES

Ronaldo thought: I need to be different, create an attraction, not to be just an option in the market anymore. Ronaldo also remembered his teammates who had nowhere to watch the games altogether and so, he had the idea of broadcasting the matches in this bar, a new thing in the city. For a month Ronaldo dedicated himself to quoting for furniture, kitchen equipment, thinking about the menu and drinks, identifying the best location for the business and defining the name of the bar.

Using the financial resources from the revenue of the watch shop, Ronaldo bought kitchen equipment and rented tables. He chose a central point on one of the main roads in the city, with the flow of traffic and people, next to the Catholic church

with a parking lot nearby. He renovated and improved the place's infrastructure and started serving snacks, fast food style with some rare options in the region.

But what would make Ronaldo's business unique? What would he do to "dribble" the competition?

Passionate about football and a lover of good music, Ronaldo inaugurated the football-themed bar, Divino Gol, on the 31st of August 2014 after getting the permits.

LOOK AT THE PLAY!

For football lovers, watching a match is a ritual. Supporters in a bar with decorations that tell the story of football through photos, shirts, magazine clippings, replicas of cups and balls that belonged to Ronaldo and friends' collection became a pleasurable experience.

Based on the football theme and the proximity to the church, Ronaldo named his new project Divino Gol.

Divino Gol offers drinks (beer, draft beer, shots, soft drinks and juices), snacks and appetizers. Produced by Ronaldo himself, the menu has creative combo names related to the sport, such as the Maracanã and Morumbi sandwiches, which are two of the house's bestsellers.

Divino Gol has become a place where customers have fun watching their favorite team with good food and drinks! Those who visit the place notice the details that surround the world of football in every corner from the moment they enter. Boards with club shirts, images of renowned players, furniture, and even themed plates and cups.

A wall displaying photos of clients with sports celebrities, in the bathrooms there is updated information on what happened in the world of soccer recently and the entrance has been designed like those of goal posts.

In an area of eighty square meters, the place has three 42-inch televisions, air-conditioning, ten tables that can seat a total of forty people and a deck with space for more tables and live music on weekends.

Due to the small size of the business and experience in the trade, Ronaldo himself took over the general management and kitchen services thanks to his culinary skills. His two children and wife helped by playing the roles of waiter, maid and cashier at the establishment.

From Tuesday to Friday the bar opens at 6 pm. On Saturdays it opens at 3 pm and on Sundays at 4 pm, with no definite closing time.

Although aimed at football lovers, Divino Gol caters to a diverse market that loves good food and live music, in addition to football games on Saturdays and Sundays.

Divino Gol rose to the top considering the lack of entertainment options in the city, however, two other establishments opened during its mobilization.

THE OTHER TEAMS

Just like Ronaldo, two other investors saw the opportunity in the entertainment sector in the city. In the weeks leading up to the inauguration of Divino Gol, with a strong campaign on social network platforms, cars with loudspeakers driving around the region and advertisements on the local radio, two other establishments announced their inauguration: Deck Pastelaria e Choperia and Espetinho Gourmet, opened practically in the same period, both offering different entertainment options than what already existed in the city.

Deck Pastelaria e Choperia is owned by a couple from São Paulo, whose owner already has good experience in this type of business. The wife has a background in business administration and is responsible for all market research and business planning. The Deck is close to Ronaldo's establishment, in an old space where a well-known bar in the city and region operated, which ended its activities. The place was reformed adopting a rustic design aiming to attract groups of friends, families and couples offering draft beer and 35 savory pastry options and 12 sweet pastry options in small and large sizes. The house fills up on weekends with live music from local singers.

Espetinho Gourmet, opened three weeks after Divino Gol, which belongs to a 24-year-old businessman with a degree in Business Administration, brought the pub concept from Spain where skewers are served, an alternative to the many snack deliveries. A little further away from Divino Gol, also on one of the main avenues in the city, this pub is divided into two parts where the customer can choose between the dimly lit indoor environment, more suitable for couples and families, and the outdoor environment, close to the traffic of the avenue frequented more by groups of friends. In its menu, it offers options of meat skewers, fruit and sweets. What makes it different are the stand-up shows on weekends.

Despite the variety of themes, competition is tough among the three ventures whose businesses include quality food and entertainment.

LAST ROUND OF THE POINTER, TAKE HEART!

In the first two months of Divino Gol, local radio stations, billboards, posters and posts on Facebook announced the latest news: the city's first themed bar that promised innovation to customers.

The diversity of the public brought together bachelors who are football fanatics on Wednesdays, young college students on Fridays after 10 pm for snacks and on weekends, the bar deck was crowded with friends who gathered to enjoy live music.

However, Ronaldo noticed that the customers were always the same and in a conversation with friends after a Sunday game, Ronaldo asked what they were talking about his pub in the city. Marcão replied to his friend: "My wife won't come because she says that here there are only men of the worst kind, football fanatics and drunks". Ronaldo was shocked by the testimony and began to wonder if other people think alike. Pedro commented that his fervently religious neighbors used to say that a bar next to a church was disrespectful and Tadeu said that his children don't come because all his friends are at Espetinho Gourmet. Ronaldo was disappointed with the testimonies and knew that his friends were regular customers of the bar, but them alone would not keep Divino Gol going.

Ronaldo was delighted to have his family around and see that he had managed to make his idea of a themed pub come true and that the theme was something he really liked: football, but he realized that he had created a prison for his own family when he saw that they had no moments of peace and leisure, interfering with the social life of his children and wife, as they had to work on weekend nights.

After another working day, Ronaldo returns home thinking about the feedback from friends and the image of his business. He hadn't thought that women wouldn't frequent his venture for football or because it was frequented by "drunk males". Ronaldo planned a pleasant environment with good food and drinks, but he did not fathom that what might be pleasant for him and a small group of friends might not be for other people.

During the operations of Divino Gol, first with live music on weekends, neither the family nor Ronaldo was able to handle the services to put together the orders,

and many people left without having anything to eat. Afterwards, even with bands or duos performing on weekends, the movement of the business was not what was expected, and the establishment was anonymously given notice because of the noise after 10 pm (the bar was located between several residential buildings).

AT 45 MINUTES OF THE SECOND HALF: WILL THERE BE EXTRA TIME?

Ronaldo was a visionary, a dreamer, an entrepreneur, as he was able to bring an ideal dream to life. But what could be going wrong?

Divino Gol's ambience is very beautiful, with a background that tells the story of football. It has comfortable furniture and the snacks are really delicious. But maybe his competitors had all that and more, and Ronaldo doesn't know about it?

A themed pub in a region where you only have traditional pizzerias and hot dog carts is a brilliant idea, but could the football theme have been a kick to the goal post?

Does such a distinctive place need to be on a busy street next to a church? Or would people look for this kind of ambience?

By embracing several roles, wouldn't Ronaldo be lacking in any of them? And did Divino Gol really have the mission of offering food services or selling entertainment?

If Ronaldo had planned before executing the idea of setting up a pub, would he really have the initiative to open Divino Gol?

What should Ronaldo do now? Invest and continue or give up and close the establishment.

Teaching Notes, Educational Objectives and Application of Recommendations

In this case, the objective is to put the student in the role of a manager or entrepreneur when faced with a decision to be taken in the face of a business decline. Students are encouraged to analyze the situation described in the course of the case and, based on their theoretical knowledge related to the problem, suggest solutions, strategies and answer the questions raised in an administrative scenario.

The case was developed with the objective of exploring and practicing several concepts related to administration, provoking the student's creativity in establishing strategies that can save the business. Thus, it can be applied in disciplines of the Administration course such as: Business Plan, Competitive Strategies, Marketing, Entrepreneurship, Innovation and Creativity, in addition to working on Diagnostic Tools, applicable to the undergraduate course.

The use of the case as a pedagogical resource provides knowledge and discussion about the challenges faced by companies and promotes critical and analytical thinking, which will provide the development of judgment and application of concepts.

Data Sources

To carry out this case, primary and secondary data were used. Data were collected through a semi-structured interview with the owner, in order to know in detail the origin of the enterprise and the design of its implementation. Secondary data were collected from bibliographic sources available in periodicals, internet searches, dissertations, theses, monographs and books. It is noteworthy that the story is real, however with the fictitious names of those involved, preserving their privacy. The name of the Bar: "Divino Gol" is real, and its use was authorized by the owner.

Suggested Questions for Discussion and Case Analysis

To answer the questions, it is essential to have knowledge of the theories related to the entrepreneurial profile, business plan, Porter's competitive strategies and diagnostic tools such as the SWOT Matrix.

- 1. What characteristics and attitudes did Ronaldo present during the case description that can be considered entrepreneurial and for this reason, call him an entrepreneur?**

According to Dornelas (2021), the literature identifies a notable level of confusion regarding the definition of the term entrepreneur and manager. Two trains of thoughts approach the concept of entrepreneur in a dichotomous way: economists associate it with innovation while behaviorists focus on the creative and intuitive aspects.

The same doubt arises when discussing the characteristics of an entrepreneur. Table 1 describes characteristics and attitudes defined by the authors and the characteristics exhibited by Ronaldo.

Table 1 Entrepreneurial characteristics and attitudes

Entrepreneurial characteristics and attitudes according to authors	Characteristics and Entrepreneurial Attitudes exhibited by Ronaldo
<p>According to Façanha (2020), the characteristics of entrepreneurial behavior involve a set of achievements (search for opportunities, having initiative, taking calculated risks, demanding quality and efficiency, having persistence and commitment) and partnered with planning (search for information, setting goal, systemic planning and monitoring). The entrepreneur associates vision (dreamer, artist, inventor, planner) with action (worker and line manager).</p>	<p>Being a dreamer and having persistence are clear characteristics in this case, according to Façanha (2020), which make Ronaldo an entrepreneur. Ronaldo is a visionary, a fighter, and while he tries to achieve his dreams, he also fights to make them happen.</p>
<p>Entrepreneurship involves mergers, activities and actions linked to the perception of creation opportunities. A striking feature is that entrepreneurs take risks, however these are calculated and not deliberate, since they know how to manage it and assess the possibilities of success (GARCIA; HERRERO, 2022).</p>	<p>Ronaldo can be considered an entrepreneur because he took the risk of opening a themed bar, something unusual in a traditionalist place, and having the willpower to undertake it, making it a reality with focus on the success of the business and, consequently, personal fulfillment and profit generation.</p>

Jofre et al. (2021) consider the entrepreneur to be a creative, proactive person, marked by the ability to set and achieve goals. That develops and realizes visions, using them to detect opportunities and make moderately risky decisions. It creates a new business based on risk and uncertainty, with the purpose of achieving profit and growth, by identifying an opportunity in the market.

Ronaldo is considered an entrepreneur because he identified an opportunity which was the lack of entertainment options in the city and created a business with the purpose of making a profit.

For Dornelas (2021), the entrepreneur is a visionary, who takes advantage of opportunities. Among the characteristics cited by him are initiative, creativity, persistence and commitment.

Ronaldo can be characterized as an entrepreneur, mainly because of his initiative to open a new, unique and creative business.

Entrepreneurs are considered to be people who make things happen, with business sensibility, financial acumen and the ability to identify opportunities. With this aptitude, he transforms ideas into reality, for his own benefit and that of the community. By having creativity and a high level of energy, the entrepreneur demonstrates imagination and perseverance, aspects if properly combined, enable him to transform an idea into something concrete and successful in the market (DORNELAS, 2021).

Ronaldo turned an idea into reality for his own benefit and that of the community, offering a unique place for entertainment; his creativity and enthusiasm transformed a simple bar into a themed pub, different from the competition; attitudes that make you an entrepreneur.

Source: Own authorship (2022).

The idea that entrepreneurs are unique individuals, who are born with an aptitude for these challenges, is a mistake. Dornelas (2021) says that individuals are able to acquire and develop entrepreneurial skills, as long as he shows interest and dedication. Having said this, we can say that it describes the protagonist of the case; his difficulties led him to developing entrepreneurial characteristics and his role in the business made him explore these skills further. Therefore, knowing how to identify

and take advantage of opportunities can be characteristics of an entrepreneurial behavior (LIMA; NASSIF; GARÇON, 2020).

Although the entrepreneurial profile may have received numerous descriptions over time, among all, it has not yet been possible to determine a set of exact characteristics to distinguish them, since the characteristics change from one individual to another, which makes it complex to standardize a skill set. However, it is possible to say that “vision of the future; ability to make decisions; knowing how to identify and exploit opportunities to the fullest; determination; dynamism; dedication; networking and planning skills” can be seen as characteristics of an entrepreneurial profile (MASSOLINO; GALINA; GOMES, 2019).

2. Faced with the lack of jobs and the promising scenario for the pub business, what was the motivation for undertaking Divino Gol? Necessity or opportunity? Justify.

This question generates great discussion and is of significant importance in making the student choose one of the alternatives, given that the reasons that lead people to set up a business can have divergent natures and in the case of Divino Gol, it is possible to identify both aspects. According to Vale, Corrêa and Reis (2014) and Bandeira, Amorim and De Oliveira (2020), a person’s needs is the typical situation for someone who is unemployed, without paid work and unable to find employment in the market. Due to the lack of options, he is forced to develop some form of income to meet his financial commitments and because of these, the new business meets the need to have a means of survival. This action seeks to remove an unfavorable situation similar to that of Ronaldo with the closure of the watch shop and the difficulty of finding a new job. Opportunity, on the other hand, is the case in which the entrepreneur sees the lack of some product or service and decides, in a timely manner, to promote the implementation of a business, such as the moment when Ronaldo identified the lack of entertainment in the city and had the idea to start a themed pub.

The difference between undertaking out of necessity or opportunity lies in the fact that entrepreneurs who sees opportunity are driven by the desire for achievement rather than moving away from a reality that they do not like. In addi-

tion to looking for opportunities, they identify them, study them, plan and for that reason are more successful; those who undertake out of necessity usually do so due to lack of options and have more urgency of return. Sometimes, he does not know what to do and invests in something without knowing the market in which he is entering, for this reason the chances of failure are greater than those who undertake because of opportunity (VALE; CORRÊA; REIS, 2014; BANDEIRA; AMORIM ; DE OLIVEIRA, 2020).

It is then concluded that although the case presents justification for the two options, the option based on necessity is the one that most portrays Ronaldo's case, as it is closer to his reality than if we were to analyze it through the scenario of opportunity. Faced with few alternatives, workers in general venture into business at their own expense and risk, driven by the need for survival, even without the proper experience, using portions of their savings and even their own work compensation, guarantees and bank loans in the name of dignity and the desire for recognition in society.

3. Planning a business is extremely important for its success. Divino Gol did not have the success that its owner wanted. What could the lack of planning have contributed to this decline?

Assembling a good business plan should be one of the first actions for creating a company. A business plan is the definition and written analysis of the main business variables, considered a management tool used with the objective of minimizing risks, with its preparation the organization can plan the business and predict possible failures.

Dornelas (2021) refers to the business plan as a document that must be used by the entrepreneur to synthesize and explore the potential of the business, as well as to show the risks inherent to it. It is a tool used to present ideas clearly and to show the viability and probability of success in your market, in addition to being situated in your business environment. Thus, the business plan is the guideline that the entrepreneur has in his hands to realize his vision (TOMASZEWSKI, 2017).

A business plan is essential for the entrepreneur. Any intention to create an enterprise must be very well prepared, so it is important to evaluate several issues. The market, for example, is very important, as you must know where you are going

to operate and what the conditions of that environment are, in addition to knowing exactly the products and/or services to be provided to project the costs, the necessary inputs, time invested among other aspects, a survey not carried out by Ronaldo.

In Dornelas' view (2021), an idea can become a good business, however, the feasibility study, which can be done through the business plan, can indicate the potential of the idea to become a good business, allowing to identify and limiting mistakes on paper rather than making them in practice; perhaps if Ronaldo had done so, he would have foreseen the failure of the establishment in his planning and would not have compromised significant portions of his finances.

In Brazil, the food service sector grew by 11% per year between 2009 and 2019. Before the covid-19 crisis, the sector offered 450,000 job opportunities per year (SEBRAE, 2022). However, according to ABRASEL – Associação Brasileira de Bares e Restaurantes, of every 100 establishments that are created in Brazil, 35 closed in one year and 80 closed in two years. This happens because the market is versatile, requires constant changes to adapt to new developments, and offers are greater than the demand. Another factor for the failure of these establishments is the lack of planning. Idleness, which can reach 50% on weekdays, requires several initiatives by the entrepreneur in terms of financial management and publicizing events and promotions.

For the entrepreneur, the business plan should help answer important questions related to the business before its launch. It is not uncommon for profound changes in the project or even abandonment of the initial idea, when researching and checking the initial assumptions for assembling the business plan. Its importance lies in the fact that it is much easier to modify a business that is only on paper than when time and resources have already been invested in the business, that is, if Ronaldo had prepared the business plan, he could have created strategies that would change the direction his business has taken without the plan.

With the development of the business plan, the entrepreneur will be able to translate the steps for the implementation of the project, have a greater perception of the enterprise, as well as, recognize the risks that will be present. According to Dornelas (2021) the business plan is a tool that can be used both in new ventures and in companies that are already consolidated in the market, as well as those that have projects under development.

The business plan would work as a roadmap for Ronaldo to guide himself on his actions in the face of the venture. “A survey carried out with former Business Administration students at the Harvard Business School, in the United States, concluded that the business plan increases the probability of business success by 60%” (DORNELAS, 2021, p. 99). An inadequate and superficial preparation is a prerequisite for a probable failure, even because a well-developed modeling process, at best, increases the chances, but does not guarantee the success of the enterprise.

In addition to the business plan, the entrepreneur can also use the Canvas Business Model for initial planning, which according to Orofino et al. (2011) allows prototyping, from the creation of several versions of your business. It is a useful, easy and practical tool, since it presents the entire logic of the business, promoting understanding, relationships, dialogue, creativity and analysis in nine quadrants proposed by Osterwalder and Pigneur (2020); are included within four macro areas: customers (value proposition), value offer (customer segment, channels and relationship), infrastructure (main resources, key activities and main partnerships) and financial viability (cost structure and revenue sources) as shown in Figure 1.

Figure 1 Business Model Canvas (BM)



Source: Osterwalder e Pigneur (2020).

Indicated for organizations of all sizes, the Business Model Canvas (BMC) tool is mainly used by newly formed companies and are in the most basic phase of business planning. Its function is to allow entrepreneurs and strategists to define the company's business model in a simple and visual way (OROFINO et al., 2011). For Rausch (2012) it is important to emphasize that the Business Model is not synonymous with the Business Plan: the analysis and reflection on the model enable the elaboration of a well-structured plan with greater potential for success.

- 1. A business is surrounded by external forces that influence its functioning, as well as the organization has points to improve and others to emphasize. Based on the case's information, survey the threats and opportunities of the business, as well as its strengths and weaknesses; building a SWOT matrix.**

The SWOT analysis is an instrument traditionally used in administration, for planning an organization. Through this analysis, according to Comino and Ferreti (2016) and Hofrichter (2021), it is possible to choose an appropriate strategy to achieve certain objectives, evaluating scenarios of the organization's internal and external environments.

To elaborate the SWOT matrix, one must first identify the strengths and weaknesses that are detected in the company's internal environment, and subsequently the threats and opportunities found in the macro and microenvironment, where the organization is inserted. When all these data are obtained, the matrix must be constructed, which must then be divided into four quadrants.

The question allows for a multitude of answers to be considered correct, depending on the student's point of view and their knowledge in recognizing the four aspects (strengths, weaknesses, threats and opportunities) to fill in the quadrants. Chart 2 demonstrates one of the possibilities.

Strengths must be used to obtain a competitive advantage, weaknesses must be corrected, opportunities can improve the situation and threats are potential problems that could affect the enterprise. That is, the survey of these aspects contributes to the creation of strategies to improve the performance of organizations. Environmental analysis (internal and external) is capable of giving the manag-

er a complete view of the environment in which the company is inserted (OLIVEIRA, 2018). With the information in hand, the manager can provide improvements in organizational processes.

Table 2 SWOT Analyst Divino Gol

Internal environment	External Environment
<p>Strengths:</p> <p>Internal qualities of the organization – these qualities must be maintained so that, based on them, improvements can be determined.</p> <ul style="list-style-type: none">• Differentiated environment capable of surprising football lovers;• Varied menu, with drinks (beer, draft beer, shots, soft drinks and juices) and a variety of snacks and appetizers produced by Ronaldo himself.• Strategic location, on one of the main avenues of the city, with a large flow of people.	<p>Opportunities:</p> <p>External stimuli for the development of the organization. It should be given priority as a basis for improving the state of the organization.</p> <ul style="list-style-type: none">• The market of people who likes to eat out, one of the fastest growing in the country;• Lack of entertainment options in the city.
<p>Weaknesses:</p> <p>Negative internal factors of the organization. These are elements that are under the “control” of the organization and must be corrected.</p> <ul style="list-style-type: none">• Restriction of the public - mostly for football “fanatics”• Lack of planning;• Lack of investment in marketing, advertising was carried out only in the first two months.	<p>Threats:</p> <p>External factors that the organization has no control over. These factors may jeopardize the organization's reason for existing (mission).</p> <ul style="list-style-type: none">• Growth in the number of competitors - Deck Pastelaria and Choperia and Gourmet Skewers

Source: Own authorship (2022).

5. What competitive strategy was used by Ronaldo? Justify using paragraphs from the text. What risks can adherence to this strategy generate for the establishment?

The formulation of generic business strategies is based on Porter's five competitive forces (1989), which help managers formulate strategies that can consolidate competitive advantages. Thus, Porter defines three competitive business strategies: differentiation, cost leadership and focus (FERREIRA et al., 2019).

In reading the case in question, cost leadership was not the strategy chosen by the protagonist, entrepreneur of the establishment, since the cost leadership strategy aims to use all its resources to be a cost leader in its businesses and products, whose focus is cost reduction, whether in acquisitions or distribution according to Porter (1989). Sobral and Alketa (2008) add that the cost leadership strategy is based on positioning the company as the most efficient, offering its customers lower prices. In the text, Ronaldo never bothers to look for suppliers with better prices and conditions, nor does he mention having the menu with the most attractive price in the region, which justifies the answer that Divino Gol's strategy is not cost leadership.

In the course of the case, when Ronaldo listens to his children and decides to create something different and proposes the opening of a thematic pub that will offer a unique menu and environment, the utilization of the differentiation strategy is clear, which is not concerned with investment costs and the client, but with the personalization of the business to make it different and attractive. According to Porter (1989) this strategy aims at differentiating your product or service, with the goal of having something new, setting apart your project, brand image, among others; it offers products which are considered unique and differentiated by its customers. Some attributes that buyers consider important are selected and positioned appropriately in order to satisfy their needs. This type of strategy allows the company to practice a premium price and ensure customer loyalty. To use this type of strategy, it is necessary to invest in marketing and promotion to highlight the different characteristics of the product (MISHRA; EWING, 2020). When choosing this option, Ronaldo runs the serious risk of being imitated by competitors or not being able to maintain this distinction, due to the fact that the investment in marketing is not enough and, consequently, the uniqueness of the businesses is not known.

When interpreting the feedback from Ronaldo's friends, after the pub opened, who told him the reason why people did not go to the bar, the observed strategy was one of focus, because as it was a football-themed bar, the establishment's market is restricted to a certain group that likes football, that is, a niche. In the market focus or niche strategy, the organization directs its efforts to a specific market segment. This strategy is based on the assumption that the company will be able to better serve its strategic target than competitors that seek to operate in the entire market (SOBRAL; ALKETA, 2008). However, in this situation, there is a risk of extinction of this market or being replaced by the competitor, in addition to not taking advantage of the opportunity to reach a larger audience, due to the restriction that the theme brings to it.

So, considering the approach of Porter's Competitive Strategies (1989), depending on the path that the student uses to answer the question, it may have two answers and both must be considered correct, because although Ronaldo had aimed at using the differentiation strategy but without realizing, it ended up practicing the focus strategy. There may be ramifications for differentiation rather than costs, which is evident while studying the case.

6. Divino Gol is a thematic bar and rare in the region, however it has presented frustrating financial results to the investor. What should Ronaldo do in this situation? Invest? What strategies could be adopted to maintain the bar afloat and generate positive financial results? To give up? Would closing the establishment be the best solution for the owner? Justify your answer.

To answer this question, the student must assume the role of the entrepreneur, owner of his own business, use the information from the case and the theories and methods he knows related to the subject, analyze and make a decision about the future of the Divino Gol bar. The field of answers to this question is vast, as some may decide to close down the establishment, sell it, make a partnership, invest in marketing, remove the theme of the pub, change the theme of the bar, among countless suggestions, ideas and strategies that may arise.

Class Planning

This case complements the lecture and enables interactivity in the traditional system of passing on knowledge, stimulating students and promoting participation and reinforcing learning through thematic discussions.

Table 3 Class Planning

Steps	Estimated Time	Suggestion on how to carry out
Collecting of information based on the case	15 minutes	The professor makes the case available and suggests that students do a previous reading (extra-class activity). Also provide questions for discussion. In class, the teacher must gather the information: Who are the characters? What is the case about? What is the dilemma identified by the students? Present the questions.
Small group discussion	30 minutes	Divide the class into small groups of four to five students to allow them to discuss, analyze and answers the questions of the case.
Presentation of results	45 minutes	The groups then present the results and justify their answers - the professor should mediate this part of the class to construct and build knowledge along with the students, using tools such as the blackboard or projector is recommended.
Closing of the case	10 minutes	The professor should then summarize all the topics that have been discussed, emphasizing on the theories discussed and how they were presented in the case.

Source: Own authorship (2022).

It is recommended to divide the class into groups of four to five students to tackle the case, analyze and answer the questions. It is suggested that the date

of the discussion be defined in advance, encouraging prior reading. The answers should be shared with the whole group. The professor should act as a mediator, reinforcing the associated theories and subsequently present the outcome of the case present in the teaching notes. However, this case for teaching does not have objective answers and is open to different analyses and recommendations.

The case is suggested to be carried out in subjects with up to 100 min/class. It is suggested to be divided into two parts, one as advanced case reading / extra class and the other, in the classroom, as shown in Table 3.

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