

Research Article

DESIGNING APPRAISAL PATTERN FOR PERFORMANCE OF SUPERIOR LEAGUE FOOTBALL TEAMS BY EMPHASIZING ON STAKEHOLDERS' BENEFITS

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ABSTRACT

Performance assessment by stakeholders is a strategic process that this research formed based on Freeman Stakeholders' theory (1986) and Lee Stakeholders' model and its goal is replying to following questions in order to present proper model for performance assessment: Who are most important stakeholders of superior football teams? What are their most important purposes? What are most important actions for fulfilling their needs? The research information collected from ministry of sport and youth, federation, club universalities, library and filed experts and in first stage based on Freeman theory and past studies and experts' opinions, a questionnaire was developed with Cronbach alpha coefficient of 0.891 and by using Shannon entropy model and TOPSIS method extracted 9 priorities out of 21. In second stage, a second questionnaire was developed with Cronbach alpha coefficient of 0.928 and 20 most important requests out of 71 extracted by TOPSIS method. In 3rd stage, a third questionnaire was developed through interview with managers of 3 superior leagues and took measures to examine most implorations actions for providing stakeholders requests that 49 executive actions was recognized and performed by QFD model and quality house model indicated relation among requests of stakeholders, actions, weighting and ranked ultimately 24 important actions was recognized and by using results and normalization, performance assessment model extracted from above three processes that indicated victory result and monetary benefits included their most important requests and teams shall take action to establish clear financial and planning unit and shall be assessed periodically.

Keywords: *Performance Assessment, Stakeholders, Football Teams, Superior League*

INTRODUCTION

Today, football is converted into exclusive economic, social, cultural and political phenomenon and cannot be compared with any other sport in different societies. The developed and developing countries enjoyed this phenomenon with an intelligent policy making and correct managerial thought and even this subject were considered by Arab countries and Persian gulf countries in current years in lower place that in previous years were ranked on football in very lower location (Rostami, 2013).

Based on conducted research in field of developing sport (Sotiriadou, 2008) in any country that stakeholders are developing sport will not propose as fundamental factors in sport success, Thorelli (1986) believes that the entire sport shall be considered as a network and each network such as national sport network has managerial structure that called managerial structure of the network that mention to performance assessment in the network and a club that establishes administrative mechanism and assesses by rules legalization, has potential for dominating on network and sport success summarizes in an effective sport system of each country that caused to develop sport (Saboonchi, 2009). For example, Sport success in Australia depends on its effectiveness sport system (Sotiriadou, 2009). In sport system of each country, there is a complex of stakeholders that have credits, accordingly clubs faces with performance assessment challenge and in this regard Shebelori (2000) declared that sport organizations require to managerial methods in order to change their organizational structure for best assurance of operational method in order to adopt themselves for facing with challenges and request of stakeholders as much as they provide their benefits and requests; they can support goals and programs of club (Bakker *et al.*, 2002). Paulson (1985) and Pennings (1981) declared that benefits of all stakeholders shall be taken into consideration, if Stakeholders' benefits do not supply it may cause to stop programs and non-fulfillment,

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and therefore all sport organizations and therefore all sport organizations and clubs shall develop their cooperation level and team work in highest level and shall make attempts for surviving their integrity future (Paulson, 1985). Accordingly this question proposed that, how sport club and especially superior football teams can establish a method for increasing client satisfaction for replying to stakeholders of club and in order to assess club's performance. Based on proposed issues, this research will be fine with goal of superior league football performance assessment pattern goal by emphasizing on Stakeholders' benefits and seek to reply this question that how sport clubs and especially superior league football teams can reply and increase satisfaction of the stakeholders and what a model they can use for assessment?

Research Necessity

How can fulfill Stakeholders' expectations by assessing performance of superior league teams performance and this issue can be searched by different respects.

One of the considered respects is importance of performance assessment, because continuous improvement can make increasingly huge force in operation of organizations that these forces can support growth, development and provide exalted organizational opportunities (Bazaz, 2005). One of the other respects is reasons for communicating between environment and organization (football teams) that required to sources. The precious resources are very rarely in environment and the originations needed to serve valuable resources for survival (Ulrich and Barnett, 1984). The theory governing on this issue called Stakeholders' theory. This theory explains that stakeholders help to organizational goals and they are valuable for organization (Herman and Renz, 1998). Based on this feature, effective pattern of strategic founders shall be part of effective approach of the organization that in this pattern organization's effectiveness pattern ad supplying their benefits are basis for assessing performance and propose as successful organizational key (Morgan *et al.*, 2006), in this theory agents managers are beefcakes that both of them seek for maximum profit (Harrison *et al.*, 1996). Therefore stakeholders' theory suggests that Stakeholders' benefits shall be taken into consideration for success of organization.

Besides, Blaser and Macclasi (2005) stated that effectiveness in organizations depends on interest and benefits of stakeholders and suggest that organizational effectiveness concept is related to Stakeholders' expectation (Darla *et al.*, 2009). Based on managerial literature, the importance of football sport teams performance shall be taken into consideration and what shall be complied is a pattern for replying to Stakeholders' society and supplying their benefits and based on stated necessities, it seeks to find "pattern design for assessing superior league football teams performance by emphasizing on football sport Stakeholders' benefits".

Research Theoretical Basis

Performance assessment is "qualitative process of efficiency and operations effectiveness" (Neely, 1995). That by reviewing literature we can divide into 3 major groups:

1. Strategic goals: including strategic management and revision in strategies;
2. Communicating goals: including present situation control, show future route, feedback present and patterning from other organizations;
3. Motivate goals: including compiling bonus system also learning and improvement motivation

Performance assessment issue challenged researches and users for many years. The commercial organization use financial indexes as only assessing tools for performance till Johnson and Chaplin in early of 1980 decade showed inefficiency of information for appraisal of organizations' performance upon examining and assessing accounting systems of management, that indicated this inefficiency resulted from increasing complexity of organizations and market competition (Galian, 1997).

Therefore using performance assessment systems depend on financial indexes merely that cause occurring problems for organization, some of them are as follows:

Sometimes financial indexed are not related to strategies of organization, maybe theory are in conflict with strategic goals of organization and caused to occur problems for compiling strategy. For example over usage in "capital return" can cause to short-term improvements. Traditional criteria such as cost effect can cause to force managers for considering to short-term results, therefore no movement will be happened.

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The financial guidelines are not an accurate report on processes cost, product and client and only emphasize on controlling process instead of entire system (Galian, 1997).

Performance Assessment Models

In general models divided into two groups based on designing method and establishing assessment system (Miklaei, 2006).

Designing Models for Performance Measuring System

Self-Assessment Models (Exalted Models or Quality Reward)

A: Designing models for performance measuring system: Any of system designing models suggests special arrangement that performance guidelines of organization shall be structured thereupon. In some of models, some processes have been seen for determining guidelines designing method and establishing performance measuring system. Some of these frameworks are clearly criteria which shall be considered in such systems. Other frameworks emphasize that each organization shall have exclusive measuring system of performance and shall suggest offers for considering special realms that shall be done in designing guidelines. Some of models examine for designing performance assessment system (Miklaei, 2006).

Sink and Tuttel Model (1989): The performance of an organization is resulted from integrity relation among 7 performance guidelines as follows:

1-The effectiveness is performing correct works in right time and quality. In practice, effectiveness introduces by real outlet on expected outlets.

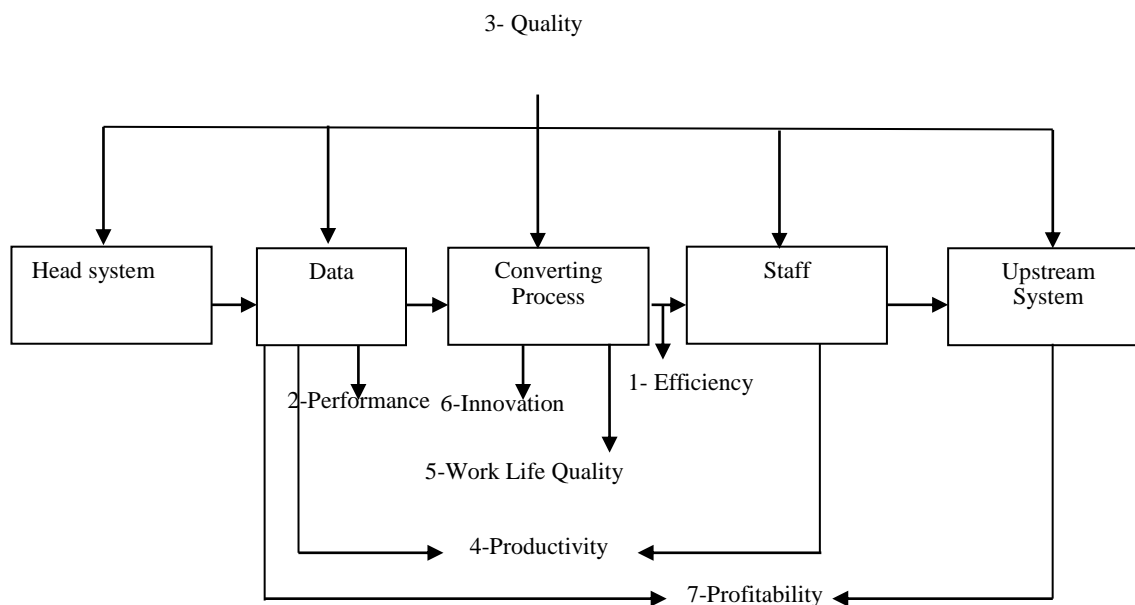


Figure 1: Sink and Tuttel Model (1989)

Efficiency that has its simple meaning (works good performance) and defined by expected consumption relativity.

- Quality has expanded concept that shall be examined in 6 different aspects.
- Productivity introduces by traditional definition of outlet to inlet relativity.
- Working living quality that its improvement helps to performance of organization.
- Innovation is one of key elements for improving performance.
- Profit making that is ultimate goal of each org (Tangen, 2004).

Keegan Performance Matrix (1989): Keegan introduced performance matrix in 1989 that has been shown in following figure.

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Financial	Non-Financial	
Number of repeated purchase Number of clients' complains Volume of market share	Status of competitive costs Costs o R&D	External
Designing time cycle Percentage of onetime deliveries Number of new products	Designing cost Material cost Production cost	Internal

Figure 2: Performance matrix (1989)

Results Model and Determiners (1991): One of the models removes problem of performance matrix, is framework “results and determiners”. This framework is established that two basic performance guidelines exist in any organization. The indexes are related to results and are subject to past performance of business and resulted based on special determines. On the other hand, results are delay guidelines, while determines are primer and fundamental guidelines. The related indexes to result include financial performance and competition and pertinent guidelines consists of quality, flexibility, using resources and renovation (Neely, 2000).

Brown Business Process (1996): The explained frameworks are circuit-ordered. There are other frameworks that motivate managers to take action to horizontail curenets of materials and information in organzaiton. For examle we can call “business procesess” that suggested by Brown in 1996 (Neely, 2000). This framework is very suiteale and practical because different among inlet guidelines, process, outlet and results are remarkable.

Lee Beneficiary Analysis (2001): Designing performance assessing systel will comence by recognizing goals and strategies of organziation and therefore other models for assessing perofrmance of designing system will commence with this question”what are shareholders’ requests?

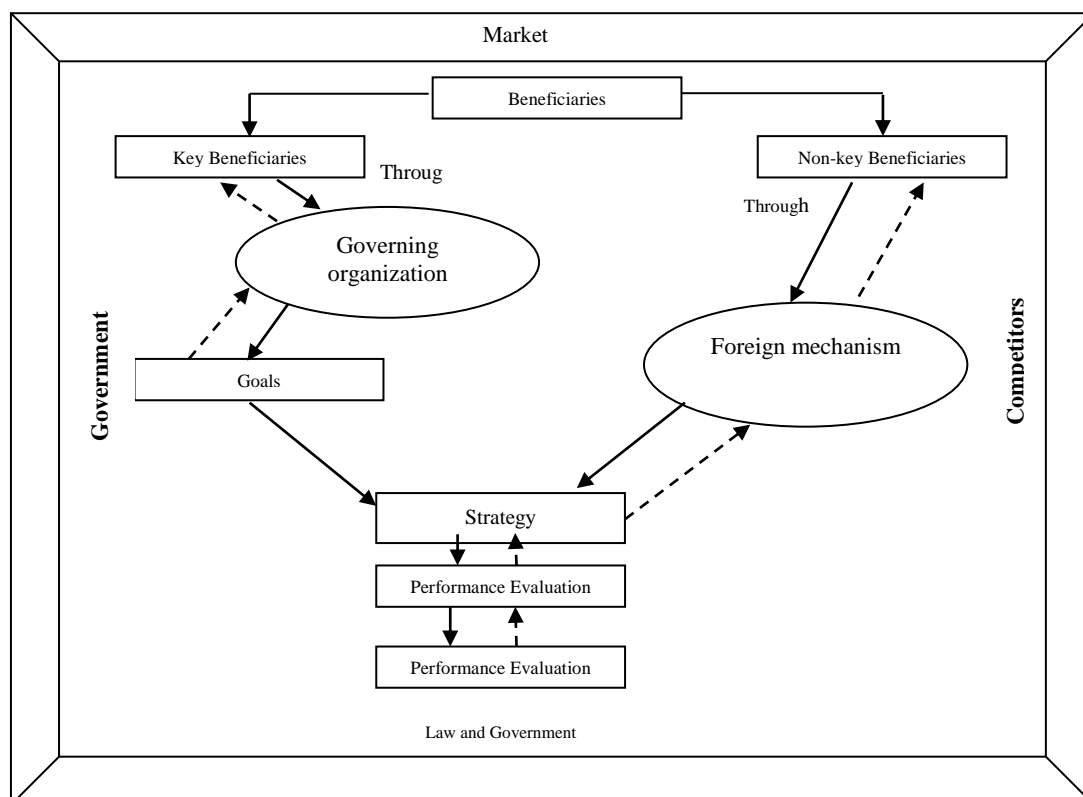


Figure 3: Analyss model of Lee beneficaiaies (2001)

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In fact pointing card model propose that only shareholders impacts on goals of organization and other beneficiaries have no role in determining goals. On the other hand, this model has ignored other impacts of beneficiaries on organization. Inattention to impact differences of different beneficiaries in different environments is one of the fundamental reasons for unsucces of some big companies in using this model (Atikson, 1997) divided beneficiaries in two groups in this model: key and non-key beneficiaries.

Medori and Steeple Framework (2000): This model is one of comprehensive and integrated frameworks for auditing and promoting performance assessment systems. This approach includes 6 processes related to each other.

Such as other frameworks, first step is beginning point of this model also defines strategy of organization and its success factors, 2nd step is another step of strategy necessities of the organization with 6 competitive priorities including quality, cost, flexibility, time, on time deliver and future growth, 3rd step is selecting proper indexes by using check list includes 105 indexes and commences with complete definition, 4th step is assessing system of auditing performance system in order to recognize present using guidelines.

5th step is involved in real using of indexes and each index describes with 8 elements including title, goal, pattern, question, repeat, information resource, responsibility and improvement. 6th step is last process of periodical review of performance assessment system (Medori and Steeple, 2000).

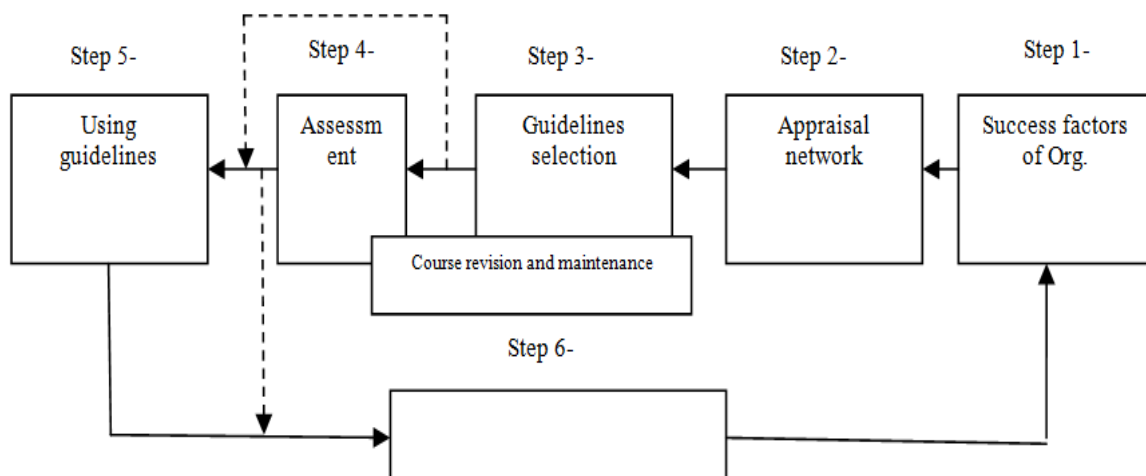


Figure 4: Medori and Spitel Model (2000)

Balanced Score Card

Operational symmetrical assessing models presented in magazine (Harvard Business Review) in 1992 by Clapan and Norton. This model with 4 D of financial, internal processes, client, learning and growth has long-term strategies and perspective by controlling short-term operations of the organizations. Therefore the organization concentrates its emphasize on key relativity of performance in bounded goals (Galian, 1997).

B: Self-Assessment Moedls (Exalted Models or Quality Reward): In recent decade, self-assessment models have many fans. In comparing with system design models, using these models are very rapid and relevant results are primer.

The major reason is non-requiqirng to design and establish integrated systems of operation measurmen and high flexibility of these models.

In these models, a complex of assessment criteria of organization and guidelines for assessment have been presented. Although many organizations use points and self-assessment result for comparative studies or reward grant, but the final product of self-assessment recognizes oppourtunies and improved fields, and marks and points are only sub-product. In fact correct performing of self-assessment present real image of present staus of the organization which will be resulted in perofrming corrections and improved projects

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and growth and development of the Org.. therefore calling self-assessment models in exalted models or quality reward is proper and explanation.

Exalted proposes modes include:

- Deming quality reward
- Baldrige Malkom quality reward
- European quality reward
- Canada quality reward
- Australian superior pattern
- Exalted pattern in Kanji business
- Quality reward of prime minister of Malaysia
- Deming reward model

Deming model is one of initial models for performance assessment that prepared by Japan engineering and sciences association, therefore Baldrige used this concept for designing EFQM. The goal of this model is making motivation for renovation in designing and using quality control statistical methods in Japan Production Companies (Miklaei, 2006).

Malcolm Baldrige Model: On Aug.20, 1987, Reagan, president of USA. Undersigned national law on quality promotion of Malcolm Baldrige.

He used exalted criteria of Baldrige performance especially as tools for assessment, correction and proper promotion of performance. The main goal of national quality is making competition in national level and quality promotion (Nabi, 2003).

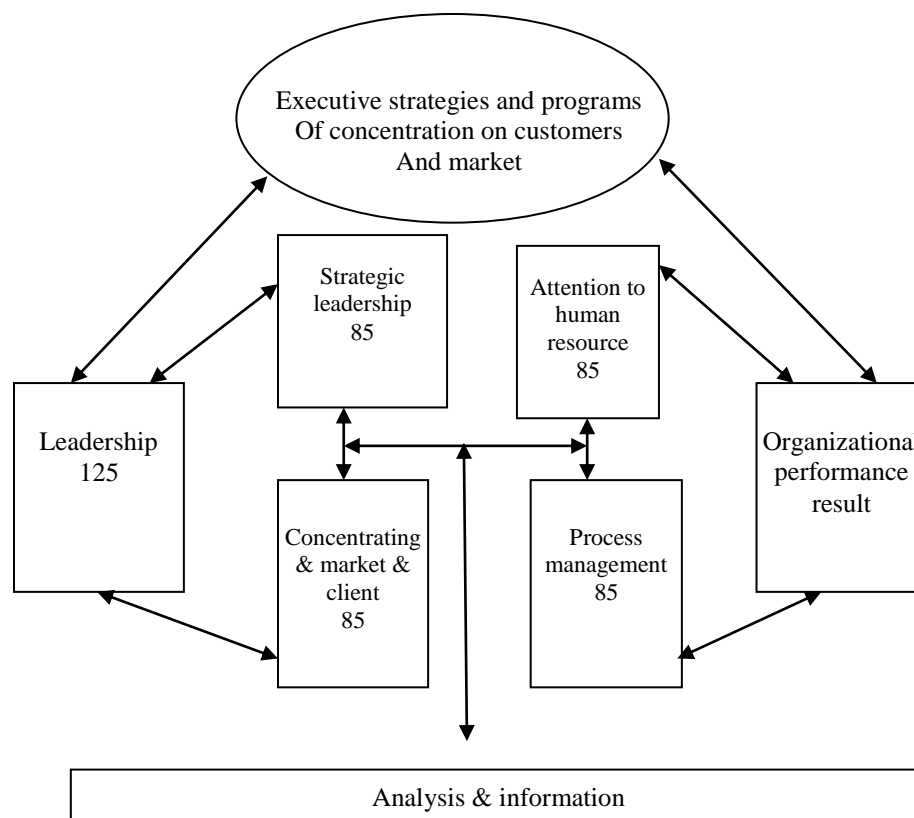


Figure 5: Malcom baldrije Pattern framework

Europea Quality Reward Model: This model introduce s business exalted mdeol in 1992 that preseted frameowrk for judgement and self-assessment of organziation and ultimatelt receiving eurpean quality bonus, this action practied in 1992 (Moghadam, 2005).

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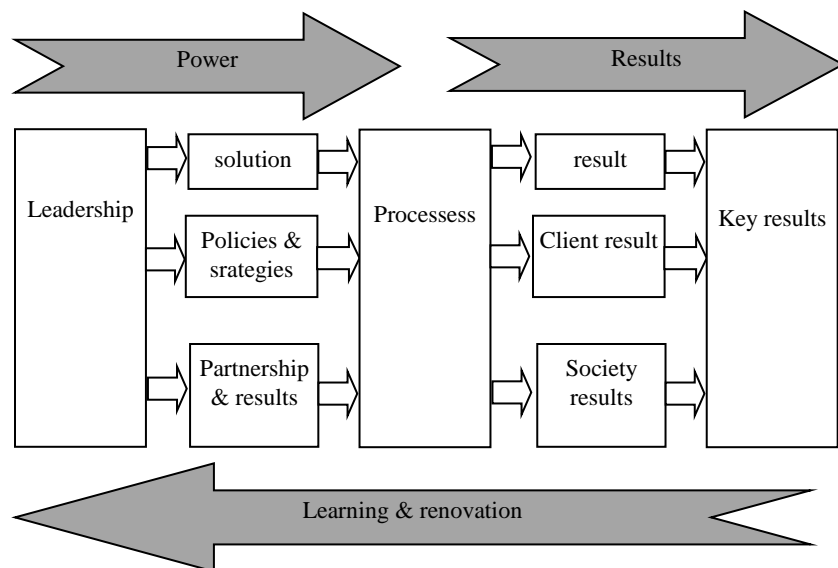


Figure6: Model EFQM

Canada Superior pattern: Ministry of industries of Canada introduced superior business reward in 1984 and reviewed it for reflexing quality reward concepts of Malcolm Baldrige in 1989. National Quality Institute of Canada motivates Canadian organizations for continuous improvement of quality. This institute established in 1992 and supported organizations in Canada as nonprofit making organization (Nabi, 2003).

Australian Superior Pattern: This pattern was made in 1987 which was one of 4 superior global pattern. This model was made initially in reply to benefit joint demand and public industries from Australian Firms for increasing efficiency and competitive power and now annually reviewed by a committee including managerial and leading experts and for reflexing latest thoughts and management developments (Nabi, 2003).

Malaysia Prime Minister Quality reward: Malaysian prime minister introduced for first time in 1990. This national quality reward was granted annually to private sector organization that quality management succeeded (Nabi, 2003).

Record of Exalted Models in Iran: In our country there is long-term background for attention to this tool means determining superior performance reward and rewards such as exemplary production units, exemplary export production units, 100 superior companies, environmental reward and etc... grant every year. In last step maybe we can mention to designing creativity and actions for performing "organizational exalt and productivity national reward" with general attitude approach and based on organizational exalted model base and EFQM defined and compiled. In designing this reward, goals such as propagating developmental culture and improvement, personal and organizational learning, continuous improvement of performance proposed for better working, recognizing and selecting superior organizations (Yusefian, 2006).

Quality management systems and quality management in health and treatment sector faced with welcomes. Some of evolutionary reasons include:

Huge integrity of systems and treatment and health institutes, effectiveness and efficiency importance, pressure on cost, specializing process and strengthening situation of client.

Stakeholders' Theory

Changes and evolutions established in environmental organization today. Efficient organization must establish evolution for combating or adopting with these changes in operation and process (Rezaian, 2008). Because fundamentally an organization is founded based on environmental needs. Whether this need felt through public people or special tribes, or propose by founders (Alvani, 1998).

The members' authenticity in organizational environment is core of beneficiaries' theory. While there are many definitions on this case but in general we can find 4 fundamental features that used in defining

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Stakeholders' literature: first there is one relation between stakeholders and organization whether directly or indirectly. Second Stakeholders' benefits shall define from organization (Starik, 1994), for example waters intend to enjoy play or residents in neighboring an stadium seeked to less harm resulting from heavy traffic. Third, stakeholders have rights in relevant organizations (Donaldson & Preston, 1995), fourth stakeholders may consist of different forms of people and group. Based on this explanation, these conditions have many features that stakeholders should bear including: impact of investment, lawful, management priority, ethical interests, power, probability or necessary potential for changing, proper rights, dependency, benefits and strategic benefits.

As much as stakeholders enjoy such features that can remarkably impact on organization in said environment (Freeman *et al.*, 2003). Therefore Milan and Jonse (1986) stated that stakeholders can be people or joint of people or organizations that are in urgent need of support, Sturdivant and Vertzeel (1990). the stakeholders can be felt as a person or group that have benefits in managerial decisions also those who bear impact power on decisions whether present or future of an Org., defined (Lindblom, 1994). On the other hand, stakeholders defined as a person or group holding assigned benefits in operations or performance of an Org (Violgoen and Dann, 2003) and in comprehensive definition, Freeman (1984) explained that stakeholders of organization and groups can impact on company and on other side on themselves and in general these groups include investors, providers, employees, clients, competitors, local guild unions and legislative institutions.

Stakeholders' Theory Approaches: Donaldson and Person (1995) introduced 3 approaches in this theory including descriptive approach, tool and ordered approach. In fact these approaches examined reasons of supplying Stakeholders' benefits.

Descriptive Approach: this approach can be seen in describing nature of organization and a method that managers are thinking about managing organization and how managers think about Stakeholders' benefits (Donaldson and Person, 1995). This approach mentions to some of studies and experimental research by goal of analyzing transactions among managers, organizations and stakeholders. The goal of this approach is basically improving comprehension of integrated relations among different beneficiary groups, determining and describing Stakeholders' benefits.

Instrumental Approach: In this approach, it is supposed that if managers intend to improve organizational performance, they should conduct their activities by considering Stakeholders' benefits. This approach declared that ignoring Stakeholders' benefits may bring many dangers for an Org. (Colle, 2005). Therefore tool approach is used for determining relation or lack of relation among Stakeholders' management and proper goals of the organization.

Normative Approach: Custom approach is philosophical and ethical instructions that provided for operations and management of the Org. and shall be used for analyzing operations of organization (Donaldson and Person, 1995). In this approach managers shall consider Stakeholders' benefits in Org. because there are some ethical duties for managers of organization for replying to demand of stakeholders (Deft, 2005).

The applications of these three approaches are important in stakeholders management especially in terms of instrumental and formative approaches. They are originated from the social research, and formative approaches from moral research (ethical duties, for example, in terms of the environmental subjects) (Freeman & Evan, 1990) (Watrick, 1994). Based on the instrumental approach, managers shall be interested in understanding the needs and meeting benefits of stakeholders in order to improve organizational function.

The Stakeholders' Management: Based on Madsen and Uihoi (2001) theories; Stakeholders' management is everything that shall be done concerning stakeholders including different stakeholders and mostly has contradicted benefits Also management theory of stakeholders is based on conflict and partnership process (Shirish, 2007). Sturdivant (1979) mentioned in this regard that management of organization should consider contradict benefits of stakeholders at time of strategic planning. One of the duties of Stakeholders' theory is allowed to contradiction to decide among benefits at time of competition. These contradictions shall remove calculations of society that making benefits maximize. Removing

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contradiction benefits shall require to selection and ethical judgment by fair. Fair and balance shall be used for facing with requests of stakeholders for continues partnership of each initial beneficiary group. The managers shall take their responsibilities and duties and shall recognize their lawful and demands)Reed, 1999) (Jones, 1995).

Also Kane (2004) stated that the responsibility of all of them is due to higher managers of Org. and managers shall solve undetected contractions among beneficiary groups without interest in spending costs of one group to another group. In fact beneficiary's management mention to processes and behaviors that shall be done by one organization in order to influence on their relations (Kane, 2004).

Relation management with stakeholders: After determining stakeholders and priority making of stakeholders of organization shall communicate for supplying beneficiary group benefits. In conducted research by scholars stakeholders' management and its effective managers have been considered as involved factors for commencing with organization and communication management (Berman & Wicks, 1999). this issue shows that partnership and communication of organizations with stakeholders are important factors in forming strategy of Org. the organization makes attempts to change its operations by adopting Stakeholders' needs, especially those are in conflict with social benefits that in this relation Beington (1997) mentioned that relation with beneficiary is a method that organization should use for supplying benefits of all stakeholders (Lindblom, 1994). Therefore, the organizational communications are the most valuable organizational resources to be necessarily kept and acquired by any organization. In this case, a considerable part of success and failure factors of organizations is related to the quality of relations connected by organizations with its beneficiary groups (Meier, 1995). Based on Stakeholders' theory, today organizations require using techniques and professional specialty of public relations in order to develop understanding and effective communications. Called organization public relations, this relationship is one of the most important and precious factors in the fate of each organization or institute. In the present world, organization's public relations is deemed a strong element in evaluations and reinforcement of programs and meeting the organizational goals. The authorities of such offices are trying to develop the agreement and effective relationship by using techniques and professional specialty. Informative includes activities and actions intelligently and has many features and procedures and shall be based on 2 information and informative based on need assessment and listeners by analyzing behavior of audio and finally the effective programs (Hosseini, 2004).

Concerning importance of public relations of organization "Peter Deraker" contemporary scientists said that all effective managers were specialists in field of public relations. Cutlip, s & center (1971) and Stanley (1982) introduced the public relations a managerial responsibility which recognize the opinions and thoughts of clients, and match the organizational policies with the favorite clients (O' dwyer, 2005). Broome *et al.*, (2000) defined the relations of organization and public people as follows: organizational public relations are the means of interactive, transactional, exchanging and connective models between organization and its key clients as the operation of each identity will influence on the cultural, political, social and economic welfare of another identity. Since Broome *et al.*, (1997) defined organizational public relations as a process of relations formation, Bronin and Ledingham (1999) defined it as the extensive phenomena and Hang (1997), and Gronin and Hang (2000) defined it by focusing on the relations specifications or results.

Hang (1997) declared that the organizational public relations are formed by two principal hypotheses: (1) relations include more than one principal characteristic; (2) four specifications show the relations of structure and public relations of organization including mutual control, trust, undertaking and satisfaction. Hang (1997) defined organizational public relations as a grade of trust of organization and its public people to each other, satisfaction with this fact that another one has constitutional power for influencing, and successful experiences with each other.

Also in field of sport, Stolid, Detimord and Bernold (2006) are sport public relations for designing managerial communicating operations for specifying key factors of organization (Daft, 2005).

Based on proposed issues on importance of communication in organizations, scholars of public relations such as Bronein and Ledingham (1999, 2000), Grifen (2002), Hang and Gronin (2002) concentrated on

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communication management and wrote in their books entitled “public relations as communication management” as new object and in fact public relations of organization used in chapter of communication management of organization with public and stakeholders of the Org (Beronin *et al.*, 1999).

Examining Conduted Studies Related to Research and Their Analysis

Examining points of home players in Iran football superior league and reputable world league:

Ghahfarokhi *et al.*, (2010) carried out a research on study of point of home plays in Iranian football premium league and famous leagues in the world, aiming at analyzing the advantage of home plays in Iranian football league and its comparison with famous football leagues in different countries. The research method is comparative causative. For this purpose, the information of losing and winning and drawing in home plays from 25 famous countries in football in 5 leagues of the continents was collected and analyzed by independent statistical t-test, showing that the point of home plays in Iran compared to Algeria and Brazil is significantly low, and to Qatar high (Alidoost *et al.*, 2010).

Analysis of Host Point in Iranian Football Premium League

Tahmasebi *et al.*, (2011) conducted a research entitled examining host point in Iran football superior league. The goal of this research is examining host point in Iran football superior league. For achieving to the goal, studies of 19 participating teams in Iran football superior league, 6 chapters were collected and analyzed. The team owners of this research, minimum 2 years should attend league. The results of analysis indicated that host point in Iran superior league is averagely 61% similar to superior leagues of countries such as England (61%) and Turkey (61.5%). Accurate data Analysis indicated that factors such as route and weather conditions impacted on host point. On other hand the results shows that factors such as goal in home and populations of watchers influenced on host point. Therefore the conclusion is that factors such as weather conditions for host team point and guest teams in Iran football superior league considers as main challenge.

Examining Motivations of Fan Presence in Iran National Football Team

Ghahfarokhi *et al.*, (2010) conducted a research entitled examining presenting motivations in Iran national football team. For this purpose and based on theoretical basic studies and research background, 9 motivations were recognized and questioner was designed for it. The results indicated that interest in national team, nationalism, interest in football, beauty, motivation, socialization, entertainment, escape and interest in player are considered as most important motivations.

Considering Effective Factors on Fans from Iran League Football Teams

Parsa and Torkan (2009) conducted a research entitled examining effective factors on fans of Iran Football league. The goal of research is examining impacted factors on university student's fans from Iran Superior league football teams. The research method is collecting tools of questioner information which was selected randomly; the results indicated that there is meaningful pattern between role and fan on football teams. Also among usage of mass media and fans of football teams but there is no meaningful relation between economic and social bases and fans of football teams and curriculum and fans and football team.

Examining Effective Factors on Presence of Football Watchers in Stadiums

Elmiri *et al.*, (2009) conducted a research entitled examining effective factors on presence of football watchers in stadium. The general goal of current research is examining effective factors on football presence in Tehran City at Stadium. The research type is descriptive-evaluating. The used question day in this research is Green (1995), Hansen and Guiter (1992), Skafeld (1983), Kaski (1994) and Jang *et al.*, (1995) in order to study effective factors on presence of watchers in stadium. The results indicated that 3 playing attractive factors, watchers priorities and facilities existence influence positively on watchers presence at stadium and only economic factors do not influence. The proper price of competition ticket among economic factors, presetting attack play by fan teams among play attractive factors, holding league competition ordered are priorities of watchers also easy entry and exit from stadium, parking and proper location of watchers influence on presence of watchers at stadium.

General Goal of Research

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Designing assessment pattern for performance of superior league football teams by emphasizing on Stakeholders' benefits

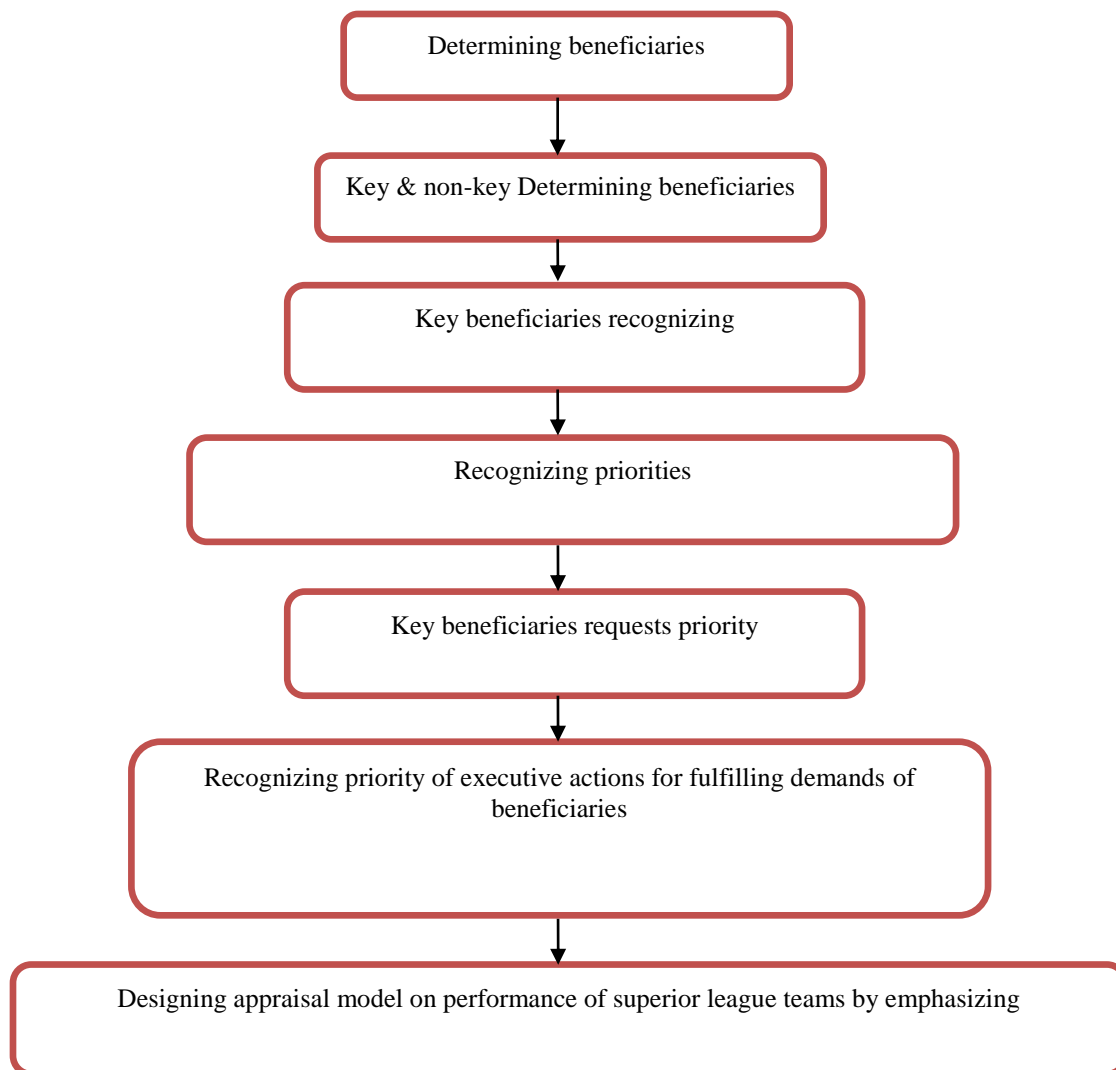


Figure 7: Research conceptual model

Special Goals

1. Identifying the most important stakeholders of superior league football.
2. Weighting stakeholders of superior league football.
3. Recognizing the most requests of superior league football.
4. Weighting stakeholders' requests of superior league football.
5. Recognizing the most executive actions for fulfilling requests of beneficiary of superior league football.
6. Designing appraisal model of superior league football teams by emphasizing on Stakeholders' benefits.

In fact, conceptual model in this research is a compound of performance appraisal models and beneficiary's theory and designed model by enjoying Stakeholders' theory for improving operation of organization. In this research Lee beneficiary analysis model was used in order to improve performance of Stakeholders' theory in order to improve benefits supplying of them. The research indicated that the supplying Stakeholders' benefits can improve performance of organization, now we should see how this model can improve performance assessment of the organization, based on submitted issues for assessing

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performance of organization and exalted organizational models and conducted examinations, analysis model of Lee (2001) stakeholders is based model for this research.

MATERIALS AND METHODS

Research Method

Research method is descriptive, analysis and deductive method. In this research, 3 questionnaires distributed in this research that each questioner consists of 2 parts, in first part collected information of repliers that analyzed descriptively and in second part data collected concerning research questions that analyzed by deductive analysis statistics including making decisions technique of QFD and TOPSIS.

Statistical Methods Used for Analyzing Data

In these research different deductive statistical and descriptive methods used for analyzing data, hypothesis test and determining research suggested model. In questionnaires 1 and 2 TOPSIS used for making priority and for weighting indexes atrophic Shanus used and questioner 3 was used for collecting information by Delphi method and QFD method was preferred.

Statistical Society

Since football teams are various beneficiary groups. Therefore statistical society of this research included most important key football teams. Freeman (1984) divided stakeholders of organizations into 2 initial and secondary groups. Accordingly in this research initial and secondary stakeholders were done by questioner in an interview with managers and experts.

Also for determining Stakeholders' importance, a questioner was distributed among experts and specialists of football based on Delphi model since that making priority of stakeholders was done by TOPSIS method in this research.

In this questioner Stakeholders' importance was done by Delphi method. Another statistical society of this research include proposed clubs and accessible superior league of Iran and foreign leaguers for determining importance and attention of managers, experts and other factors of these clubs to stakeholders.

The second step means degree of importance to requests of stakeholders used by TOPSIS method. Third society in this research includes experts that can take actions for fulfilling requests of stakeholders in teams.

Statistical Sample and Sampling Method

Since stakeholders divided into 2 initial and secondary groups, therefore in this research classifications sampling was used in order to hold homogenous groups and proper sampling was done based on each group.

Statistical sample selected as follows:

- Managers, experts, players of Iranian superior football team
- Faculty members of universities
- Experts and specialists of football sport
- Publishers and football journalists
- Legionary and former stars of Iran Football
- Managers and accessible experts familiar with conditions of football teams in abroad

Since comment process of this research is 2-process, in each process based on Morgan table totally 166 questionnaires in each process divided among statistical society that all healthy lectionary delivered.

RESULTS AND DISCUSSION

3-process was passed for preparing final model on assessing performance of Iran football superior league teams by emphasizing on Stakeholders' benefits.

1. Recognizing most important stakeholders
2. Recognizing most important requests of recognized stakeholders
3. Recognizing most executive actions for fulfilling requests of recognized stakeholders

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General Model of Research

After extracting weight and determining model resulting from 3 questioner of final model for assessing performance of superior league teams by emphasizing on beneficiaries' benefits is done.

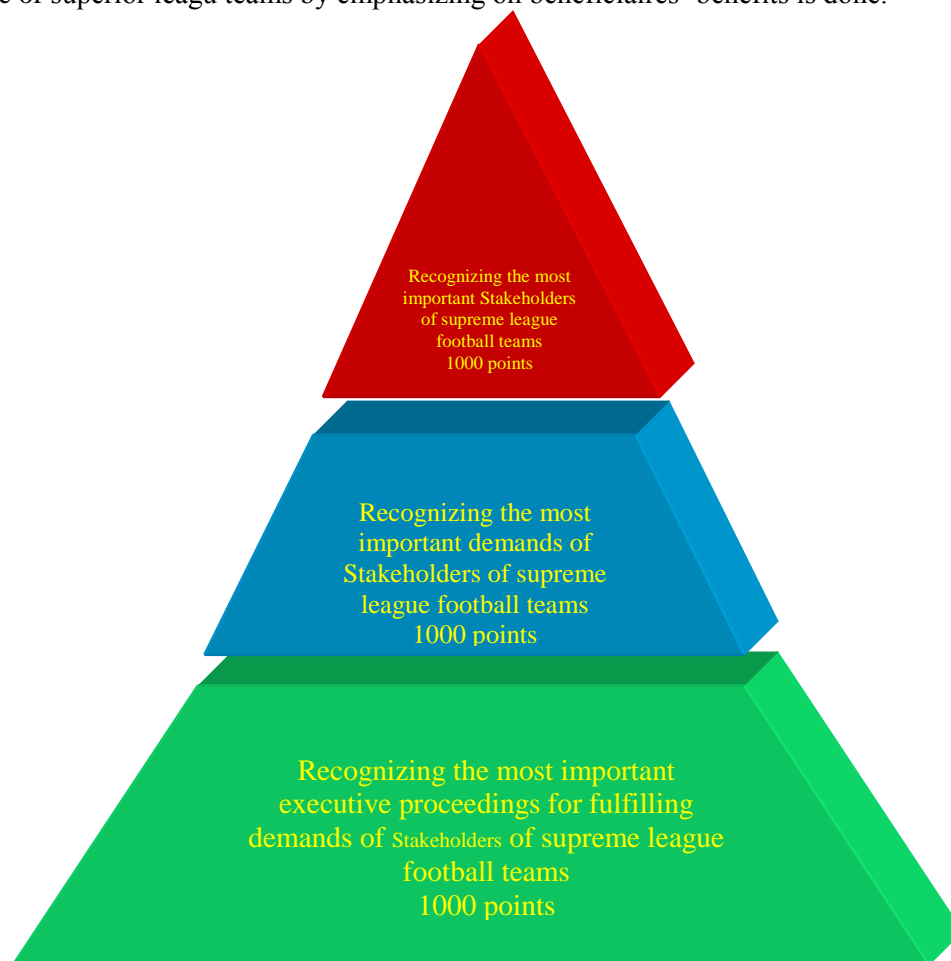


Figure 8: Final Research Model

Detailed Model and Final Research Conclusion

For assessing performance of football teams based on this model, 3000 points shall be examined in each process in football team. If club obtained necessary points that club can enjoy higher rank.

Most important stakeholders league football teams	Most important requests of stakeholders of superior league football teams		Most important executive actions for fulfilling requests of stakeholders						
Team coach 116.64	Club brand on activities of sponsors 50.837	Client's right based on executive managers of club 49.471	Making popularity among fan 54.1	Concluding contract with sponsor and R&TV 35.44	Establishing legal unit in sport club 47.18	Following approvals of board of directors 14.76	Signed contract with advertising companies 21.76		
Team players	Impact short-	Obtaining monetary	Increasing various	Planning for players	Motivating managers	Clarity for payments	Establishing public		

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114.74	term and long term success of clubs on sponsor interests 48.945	rights of executive managers of club on time 49.318	victories of club 65.23	presence in national & religious ceremonies 10.03	& players and coaches on their performance 55.57	board of directors and on time payment 7.34	relation with strategic program in club 28.67
League Org. 112.78	Holding welfare facilities for players 49.073	Holding authorities from club 49.797	Standards & clarity 60.24	Holding cyclic competitions between team and other teams 28.25	Providing facilities for players 31.1	Compiling & approving strategic programs of club 36.62	
Board of directors of club 111.29	Reaching players to national team 49.885	Holding welfare facilities for managers of club 50.713	Paying contract price as per contract without delay 38.99	Effective presence in Asian championship competitions and establishing social points 59.38	Establishing welfare unit in club 39.52	Preparing operational operations of club 36.62	Making cultural programs in operations at club 23.62
Executive manager of club 110.46	Receiving financial rights of players from club 50.606	Reaching coaches to national competitions 50.467	Establishing specialized practices for talented players 16.51	Using experts fluent in AFC rules 15.77	Making foreign travels for coaches 26.92	Preparing operational & advertising programs of club 29.79	
Sponsors 109.08	Receiving advertising fee of hosts at V7 Radio 53.143	Obtaining financial rights of managers from club 52.01	Using psychiatrists 10.24	Making managerial structure for adopting with AFC 15.77	Holding specialized training courses for coaches 22.23	Making money making unit in club 37.06	Cultural training of players 23.73
Radio & TV 108.26	Cultural oriental of society to national correlation 49.057	Obtaining intellectual rights of managers from club 49.838	Effective relations of player's family 17.56	Establishing documentation based on AFC rules 15.77	Establishing training unit for managers & players in club 25.89	Establishing registered system in club 29.12	Using auditors for club 34.35
Organizations & companies; owner of club 108.07	Advertising of owner companies & organizations 49.055	Club brand and its impact on competition 49.57	Recognizing welfare facilities of players, coaches & managers as per contacts 29.42	Sending reports to federation 23.94	Non-interfering in coach performance 17.52	Using nutrition advisor at club 3.67	Providing administrative bylaw at club 19.33
IRI. Federation 107.96	Receiving proper position for federation	Receiving financial rights of managers in club 49.711	Supplying welfare facilities for managers,	Observing AFC standard & federation in competitions 15.77	Supporting coaches against players 16.58	Holding transportation facilities at club 31.03	Establishing constitution unit at club 14.87

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49.056		players as per concluded contract 34.01					
Club brand and its impact on future of executive managers 49.026	Receiving intellectual rights of board of directors from club 50.423	Accompanying of players' family in long-term camp 1.84	Introducing managers, coaches & players in official ceremony 6.43	Coordination of board of directors with club 14.76	Holding practicing facilities such as pool and etc 39.44	Making fan unit in club 21.87	

Table : Detailed research model

Research Results

This research indicated that monetary benefits of key stakeholders are most important request of stakeholders and allocated most point to itself. This issue indicated that superior football league teams emphasized on taking step for quality of supplying monetary benefits of stakeholders in order to supply Stakeholders' benefits. This matter indicated that superior football teams shall use money earning strategies for supplying Stakeholders' benefits.

Based on role and importance of monetary benefits in superior football teams, the mentioned items shall be considered in third process including establishing money making unit, holding strategic program and etc and has critical role in fulfilling beneficiaries' requests. The collected information from financial unit of superior football teams can be used for making decisions on assessing performance of organization that needed to clear and systematic administrative and financial system.

Suggestions Extracted from Research

Due to importance of supplying monetary benefits of stakeholders in present research the football teams shall do their duties correctly, it is suggested that financial performance of football teams shall be evaluated continuously and periodically.

Based on knowledge role of organization about stakeholders for performing beneficiary orientation and making decisions and adoptive behaviors based on knowledge is suggested that the system resulting from research shall be evaluated in football federation in some superior league teams in order to provide requests, expectations and benefits of strategic stakeholders on time properly.

Based on precious results of this research, it is suggested that budget and separated structure shall be used in football federation for performing results of the research.

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