



UNIVERSIDADE DA BEIRA INTERIOR

Ciências Sociais e Humanas

Identification and Prioritization of Stakeholders to Support Strategic Decision-making in Sports Organizations - A Case Study

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Dissertação para obtenção do Grau de Mestre em

Ciências do Desporto

(2º ciclo de estudos)

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Covilhã, Junho de 2011

Manuscrito Submetido / Manuscript Submitted:

Miragaia, D., Ferreira, J., & Carreira, A. (2011). Identification and Prioritization of Stakeholders to Support Strategic Decision-Making in Sports Organizations – A Case Study. *Journal of Sport Management*.

Identificação do Manuscrito / Manuscript Identification:

JSM_2011_0109

Data da Submissão / Date Submitted:

09-06-2011

Resumo

Este trabalho visa, através da percepção de decisores internos e externos, identificar e priorizar os stakeholders envolvidos na tomada de decisão de uma organização desportiva - o clube de futebol Centro Desportivo de Fátima - Portugal. Foi utilizada uma análise de regressão linear múltipla para avaliar a influência dos atributos poder, legitimidade e urgência na saliência dos diversos stakeholders. Os resultados evidenciaram uma convergência das percepções dos decisores externos e internos, quanto aos três principais grupos de stakeholders: gestão de topo, patrocinadores e massa associativa. Através das correlações de Pearson, identificaram-se quatro tipos de stakeholders: definitivos, perigosos, exigentes e não-stakeholders. Verificou-se ainda uma diferenciação generalizada na classificação dos stakeholders, relativamente à valorização dos atributos, entre os decisores externos e internos. Para além disso, o estudo sugere que o êxito da gestão das organizações dependerá da identificação correcta dos stakeholders e consequente avaliação da relevância destes, de forma a salientar a quem e como deve ser dada prioridade na tomada de decisão estratégica.

Palavras-Chave: teoria de stakeholders, tomada de decisão, gestão de organizações desportivas, gestão estratégica, clubes desportivos, futebol.

Abstract

Through the perception of internal and external decision-makers, this study aims to identify and prioritize the stakeholders involved in making decisions in a sports organization – football club in Portugal. A multiple linear regression analysis was used to assess the influence of the attributes of power, legitimacy and urgency on the salience of the various stakeholders. The results showed a convergence of external and internal decision-makers' perceptions, concerning the three main stakeholder groups: Top management, sponsors and members association. Pearson correlations identified four types of stakeholder: Definitive, dangerous, demanding and non-stakeholders. A generalized differentiation was also found in stakeholder classification, regarding evaluation of attributes, between external and internal decision-makers. In addition, the study suggests the success of organizations' management will depend on correct identification of stakeholders and consequent assessment of their relevance, in order to highlight who should get priority, and how, in strategic decision-making.

Keywords: stakeholder theory, decision-making, sports organizations management, strategic management, sport clubs, football.

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Introduction

Use of the stakeholder concept in the literature is relatively recent, going back only two decades (Driscoll & Starik, 2004). Stakeholder theory emerges as one more contribution to better understanding of organizational management, by focusing on the groups or individuals who affect or are affected by the organization's actions (Freeman, 1984). In this way, an organization's social performance can be analyzed and assessed more effectively through its relations with its stakeholders (Clarkson, 1995; Nguyen & Menzies, 2010).

The economic and social purpose of an organization is fundamentally to create and distribute wealth and value to all its stakeholders, without showing favouritism (Clarkson, 1995). According to Mitchell, Agle, & Wood (1997), if stakeholders perceive they are being treated unfairly, they may jeopardize the organization's survival. They point out the need for a theory that can really demonstrate who managers should give attention and priority to. Therefore, they present a methodology that aims to demonstrate in what way the attributes of power (stakeholders' capacity to influence the organization), legitimacy (generalized perception that the actions of a given body are appropriate) and urgency (the extent to which stakeholders' requests demand immediate attention) explain the degree of priority managers give to stakeholders' requests (salience).

Stakeholders' theory has often been applied to the industrial sector (Harvey & Schaefer, 2001; Heugens & Oosterhout, 2002; Wheeler, Fabig, & Boele, 2002). However, when applied in the context of sport, some similarities are found with those industries, as those in charge of sport are under ever-increasing scrutiny, which has led inevitably to questions related to management practices (Ferkins & Shilbury, 2010).

Due to the great professionalization of various sports in the last two decades, particularly football, we find sport itself is now seen as an industry (Anagnostopoulos, 2011; Michie & Oughton, 2005; Zagnoli & Radicchi, 2010). This fact leads to the need for sports managers to be more and more informed and aware of developments in sport's political, social and economic environment, as well as of the stakeholders involved, just as already happens in other industries (Breitbarth & Harris, 2008; Eesley & Lenox, 2006; Falção & Fontes, 1999; Introna & Pouloudi, 1999).

To improve their performance, football clubs need to turn increasingly to good management practices, and dialogue with their stakeholders becomes essential (Ferkins & Shilbury, 2010; Holt, 2007; Michie & Oughton, 2005; Zagnoli & Radicchi, 2010). Therefore, organizations must identify and prioritize stakeholders, to improve the

efficiency of their decision-making (Anagnostopoulos, 2011; Bravo, 2004; Friedman, Parent, & Mason, 2004; Mitchell, et al., 1997; Neville, Bell, & Whitwell, 2011; Parent & Deephouse, 2007; Walters, 2011).

In the studies identified in the literature, in the sphere of football, none applied the stakeholder attribute approach (Mitchell, et al., 1997) as a support for strategic decision-making. Therefore, given the gap identified in the literature, this study aims in general terms to test empirically in what way stakeholders' theory can serve as a basis for solving problems in a football club. It intends specifically to: (a) identify and analyze external and internal decision-makers' perceptions about the relationship the attributes of power, legitimacy and urgency have in the salience of a stakeholder group; and (b) prioritize and classify stakeholder groups.

This study has the following structure. After this introduction there is a review of the literature on the theory of stakeholders, showing their concepts and classifications. Then the proposed conceptual model and respective investigation hypotheses will be presented. A description of the methodology used will follow, and results will then be presented and discussed. Finally, conclusions will be drawn, together with limitations and future recommendations.

Stakeholders' Theory

Definition of stakeholders

Stakeholders' theory allowed managers to move from an approach based on the organization, where stakeholders are seen as bodies belonging to it, to be managed exclusively for its benefit, to an approach based on relationship networks and concepts existing in an organization (Anagnostopoulos, 2011; Nguyen & Menzies, 2010).

To understand the advantage of applying stakeholders' theory as an auxiliary element in improving the efficiency of organizational decision-making, it is fundamental to understand the stakeholder concept. However, investigation of this topic has led to a diversity of explanations around this concept, with no single definition in the literature.

Freeman & Reed (1983) present two definitions of stakeholders, the first in a wider sense, referring to any group or individual that affects or is affected by an organization reaching its objectives. The second, in a more restricted sense, refers to a group, or an individual, that creates dependence in a company and becomes essential for its survival.

Freeman (1984) keeps to the first definition of stakeholders, including employees, customers, suppliers, shareholders, banks, environmentalists, the government or other groups that can harm or help the organization. It is of note that the term stakeholders was first mentioned in an internal memorandum in *Stanford Research Institute* in 1963. Savage et al. (1991) also argue that stakeholders are all individuals, groups and other organizations that have an interest in the organization's actions and are in a position to be able to influence it. Then Donaldson & Preston (1995) state they are all people or group(s) with legitimate interests participating in the organization, who have explicit or implicit contracts in order to obtain benefits, there being no interests or advantages over any other group or individual. Mitchell et al. (1997) say there is a relationship that can be one-directional or bi-directional between stakeholders and the organization, with no need for a reciprocal impact, as happens in cases involving relationships, transactions or contracts. In another definition of stakeholders, proposed by Clarkson (1995), these are individuals or groups that have ownership, rights or interests in the organization and in its past, present or future activities. When stakeholders present common interests, they are classified as belonging to the same group.

As can be observed, various definitions of the concept of stakeholders are found in the literature. A chronological evolution of this concept is systematized in Table 1.

Table 1 – Chronological Evolution: Definitions of Stakeholders

Author: Definition
Adopted by:
Stanford Research Institute in 1963: Group of people, without which the organization would also not exist.
Adopted by: Freeman (1984).
Freeman and Reed (1983): Wide: any group or individual that affects or is affected by an organization reaching its objectives. Restricted: group or an individual, that creates dependence in a company, and without them it cannot survive.
Freeman (1984): Group or individual that affects or is affected by an organization reaching its objectives.
Adopted by: Álvarez-Gil, Berrone, Husillos, & Lado (2007); Berman, Wicks, Kotha, & Jones (1999); Burton & Dunn (1996); Collier (2008); Covell (2005); Friedman, et al. (2004); Frooman (1999); Goodpaster (1991); Greenley & Foxall (1997); Harrison, Bosse, & Phillips (2010); Jawahar & McLaughlin (2001); Jones & Wicks (1999); Kujala (2001); Leopkey & Parent (2009); Metcalfe (1998); Page (2002); Parent & Séguin (2007); Peachey & Bruening (2010); Roberts (1992); Rowley (1997); Rowley & Moldoveanu (2003); Sternberg (1997); Walters (2011); Wood & Jones (1995).
Cornell and Shapiro (1987): Claimants who have contracts.
Freeman and Evan (1990): Contract holders.
Miller and Lewis (1991): People who can help or harm the organization.
Savage et al. (1991): They have an interest in the organization's actions are in a position to influence it.
Hill and Jones (1992): Elements that have a legitimate interest in the organization. They supply the organization with fundamental resources (contributions) and in exchange, expect their interests to be satisfied (through incentives).
Palgrave et al. (1992): Those whose well-being is connected to an organization.
Freeman (1994): Participants in the human process of creating joint value.
Langtry (1994): They have a moral or legal interest in the organization, the latter being responsible for their well-being.
Mahoney (1994): Passive: They have the moral right in the organization not to infringe liberties or inflict damage. Active: Those whose credits are more in the nature of social rights.
Schlossberger (1994): Investors who supply specific capital or the opportunity of business capital.
Wicks et al. (1994): They interact, give meaning and definition to a given organization.
Calton and Lad (1995): Legitimate claims.
Clarkson (1995): They have or claim ownership rights or interest in the organization's activities.
Donaldson and Preston (1995): Individuals who have implicit or explicit contracts with the organization.
Jones (1995): Groups or individuals with the power to affect the organization's performance, or who participate in the organization's performance.
Steadman and Green (1997): They are dependent on the organization to attain personal goals and the organization depends on them to survive.
Carroll and Nasi (1997): Any group or individual that can influence or be influenced by the organization and its processes, activities and operation.
Mitchell et al. (1997): Urgent or legitimate claim on the organization, or the power to influence it.
Adopted by: Aaltonen, Jaakko, & Tuomas (2008); Agle, Mitchell, & Sonnenfeld (1999); Buanes, Jentoft, Karlsen, Maurstad, & Søreng (2004); Driscoll & Starik (2004); Eesley & Lenox (2006); Falção & Fontes (1999); Harvey & Schaefer (2001); Magness (2008); Parent & Deephouse (2007); Samaras (2010); Walters & Tacon (2010).
Phillips (1997): Voluntary members of a cooperative regime for mutual benefit.
Argandona (1998): Those who have an interest in the organization and in return it has an interest in satisfying their needs.
Frederick (1998): Anyone in the community who participates in what the organization does.
Leader (1999): They have rights that are directly linked to the organization's constitution, which gives them institutional power.
Reed (1999): Those with an interest in a valid normative claim being able to advance.
Introna & Pouloudi (1999): They are people or groups with legitimate interests in aspects of process and/or matters of requests for privacy/transparency, making their decisions on this basis.
Whysall (2000): Parties participating in an organization; they take some risk and later have something to win or lose from the result of a corporate activity.
Gibson (2000): Groups or individuals with whom the organization interacts or has interdependence and any individual or group that can affect or is affected by the actions, decisions, policies, practices or goals of the organization.
Kochan and Rubinstein (2000): They contribute with valuable resources for the organization which are placed at risk and which have experiential costs if the organization fails or their relationship with the organization ends. They have power over the organization.
Scott and Lane (2000): They have direct influence on the organization's performance and survival.
Henry (2001): They are moral actors. Their relationships cannot be reduced to contracts or economic relationships. They include social characteristics such as interdependence.
Lampe (2001): Parties affected by an organization.
Ruf et al. (2001): Elements that have implicit or explicit contracts with the organization.
Cragg (2002): Collectivities and individuals on which the organization has an impact, and whose interests are affected both negatively and positively.
Orts and Strudler (2002): Participants in a business who have some type of economic participation which is directly at risk.
Reed (2002): They have basic participation, which may be through fair economic opportunities such as authenticity or political equality.
Phillips (2003): Normative: the organization must be managed for their benefit. Derivative: They can potentially affect the organization and its normative stakeholders.

The definition of stakeholders adopted in this investigation is that of Freeman (1984), where a stakeholder is considered to be any group or individual who affects or is affected by an organization's objectives.

Identification and Classification of Stakeholders

To satisfy the most important stakeholders in an organization, managers must first of all identify those who have most influence (Aaltonen, et al., 2008; Buanes, et al., 2004; Driscoll & Starik, 2004; Mitchell, et al., 1997; Savage, et al., 1991).

One of the great failings of organizations begins when there is no strategy to identify and deal with present or future stakeholders (Freeman, 1984). For that reason, organizations must not ignore their existence and interact with them, so that managers relate to stakeholders and can therefore monitor transactions carried out (Aaltonen, et al., 2008; Freeman, 1984; Mitchell, et al., 1997; Parent & Deephouse, 2007).

In perspective to identification and later relationship of stakeholders with the organization, Friedman et al. (2004) state that if the latter is able to satisfy the diverging and often conflicting interests of their elements, it will be able to maintain profitable relationships with its stakeholders and be successful in the long term. They suggest four aspects in identifying stakeholders: (a) there must be a direct or indirect connection between stakeholders and the organization; (b) there must be measurable interests; (c) they must be considered as a rightful integral part of the organization; and (d) they may have different functions.

In this phase of recognition, characterized by inspecting the organization's internal and external environment, there must be identification not only of stakeholders but also of their expectations and needs, as well as checking environmental tendencies that may affect them (Friedman, et al., 2004). Walters & Kitchin (2011) also highlight the importance of their identification since that can help the organization to determine the type of stakeholder management necessary for each group.

From the literature review, the following main approaches stand out regarding stakeholder classification: (a) descriptive, instrumental and normative (Donaldson & Preston, 1995); (b) primary and secondary (Clarkson, 1995); (c) salience, power, legitimacy and urgency (Mitchell, et al., 1997).

Descriptive, Instrumental and Normative Approaches

Donaldson & Preston (1995) classify stakeholders in three joint and distinct approaches: Descriptive, instrumental and normative. The descriptive approach refers to the nature of the organization, the way of thinking and managers' view of stakeholders.

The instrumental approach assesses stakeholders' impact on organizational performance. As for the normative approach, it concerns interpretation and operationalization of the organization's functions, based on moral or philosophical principles.

This classification has been supported in the literature by several authors, reinforcing its applicability within organizations. So the descriptive approach relates the interests that prevail, or are rejected, in organizational management systems (Falção & Fontes, 1999) and highlights essentially who stakeholders are, identifying their perspectives in relation to a given organization's problems (Introna & Pouloudi, 1999).

Jawahar & McLaughlin (2001) also mention that the descriptive approach is inserted in a premise in which the organization faces different pressures and threats at different stages of the organizational life-cycle. So the organization depends on stakeholders who are critical at those different stages.

The instrumental approach has to do with identification of stakeholders' interests in interpreting their perspectives and establishes an analysis reference of the connections between stakeholder management and fulfilment of the organization's various strategic goals (Introna & Pouloudi, 1999; Jones & Wicks, 1999; Orts & Strudler, 2002).

As for the normative approach, it assumes that managers consider stakeholders' interests to have an intrinsic moral value, recognizing in turn that those values and obligations provide a fundamental normative basis for stakeholder management (Donaldson & Preston, 1995; Friedman, et al., 2004; Jones & Wicks, 1999).

Hendry (2001) states that the normative approach evaluates an organization in terms of managers' relationships with stakeholders or between different stakeholders. He also considers that relationship inevitably became devalued and dehumanized.

Stakeholders can be used with an instrumental basis in order to develop more effective strategies for improving business performance, or on the other hand, with a normative basis, they can be used to help the administration to recognize, accept and act according to their normative obligations (Reed, 1999).

Primary and Secondary Stakeholders

The division of stakeholders into primary and secondary was suggested by Clarkson (1995), to group stakeholders according to common interests or rights. This classification was also adopted by other investigators (Collier, 2008; Friedman, et al., 2004; Magness, 2008; Sheehan, 2007). The basis for that division has to do with the

existence, or not, of a formal contract or direct authority with the organization (Mitchell, et al., 1997).

According to Clarkson (1995), primary stakeholders are defined as groups without whose continuous participation the organization does not survive, and so there is a high level of dependence between these and the organization, such as employees, customers, suppliers or even the government or regulatory agencies for the activity carried out. Therefore, the organization's goal should be to create wealth for all these stakeholders. As for secondary stakeholders, they influence or are influenced by the organization but their existence is not essential for its survival, since they do not have direct transactions with the organization, such as the media, the wider community and social or environmental movements.

Salience, Power, Legitimacy and Urgency

In an attempt to complement stakeholder identification and classification, Mitchell et al. (1997) propose an approach based on four attributes: Power, legitimacy, urgency and salience.

Power is defined by Mitchell et al., (1997) as being stakeholders' capacity to influence the organization (Álvarez-Gil, et al., 2007; Driscoll & Starik, 2004; Page, 2002; Walters & Tacon, 2010). Power is obviously the first criterion to take into account concerning influencing the organization's decisions and value distribution (Harrison, et al., 2010).

Legitimacy is defined by Mitchell, et al. (1997) as the generalized perception that the actions of a given organization are convenient, suitable or appropriate according to social definitions, norms, values and beliefs (Álvarez-Gil, et al., 2007; Driscoll & Starik, 2004; Page, 2002; Walters & Tacon, 2010). Magness (2008) argues that legitimacy provides a normative basis to determine who or what is really important in the decision-makers' perspective. Eesley & Lenox (2006) also state that if a group only presents legitimacy, this can be sufficient for the organization to attend to its requests. In turn, Falção & Fontes (1999) claim that legitimacy can be micro-social if measured according to attribution of the degree of desire for action of a given actor in relation to the organization, or it can also be macro-social if that desire is measured in relation to society as a whole.

As for urgency, according to Mitchell et al. (1997), this concerns the degree to which stakeholders demand immediate attention (Álvarez-Gil, et al., 2007; Driscoll & Starik, 2004; Page, 2002; Walters & Tacon, 2010) and which gives them greater dynamics (Eesley & Lenox, 2006; Falção & Fontes, 1999; Magness, 2008; Mitchell, et

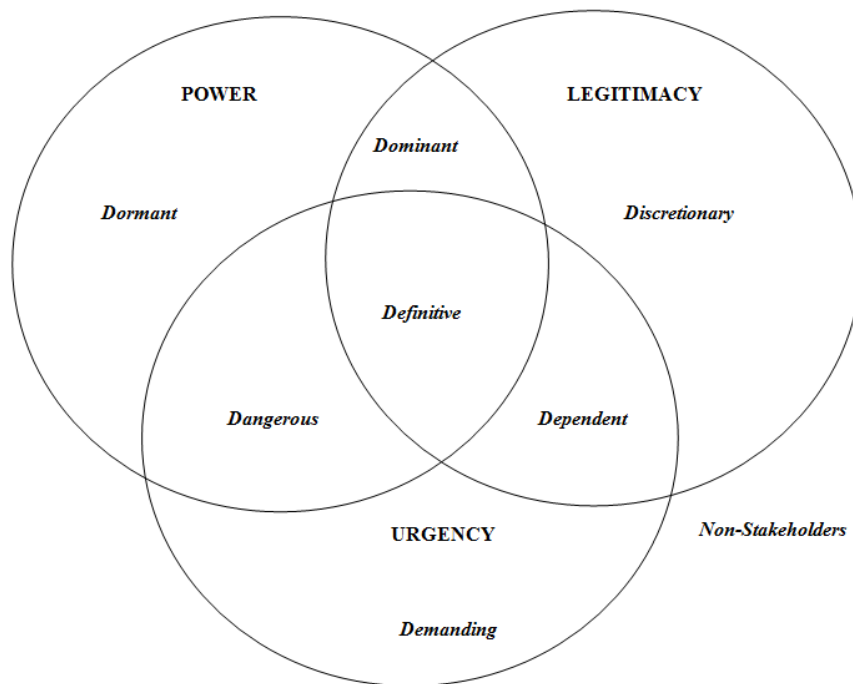
al., 1997; Neville, et al., 2011). The basis for urgency is associated with time sensitivity, i.e., the extent to which managers put off attending to the stakeholder's request and its pertinence.

Finally, salience was defined by Mitchell et al. (1997) as the degree to which managers give priority to stakeholders' requests resulting from the combination and accumulation of the previous attributes (Aaltonen, et al., 2008; Driscoll & Starik, 2004; Eesley & Lenox, 2006; Falção & Fontes, 1999; Magness, 2008; Parent & Deephouse, 2007). These authors explain that salience is something that goes beyond the mere question of its identification, as it involves complex considerations that must be measured in order to clarify who managers should really pay attention to, in this way allowing the establishment of a fair balance between the various requests and the interests of the organization's social system (Aaltonen, et al., 2008; Agle, et al., 1999; Álvarez-Gil, et al., 2007; Friedman, et al., 2004; Neville, et al., 2011).

Prioritization of stakeholders should be attributed according to level of salience from the following consideration (Friedman, et al., 2004; Mitchell, et al., 1997): (a) low, when stakeholders have only one attribute; (b) moderate, when they have two attributes; (c) high, if they have the three attributes. In this case, managers should give priority to these stakeholders' requests.

Stakeholders, therefore, can be prioritized according to Mitchell, et al. (1997) in eight different types (Figure 1): (a) Dormant (Power) - they have little or no interaction with the organization, but managers must pay attention to them as if they acquire one more attribute (legitimacy or urgency) they can become more salient; (b) Discretionary (Legitimacy) - they have neither power nor urgency in their demands and with only the attribute of legitimacy they do not represent danger for the organization; (c) Demanding (Urgency) - the inconvenience they can cause managers is insufficient for them to be considered relevant, since they only present the attribute of urgency; (d) Dominant (Power and Legitimacy) - by holding these two attributes they are important for managers, these stakeholders being the ones who decide whether to act on their claims; (e) Dangerous (Power and Urgency) - these can use their power to harm the organization; (f) Dependent (Urgency and Legitimacy) - by not holding the attribute of power, they depend on other power-holding stakeholders to make their interests and expectations known; (g) Definitive (Power, Legitimacy and Urgency) - by holding the three attributes, salience should be high. These should receive the greatest attention from the organization, and managers should give priority to their interests and expectations, above all others; (h) Non-Stakeholders (No attribute) - these do not present any attribute but may become stakeholders over time.

Figure 1- Stakeholder Typology - Adapted from Mitchell et al.(1997)



Stakeholders in Sports Organizations

Investigation into stakeholder theory as applied to the sports industry is still at the early stages. Nevertheless, there is already some published work in this area, namely in swimming (Breitbarth & Harris, 2008; Ferkins & Shilbury, 2010; Parent & Séguin, 2007), in sporting events (Leopkey & Parent, 2009; Parent & Deephouse, 2007) and in football (Anagnostopoulos, 2011; Bravo, 2004; Breitbarth & Harris, 2008; Covell, 2005; Holt, 2007; Michie & Oughton, 2005; Peachey & Bruening, 2010; Stevens & Watkins-Mathys, 2006; Walters, 2011).

Sotiriadou (2009) approaches the subject of stakeholders, investigating their capacity to influence the financial performance of sports organizations. Holt (2007) applies stakeholder theory to find out to what extent the existence of an internal and external network of stakeholders influences football structures.

However, Breitbarth & Harris (2008) argue that application of this theory is still something new for professional football management, concerning explicit knowledge of stakeholders (often contractual), or the degree of searching for transparency in conducting business, or even in the interaction with groups that were formally considered as outside the game. Also, in a study applied to university American football, Bravo (2004) tried to prioritize managers' choices in relation to stakeholders

existing in state schools. In the same line, Anagnostopoulos (2011) sought to identify to whom managers of Greek football clubs should pay most attention.

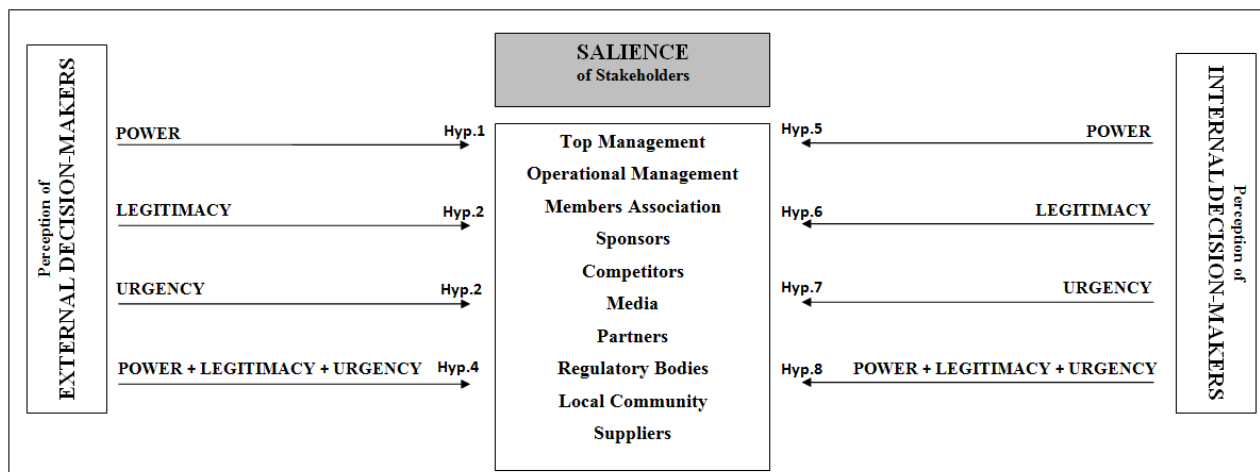
In this connection and according to the literature review made, it is possible to identify two gaps in the application of stakeholders' theory in the context of sports organizations: (a) in the sphere of football, no study applied the Mitchell, et al. (1997) attributes approach as a support for strategic decision-making; (b) those studies which were based on this approach only focused on the perception of internal stakeholders (Agle, et al., 1999; Anagnostopoulos, 2011; Bravo, 2004; Magness, 2008; Samaras, 2010).

In order to reduce the gaps mentioned, this investigation aims firstly to test empirically in what way stakeholders' theory, particularly application of the attributes approach, can serve as a basis for strategic decision-making. The second aim is to identify and prioritize the perceptions of external and internal decision-makers about the relationship between the attributes of power, legitimacy and urgency, and the salience of a group of football club stakeholders.

Investigation Model and Hypotheses

The proposed model is based on the attributes approach by Mitchell, et al. (1997) and aims to relate internal and external decision-makers' perception of individual and cumulative attributes to the salience of football club stakeholders (Figure 2).

Figure 2- Conceptual Model



Given the model presented, research hypotheses were formulated for the group of external decision-makers (Hyp.1 to Hyp.4) and for the group of internal decision-makers (Hyp.5 to Hyp.8).

Hypothesis 1- In the perception of external decision-makers, the attribute of stakeholder Power is positively related to the Salience of the stakeholders of Top Management, Operational Management, Members Association, Sponsors, Competitors, the Media, Partners, Regulatory Bodies, the Local Community and Suppliers.

Hypothesis 2- In the perception of external decision-makers, the attribute of stakeholder Legitimacy is positively related to the Salience of Top Management, Operational Management, Members Association, Sponsors, Competitors, the Media, Partners, Regulatory Bodies, the Local Community and Suppliers.

Hypothesis 3- In the perception of external decision-makers, the attribute of stakeholder Urgency is positively related to the Salience of Top Management, Operational Management, Members Association, Sponsors, Competitors, the Media, Partners, Regulatory Bodies, the Local Community and Suppliers.

Hypothesis 4- In the perception of external decision-makers, the cumulative attributes of Power, Legitimacy and Urgency are positively related to the Salience of the

stakeholders of Top Management, Operational Management, Members Association, Sponsors, Competitors, the Media, Partners, Regulatory Bodies, the Local Community and Suppliers.

Hypothesis 5- In the perception of internal decision-makers, the attribute of stakeholder Power is positively related to the Salience of the stakeholders of Top Management, Operational Management, Members Association, Sponsors, Competitors, the Media, Partners, Regulatory Bodies, the Local Community and Suppliers.

Hypothesis 6- In the perception of internal decision-makers, the attribute of stakeholder Legitimacy is positively related to the Salience of Top Management, Operational Management, Members Association, Sponsors, Competitors, the Media, Partners, Regulatory Bodies, the Local Community and Suppliers.

Hypothesis 7- In the perception of internal decision-makers, the attribute of stakeholder Urgency is positively related to the Salience of Top Management, Operational Management, Members Association, Sponsors, Competitors, the Media, Partners, Regulatory Bodies, the Local Community and Suppliers.

Hypothesis 8- In the perception of internal decision-makers, the cumulative attributes of Power, Legitimacy and Urgency are positively related to the Salience of stakeholders of Top Management, Operational Management, Members Association, Sponsors, Competitors, the Media, Partners, Regulatory Bodies, the Local Community and Suppliers.

Case Study

Unit of Analysis: Club Context

This investigation concerns the case study of a Portuguese football club, Fátima Sports Centre, currently playing in the Portuguese second division, the Orangina League.

The club was set up in 1958 when a priest, Manuel Henriques, founded Fátima Parish Centre with the aim of giving teenagers something to occupy their free time.

In 1968, Fátima Parish Centre joined the Santarém Football Association for the first time, where it played in the District's 2nd Division. The following season (1969/70) it came top of that division. Due to the need to change statutes, on 5 August 1988, it came to be known as Fátima Sports Centre. From then to the present, this club has played in the District's 2nd Division and the National 3rd Division, and in 2006/2007 it played in the 2nd Division B, coming top and achieving promotion to the Professional Championships (2nd League), with subsequent relegation back to the 2nd Division B the following year.

In 2008/2009, Fátima Sports Centre gained promotion once again to the 2nd League, where it currently plays. It is of note that this club was once also connected to the sporting activities of athletics, hockey on roller-skates, ice-skating and ballroom dancing. At present, it focuses on its main football team, and on youth football. Male and female five-a-side football still takes place, making a total of around 300 participating in sport in the club.

Methods

To test the conceptual model above and determine the influence of the independent variables - power (P), legitimacy (L), urgency (U) and P+L+U on the dependent variable - salience (S), these were measured from application of a questionnaire (Attachment 1) based on a Likert scale from 1 to 7, where 1 corresponds to "completely agree" and 7 to "completely disagree", proposed by Agle et al. (1999). A question adapted from Sheehan (2007) was also included, so as to determine qualitatively and complementarily which stakeholders were considered most important in the perception of decision-makers.

At a first stage and from the literature review (Álvarez-Gil, et al., 2007; Bravo, 2004; Breitbarth & Harris, 2008; Freeman, 1984; Holt, 2007; Walters, 2011; Zagnoli & Radicchi, 2010) the club's internal and external stakeholders were identified. Afterwards, there was recourse to the exploratory interview (Attachment 2) aiming to

determine which stakeholders to include in the investigation, with identification of a total of 48 stakeholders joined in 10 groups: Top management; operational management; members association; sponsors; competitors; the media; partners; regulatory bodies; the local community; and suppliers.

The exploratory interview was therefore directed to elements of the Board of Directors (10 elements), presidents of the General Assembly (2 elements) and the Supervisory Council (2 elements). All interviews were recorded, each lasting on average 20 to 40 minutes.

At a second stage, the questionnaires were applied to two groups of club stakeholders: Internal and external decision-makers. Regarding internal decision-makers, from a total of 20, 13 answers were obtained: General Assembly (1); Supervisory Council (1); Board of Directors (5); Sports directors of the senior team (3); Coordinators of youth levels (2); and Manager of the senior team (1). Concerning external decision-makers (fans affiliate - paid-up members), from a total of 300, 26 answers were obtained.

Therefore, the total sample was made up of 82% males and 18% females, and the average age of respondents was 42,62 years. It was also found that of the total number of respondents, 90% are volunteers and only 10% have a formal/contractual relationship with the club.

To test the hypotheses, multiple regression analysis was used, and to prioritize and classify stakeholder groups, the Pearson test was applied, to analyze correlations. The software used was the SPSS program version 17.0 (SPSS Inc., Chicago, Illinois, USA).

Discussion of the Results

The reliability of the scales relating to stakeholders' attributes presents Alpha values $>.93$ (Table 2), which confirms their robustness (Field, 2005).

Table 2- Reliability of stakeholders' attributes

Scale	P	L	U	S
1- This stakeholder has power in the club whether he uses it or not.	.94			
2- This stakeholder has the capacity to influence the club.	.94			
3- This stakeholder has the power to impose his requests on the club.	.95			
<i>$\alpha 1$</i>	.95			
1- The requests of this stakeholder in particular are seen by the organization as legitimate.		.95		
2- The organization understands that this stakeholder's requests are not suitable.		.96		
3- The requests of this stakeholder are considered as legitimate in the eyes of the club.		.96		
<i>$\alpha 2$</i>		.95		
1- This stakeholder presents urgency in his relationship with the club.			.96	
2- This stakeholder actively seeks to get attention to his requests.			.97	
3- This stakeholder communicates his requests to the club urgently.			.96	
<i>$\alpha 3$</i>			.97	
1- This stakeholder has a high priority with the club.				.97
2- This stakeholder gets a high degree of attention from the club.				.97
3- Satisfying the requests of this stakeholder is extremely important for the club.				.97
<i>$\alpha 4$</i>				.97

P= Power; L=Legitimacy; U=Urgency; S= Salience.

In validating the hypotheses corresponding to external decision-makers (Hyp.1 to Hyp.4) it can be observed that the attributes of power, legitimacy and urgency are related to the attribute of salience (Table 3)

Table 3- Regression Analysis of External and Internal Decision-Makers^a

	Variables	Top Management Salience	Operational Management Salience	Members Association Salience	Sponsors Salience	Competitors Salience	The Media Salience	Partners Salience	Regulatory Bodies Salience	Local Community Salience	Suppliers Salience
External Decision-Makers (n = 26)	Individual Attributes										
	Power	-.03	.58*	.46	-.09	.09	.09	.27	.55*	.40	.65**
	Legitimacy	.16	.14	.05	.08	.06	.30	.02	.01	.33	.06
	Urgency	-.45	-.14	.06	-.08	.41	.28	.42*	.04	-.13	-.01
	Adjusted R ²	.07	.25*	.18	-.11	.15	.28	.30*	.23*	.20	.37**
	F	1.59	3.84	2.77	.12	2.45	2.78	4.50	3.54	3.10	5.85
	Cumulative Attributes										
	P+L+U	-.27	.47*	.48*	-.07	.47*	.51**	.58**	.49*	.46*	.57**
	Adjusted R ²	.04	.19*	.19*	-.04	.18*	.23**	.34**	.24*	.18*	.33**
	F	1.95	6.97	6.98	.14	6.63	8.38	12.40	7.70	6.36	11.65
Internal Decision-Makers (n = 13)	Individual Attributes										
	Power	-.36	.17	.33	-.44	.65	-.07	-.19	.10	.64*	.38
	Legitimacy	.08	-.03	-.17	-.23	.21	-.14	-.19	-.18	-.08	-.02
	Urgency	.69	.69*	.70*	1.21**	.02	.75	1.08**	.76*	.38	.46
	Adjusted R ²	.02	.56*	.72**	.72**	.53	.24	.72**	.48*	.79**	.52*
	F	1.08	5.97	11.51	11.19	5.44	2.24	11.19	4.24	15.98	5.40
	Cumulative Attributes										
	P+L+U	.34	.74**	.78**	.49	.77**	.50	.63*	.62*	.86**	.76**
	Adjusted R ²	.04	.51**	.57**	.17	.55**	.17	.34*	.32*	.71**	.54**
	F	1.46	13.63	17.02	3.41	15.59	3.45	7.14	6.71	30.29	14.98

^a Standardized coefficients are represented; ** p < .01; * p < .05.

It is also found that the attribute of power has a positive relationship only with salience of operational management ($\beta = .58$); regulatory bodies ($\beta = .55$); and suppliers ($\beta = .65$) presenting adjusted R^2 coefficient values of .25; .3 and .37, respectively. This means that power is the attribute that best explains the salience of these groups of stakeholders. Therefore, Hyp. 1 is partially confirmed: *In the perception of external decision-makers, the attribute of stakeholder Power is positively related to the Salience of the stakeholders of Top Management, Operational Management, Members Association, Sponsors, Competitors, the Media, Partners, Regulatory Bodies, the Local Community and Suppliers.*

Hyp.2 is not confirmed: *In the perception of external decision-makers, the attribute of stakeholder Legitimacy is positively related to the Salience of Top Management, Operational Management, Members Association, Sponsors, Competitors, the Media, Partners, Regulatory Bodies, the Local Community and Suppliers*, as there is no correlation of individual attributes with salience.

Urgency (Hyp.3) is correlated positively only with the salience of partners ($\beta = .42$), presenting an adjusted R^2 coefficient value of .3, urgency being therefore the attribute that best explains the salience of partners. So this hypothesis is partially confirmed: *In the perception of external decision-makers, the attribute of stakeholder Urgency is positively related to the Salience of Top Management, Operational Management, Members Association, Sponsors, Competitors, the Media, Partners, Regulatory Bodies, the Local Community and Suppliers.*

As for Hyp.4: *In the perception of external decision-makers, the cumulative attributes of Power, Legitimacy and Urgency are positively related to the Salience of the stakeholders of Top Management, Operational Management, Members Association, Sponsors, Competitors, the Media, Partners, Regulatory Bodies, the Local Community and Suppliers*, it is almost totally confirmed since the cumulative attributes are correlated with the salience of all stakeholder groups, except for top management and sponsors.

Regarding validation of the hypotheses corresponding to internal decision-makers (Hyp.5 to Hyp.8), it can be seen that the attributes of power, legitimacy and urgency are related to the attribute of salience (Table 3).

The results also show that the attribute of power is correlated only with the salience of the local community ($\beta = .64$; R^2 adjusted = .79), it being power that best explains the salience of this stakeholder group. Therefore, Hyp.5: *In the perception of internal decision-makers, the attribute of stakeholder Power is positively related to the Salience of stakeholders of Top Management, Operational Management, Members*

Association, Sponsors, Competitors, the Media, Partners, Regulatory Bodies, the Local Community and Suppliers, is partially confirmed.

The attribute of legitimacy is not correlated with the other attributes in relation to salience, and so Hyp. 6 is not confirmed: *In the perception of internal decision-makers, the attribute of stakeholder Legitimacy is positively related to the Salience of Top Management, Operational Management, Members Association, Sponsors, Competitors, the Media, Partners, Regulatory Bodies, the Local Community and Suppliers.*

As for Hyp.7: *In the perception of internal decision-makers, the attribute of stakeholder Urgency is positively related to the Salience of Top Management, Operational Management, Members Association, Sponsors, Competitors, the Media, Partners, Regulatory Bodies, the Local Community and Suppliers*, it is partially confirmed since urgency is correlated with the salience of the following groups of stakeholders: Operational management, members association, sponsors, partners and regulatory bodies, with urgency being the attribute that best explains the salience of these groups.

Finally, regarding Hyp.8: *In the perception of internal decision-makers, the cumulative attributes of Power, Legitimacy and Urgency are positively related to the Salience of the stakeholders of Top Management, Operational Management, members association, Sponsors, Competitors, the Media, Partners, Regulatory Bodies, the Local Community and Suppliers*, this was almost totally confirmed since correlation was found between the cumulative attributes and salience, except for the groups of top management, sponsors and the media.

These results corroborate other studies in the literature, particularly Bravo (2004), by confirming that individual and cumulative attributes are also related to the salience of some of the defined stakeholder groups. Parent & Deephouse (2007) and Agle et al. (1999) also found these same attributes to be positively correlated with salience.

From the results shown in this study, it stands out that the attribute of legitimacy (understood as the general perception that the actions of a given organization are convenient, suitable or appropriate according to social norms, values and beliefs) is not correlated with salience (understood as the degree to which managers give priority to stakeholders' requests) in individual attributes, for both internal and external decision-makers. It is therefore possible to conclude that legitimacy is a less relevant individual attribute for the decision-making group in this club concerning the establishment of priorities requested by stakeholders.

In addition, concerning the cumulative attributes (Hyp.4 and Hyp.8), almost all are found to be correlated with group salience, in both types of decision-makers, which supports the theory of Mitchell, et al. (1997), when they say that salience will be higher the higher the number of attributes stakeholders present. It can therefore be stated the cumulative attribute is the most relevant for this club's decision-makers, in relation to the priorities requested by stakeholders.

To prioritize and classify stakeholder groups, the Pearson test was applied in analysis of the correlations relating to the three attributes with salience, for the two stakeholder groups. Therefore, for external decision-makers (Table 4) salience is observed to be significantly correlated with the stakeholder groups of: Top management (power and urgency with $p < .01$); members association (power $p < .01$ and urgency $p < .05$); competitors and the media (power $p < .05$, legitimacy $p < .01$ and urgency $p < .01$); partners (power and legitimacy $p < .01$ and urgency $p < .05$); and regulatory bodies (power and legitimacy $p < .01$ and urgency $p < .01$). As for the groups of operational management and sponsors, they do not present any correlation with any of the three attributes.

Table 4 – Means, Standard Deviations and Correlations of Stakeholder Attributes and Stakeholder Salience, in External Decision-Makers

	Mean	Std. Deviation	(1)	(2)	(3)	(4)
(1) Top Management P	2.67	1.205	1			
(2) Top Management L	2.72	.988	.654**	1		
(3) Top Management U	2.87	1.531	.824**	.412*	1	
(4) Top Management S	2.65	1.303	.822**	.368	.854**	1
			(5)	(6)	(7)	(8)
(5) Operational Management P	4.59	.854	1			
(6) Operational Management L	4.08	.797	-.048	1		
(7) Operational Management U	4.44	.817	.283	-.030	1	
(8) Operational Management S	4.39	1.007	.352	.155	.320	1
			(9)	(10)	(11)	(12)
(9) Members Association P	3.95	1.445	1			
(10) Members Association L	3.54	1.504	.451*	1		
(11) Members Association U	4.21	1.278	.547**	.158	1	
(12) Members Association S	3.98	1.313	.641**	.167	.396*	1
			(13)	(14)	(15)	(16)
(13) Sponsors P	4.32	1.301	1			
(14) Sponsors L	3.77	1.122	-.053	1		
(15) Sponsors U	4.65	1.459	.074	.285	1	
(16) Sponsors S	3.63	1.055	-.075	.369	.076	1
			(17)	(18)	(19)	(20)
(17) Competitors P	5.55	1.197	1			
(18) Competitors L	5.62	1.078	.299	1		
(19) Competitors U	5.63	1.186	.152	.661**	1	
(20) Competitors S	5.66	1.182	.474*	.770**	.554**	1
			(21)	(22)	(23)	(24)
(21) Media P	5.76	1.061	1			
(22) Media L	5.88	1.080	.671**	1		
(23) Media U	5.69	1.178	.616**	.670**	1	
(24) Media S	5.58	1.168	.461*	.632**	.558**	1
			(25)	(26)	(27)	(28)
(25) Partners P	4.88	1.239	1			
(26) Partners L	5.34	1.276	.606**	1		
(27) Partners U	5.17	1.333	.559**	.826**	1	
(28) Partners S	4.92	1.434	.712**	.555**	.475*	1
			(29)	(30)	(31)	(32)
(29) Regulatory Bodies P	4.43	1.111	1			
(30) Regulatory Bodies L	4.11	1.036	.862**	1		
(31) Regulatory Bodies U	3.90	.999	.697**	.736**	1	
(32) Regulatory Bodies S	4.09	1.226	.773**	.807**	.656**	1
			(33)	(34)	(35)	(36)
(33) Local Community P	4.85	1.237	1			
(34) Local Community L	4.15	1.409	.267	1		
(35) Local Community U	4.64	1.111	.304	-.173	1	
(36) Local Community S	4.81	1.324	.445*	.491*	.432*	1
			(37)	(38)	(39)	(40)
(37) Suppliers P	4.79	1.436	1			
(38) Suppliers L	4.23	1.475	.384	1		
(39) Suppliers U	4.60	1.317	.317	-.274	1	
(40) Suppliers S	4.71	1.198	.496*	.292	.393*	1

Statistics=Pearson Correlation

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Concerning internal decision-makers, the results obtained (Table 5) indicate that salience is significantly correlated with the following groups: Top management (power, legitimacy and urgency $p < 0.01$); operational management and members association (power $p < .05$ and urgency $p < .01$); sponsors (urgency $p < .01$); competitors (power $p < .01$ and urgency $p < .05$); the media (power $p < .05$ and urgency ($p < .01$); partners (urgency $p < .05$); regulatory bodies and the local community (power $p < .01$ and urgency $p < .01$); and suppliers (urgency $p < .01$).

Table 5 – Means, Standard Deviations and Correlations of Stakeholder Attributes and Stakeholder Salience, in Internal Decision-Makers

	Mean	Std. Deviation	(1)	(2)	(3)	(4)
(1) Top Management P	2.75	1.608	1			
(2) Top Management L	2.98	1.363	.809**	1		
(3) Top Management U	2.79	1.725	.851**	.854**	1	
(4) Top Management S	2.07	1.420	.925**	.752**	.789**	1
			(5)	(6)	(7)	(8)
(5) Operational Management P	4.89	1.279	1			
(6) Operational Management L	3.81	1.224	.365	1		
(7) Operational Management U	3.79	1.625	.640*	.366	1	
(8) Operational Management S	3.27	1.387	.660*	.310	.869**	1
			(9)	(10)	(11)	(12)
(9) Members Association P	3.86	1.714	1			
(10) Members Association L	3.04	1.555	.530	1		
(11) Members Association U	3.60	1.805	.617*	.610*	1	
(12) Members Association S	3.12	1.957	.579*	.424	.848**	1
			(13)	(14)	(15)	(16)
(13) Sponsors P	3.63	1.526	1			
(14) Sponsors L	3.64	1.216	.679*	1		
(15) Sponsors U	3.75	1.609	.786**	.553	1	
(16) Sponsors S	3.08	2.082	.538	.189	.803**	1
			(17)	(18)	(19)	(20)
(17) Competitors P	5.57	1.547	1			
(18) Competitors L	4.89	1.533	.555*	1		
(19) Competitors U	5.65	1.434	.667*	.540	1	
(20) Competitors S	5.21	2.001	.790**	.456	.676*	1
			(21)	(22)	(23)	(24)
(21) Media P	5.11	1.536	1			
(22) Media L	4.06	1.554	.564*	1		
(23) Media U	4.73	1.747	.682*	.737**	1	
(24) Media S	4.10	1.746	.555*	.381	.742**	1
			(25)	(26)	(27)	(28)
(25) Partners P	4.63	1.454	1			
(26) Partners L	4.22	1.375	.281	1		
(27) Partners U	4.55	1.342	.939**	.292	1	
(28) Partners S	3.76	1.597	.485	.067	.662*	1
			(29)	(30)	(31)	(32)
(29) Regulatory Bodies P	4.70	1.648	1			
(30) Regulatory Bodies L	4.26	1.291	.583*	1		
(31) Regulatory Bodies U	4.28	1.492	.815**	.500	1	
(32) Regulatory Bodies S	4.00	1.695	.750**	.545	.889**	1
			(33)	(34)	(35)	(36)
(33) Local Community P	3.97	1.868	1			
(34) Local Community L	3.54	1.767	.504	1		
(35) Local Community U	4.10	2.088	.803**	.488	1	
(36) Local Community S	3.69	1.998	.854**	.476	.861**	1
			(37)	(38)	(39)	(40)
(37) Suppliers P	4.90	1.589	1			
(38) Suppliers L	4.03	1.951	.527	1		
(39) Suppliers U	4.69	1.843	.346	.646*	1	
(40) Suppliers S	4.15	2.188	.394	.433	.793**	1

Statistics=Pearson Correlation

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

The means shown in Table 4 reveal that the three stakeholder groups with the most emphatic importance and simultaneously for power, legitimacy, urgency and salience, in the perception of external decision-makers, are: Top management (power = 2.67, legitimacy = 2.72, urgency = 2.87 and salience = 2.65); members association (power = 3.95, legitimacy = 3.54, urgency = 4.21 and salience = 3.98); and sponsors (power = 4.32, legitimacy = 3.77, urgency = 4.65 and salience = 3.63). In this way, for top management and sponsors, the attribute of greatest importance is salience, while for the members association it is legitimacy.

Concerning the perception of internal decision-makers (Table 5) the same stakeholder groups were found to have the most emphatic importance, but with different mean values in terms of the different attributes: Top management (power = 2.75, legitimacy = 2.98, urgency = 2.79 and salience = 2.07); members association (power = 3.86, legitimacy = 3.04, urgency = 3.60 and salience = 3.12); and sponsors (power = 3.63, legitimacy = 3.64, urgency = 3.75 and salience = 3.08). In this case it is found that salience is the common attribute with the greatest value for these stakeholder groups. A fourth group of stakeholders (the local community) was also found to have a high level of importance in terms of attributes (power = 3.97, legitimacy = 3.54, urgency = 4.10 and salience = 3.69), with legitimacy standing out particularly.

As for the top management group, this result will probably be due to the fact they are bodies directly linked to club management. This evidence was corroborated by the statements recorded in response to Question 5 on the questionnaire: *Of the stakeholders presented, indicate which ones you consider most important for defining club strategy, and give a short justification for your choice for each stakeholder you indicated*, as both internal and external decision-makers consider this stakeholder group serves to *"lead, supervise and orient the club"*. As for the members association, it is the opinion of internal decision-makers that this stakeholder group, *"serves to support/reject the board's decisions"* and for external decision-makers *"they are the critical mass of the club"*, or even as stated by the president of the Board *"they own the club"*. Regarding sponsors, they are seen by both internal and external decision-makers as *"those who support the club financially"*. An important aspect to note is the fact that the local community group stands out with power, legitimacy and salience only for internal decision-makers.

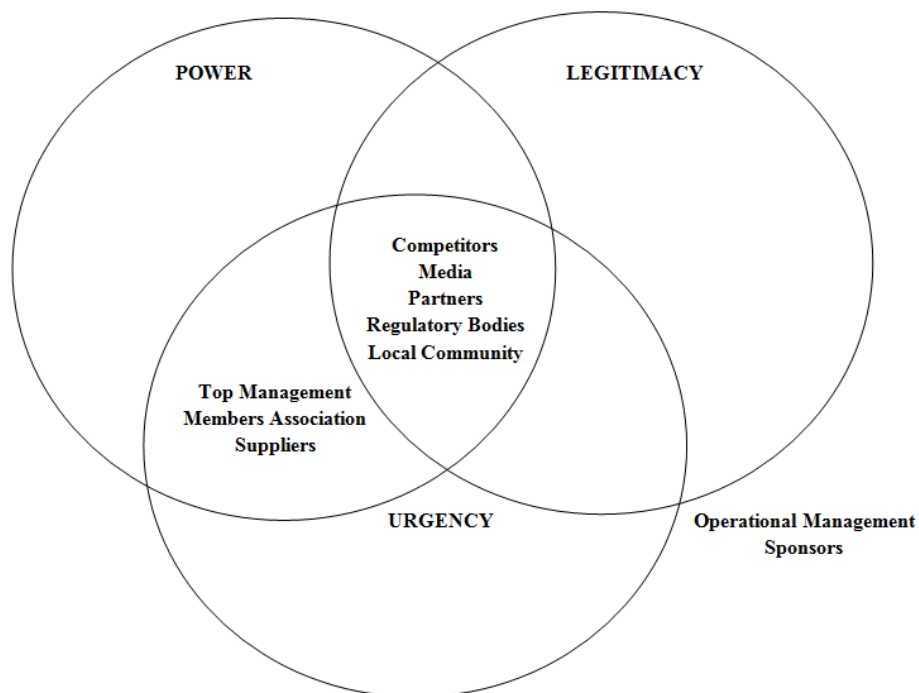
Considering now the least valued stakeholders for both types of decision-makers (Tables 4 and 5), three groups can be identified: Competitors and the media (in the perception of external decision-makers) with means in the three attributes varying from

5.55 to 5.66 and from 5.58 to 5.88, respectively; and competitors (in the perception of internal decision-makers), varying between 4.89 and 5.65.

Typology and Prioritization of Club Stakeholders

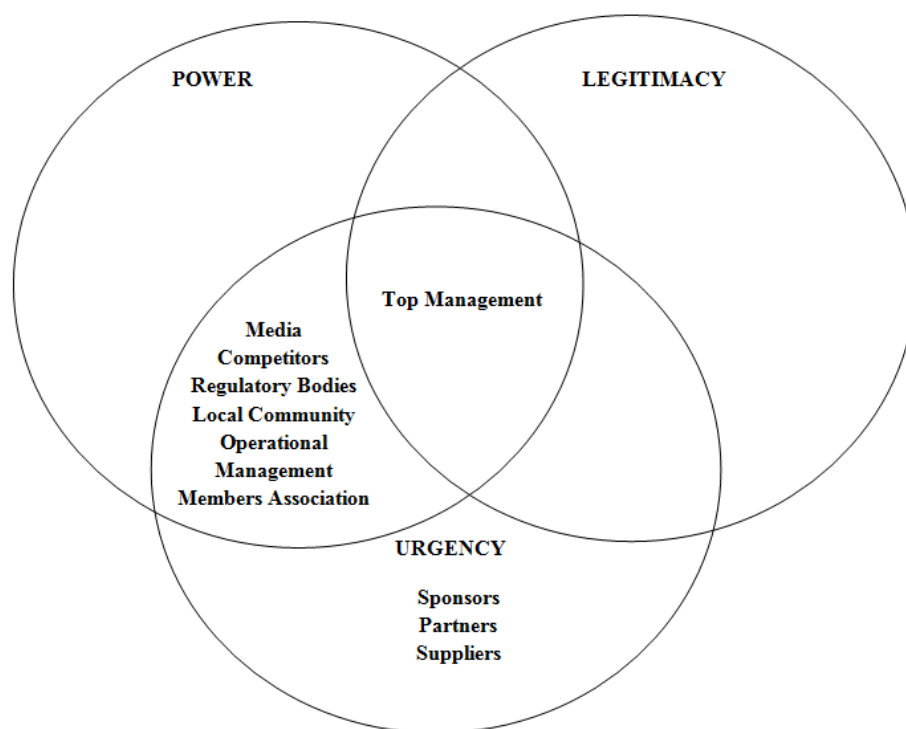
Analysis of the correlations between the three attributes discussed above now allows classification of the different stakeholder groups according to the perception of internal and external decision-makers. Therefore, and similarly to other studies (Anagnostopoulos, 2011; Bravo, 2004; Buanes, et al., 2004; Parent & Deephouse, 2007; Samaras, 2010) the Mitchell et al. (1997) typology was adopted. In the case of external decision-makers, three types of stakeholders were identified (Figure 3). A first type includes the groups of top management, members association and suppliers, being classified as dangerous stakeholders, with top management standing out as the most dangerous group (power = .822 and urgency = .854). This fact may mean that all these stakeholders could harm the organization through using their power. A second group, designated as definitive stakeholders, includes the groups of competitors, the media, partners, regulatory bodies and the local community, where regulatory bodies stands out as the most definitive, presenting the highest values (power = .713, legitimacy = .656 and urgency = .807). In the eyes of external decision-makers, these types of stakeholder, and particularly the group of regulatory bodies, are the ones that should receive the greatest attention from the organization, with priority given to their requests and problems. The third and final type of stakeholder identified contains the groups of operational management and sponsors, these being classified as of the non-stakeholder type. However, this does not mean they will not be important in organizational decision-making in the medium/long term.

Figure 3- Stakeholder Typology: Perception of External Decision-Makers



Concerning internal decision-makers, three types of stakeholders were also identified (Figure 4). Only the top management group emerges in a first stakeholder type, classified as definitive stakeholders. This means total attention and priority must be given by the organization to this type of stakeholder, since it is the most salient. However, such recognition is not shown by external decision-makers (who classified them as dangerous). Operational management, members association, competitors, the media, regulatory bodies and the local community form the second type of stakeholder, classified as dangerous. However, the regulatory bodies group stands out as the most dangerous (power = .750 and urgency = .889), and also the local community group (power = .854 and urgency = .861). In the third group we find the groups of sponsors, partners and suppliers, which were classified as demanding stakeholders, with sponsors standing out as the most demanding group (urgency = .803). These, therefore, are the ones who make themselves heard most, but in fact do not get much attention from decision-makers.

Figure 4- Stakeholder Typology: Perception of Internal Decision-Makers



It is worth highlighting that the members association was the only stakeholder group classified as dangerous by both external and internal decision-makers.

These different perceptions in relation to the type of stakeholder making up an organization have been analyzed in the literature (Anagnostopoulos, 2011; Bravo, 2004; Parent & Deephouse, 2007). For example, Bravo (2004), in relation to university American football, classified stakeholder groups as definitive, dependent, dangerous and dormant. Anagnostopoulos (2011), in Greek football, identified stakeholder groups he classified as definitive, dominant, discretionary and dangerous. Also in a study of large-scale sporting events developed by Parent & Deephouse (2007), stakeholders were classified as definitive, dominant and dormant. These authors also mention that volunteers gave priority to external stakeholders, whereas staff valued internal stakeholders more.

In this study, these relationships are also found, since external decision-makers consider as definitive stakeholders those who have an external connection with the club. As for internal decision-makers, they give priority to those connected with daily management of the club, particularly top management. Therefore, the results show there are significant differences in the two perceptions of club decision-makers. These differences can be explained by the fact that respondents assume functions directly in the organization, which to a certain extent could affect stakeholders' prioritization and perception (Freeman, 1984).

Conclusion

This study had two objectives: (a) to identify and analyze the perceptions of external and internal decision-makers about the relationships between the attributes of power, legitimacy and urgency, and the salience of a stakeholder group; and (b) to prioritize and classify stakeholder groups.

Of the eight hypotheses formulated, only two were not confirmed. These aimed to assess the influence of the legitimacy attribute on stakeholder salience from the perspective of both external and internal decision-makers. So in the perception of both decision-making groups, concerning legitimacy – presenting actions that are convenient, suitable or appropriate according to this club's social norms, values and beliefs – the different stakeholders do not have priority in the requests they may present. It is therefore possible to conclude that of all the attributes, legitimacy is the one with least influence on stakeholder salience.

The results show a convergence of opinions of both groups of decision-makers regarding the most valued stakeholder groups: Top management, members association and sponsors.

Concerning stakeholder typology, differentiated classifications are found in the perceptions of external and internal decision-makers. While external decision-makers classify stakeholders as dangerous, definitive and non-stakeholders, internal decision-makers classify them as dangerous, definitive and demanding. It is therefore concluded there is a great difference in how external decision-makers and internal decision-makers classify stakeholders, except for the members association which is classified in the same way, as dangerous stakeholders, in both perceptions. This may be due to the fact this is the nucleus of support for the club during the games and also because this group is formed of members. Therefore, and considering that dangerous stakeholders could use their power to threaten the organization, it may be concluded this is a group to be taken into account in decision-making, so as not to harm the organization.

From another perspective, it can be concluded that in the eyes of external decision-makers, the stakeholder group which should be given most attention is that of regulatory bodies, since it is this group that stands out most among those classified as definitive stakeholders, i.e., those whose interests and expectations should be given priority. Such a perception may be due to the fact that external decision-makers tend to give more importance to external stakeholders and also because this group regulates all the club's activity (Parent & Deephouse, 2007). However, another stakeholder group

which should be borne in mind when making decisions is top management. This is considered to be the most dangerous and can also use power to harm the organization, since this is the body that leads and orients the club.

Concerning internal decision-makers, it can be concluded that the group warranting most attention is top management, as it is considered to be the salient group, justifying the theory that internal decision-makers tend to give most importance to the organization's internal stakeholders (Parent & Deephouse, 2007). However, other groups were identified as more dangerous, such as regulatory bodies and the local community, who can therefore harm the organization through their power. Such perceptions could be due to the fact that, in the case of the regulatory bodies group, this is what regulates the club's activities, giving it great power and urgency. In the perception of these decision-makers, the local community could also use its power to harm the club, giving it great importance at the time of making decisions.

Nevertheless, and despite the incidence on the stakeholder groups mentioned, other types of stakeholders should not be ignored by the organization (Ferkins & Shilbury, 2010; Freeman, 1984; Parent & Séguin, 2007; Richardson & McGlynn, 2011; Sotiriadou, 2009), as was the case of sponsors or even operational management, who could nevertheless have some weight in the club's decision-making.

In this context, considering the co-existence of all the stakeholders involved and ensuring transparent communication between them does not only encourage increased efficiency but can also be a generating source of motivation and confidence among and for all stakeholders, whether they are contracted or volunteers (Harrison, et al., 2010; Kochan & Rubinstein, 2000; Lampe, 2001; Parent & Séguin, 2007; Walters & Tacon, 2010).

So there should be constant concern by the decision-makers of any organization, and of this club in particular, with trying to identify which stakeholders belong to the organization and which ones merit its greatest attention. However, it is worth pointing out that intra and extra-organizational dynamics can take on new configurations, which can be reflected in the prioritization and relevance of stakeholders over time.

It is therefore suggested there should be a pro-active approach to organizational management, so as to anticipate and articulate the responses and requests of the various stakeholders. This attitude will allow maximization and maintenance of a favourable position in relation to all organizational interests in strategic decision-making (Friedman, et al., 2004). In this way, successful organizational management will depend

on correct identification of stakeholders and their consequent assessment and relevance, so as to highlight who should be given priority and how (Neville, et al., 2011).

A limitation of this investigation is the fact of it being a case study and as such, the results obtained serve essentially to help the decision-makers in this club in particular. So generalization of these results to other sports organizations should be made with due care since each case is different and should be studied as such. Another aspect to highlight concerns the limited number of questionnaires obtained, which to a certain extent may mean less robust data.

Suggested as future lines of investigation is application of this model of investigation to more than one football club and broadening it to other sports organization, so as to be able to compare the perceptions of different stakeholders. Development of this type of study from a longitudinal perspective is also suggested, in order to accompany and understand the underlying reasons for decision-makers' perceptions about prioritization of attributes in stakeholder salience.

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Attachment 1

Identificação do entrevistado:			
Nome: _____	Idade: _____	Sexo: <input type="checkbox"/> Masculino <input type="checkbox"/> Feminino	
Habilitações Académicas: _____	Área de Estudo: _____		
Cargo: _____			
Anos de experiência no Cargo: _____			
Anos de experiência neste clube: _____			
Data da Entrevista: / /	Local da Entrevista: _____	Duração da Entrevista: _____	

1- O que entende por um stakeholder?

2 - Na sua opinião que stakeholders fazem parte do Clube?

Stakeholders	Indicação dos Stakeholders por parte do entrevistado (1ª etapa)	Sugestão de Stakeholders por parte do entrevistador (2ª etapa)	Quem?	Contacto
<i>Assembleia geral</i>				
Presidente				
Vice-Presidente				
Secretário (a)				
Secretário (b)				
Vice-secretário (a)				
Vice-secretário (b)				
Suplente (a)				
Suplente (b)				
<i>Direcção</i>				
Presidente				
Vice-Presidente (a)				
Vice Presidente (b)				
Tesoureiro				
Secretário Geral				
Director (a)				
Director (b)				
Suplente (a)				
Suplente (b)				
<i>Conselho Fiscal</i>				
Presidente				
Vice-Presidente				
Relator (a)				
Relator (b)				
Vogal (a)				
Vogal (b)				
Suplente (a)				
Suplente (b)				
<i>Departamento de Marketing</i>				
<i>Equipa Sénior</i>				
Treinador				
Treinador adjunto				
Treinador de guarda-redes				
Jogadores				
Equipa médica				
Staff				

<i>Camadas jovens</i>				
Director (a)				
Director (b)				
Treinadores				
Jogadores				
Equipa médica				
Staff				
<i>Equipa de Futsal</i>				
Director (a)				
Director (b)				
Treinador				
Treinador Adjunto				
Jogadores				
Equipa médica				
Staff				
<i>Massa associativa</i>				
Sócios				
Adeptos				
<i>Fornecedores</i>				
Fornecedor (a)				
Fornecedor (b)				
Fornecedor (c)				
<i>Estrutura Jurídica</i>				
Governo				
Advogado				
Federação				
<i>Patrocinadores</i>				
Patrocinador (c)				
Patrocinador (d)				
Patrocinador (e)				
Patrocinador (a)				
Governo				
Federação				
<i>Concorrentes</i>				
Concorrente (a)				
Concorrente (b)				
Concorrente (c)				
<i>Comunicação Social</i>				
Rádio Local				
Rádio a)				
Jornal Local				
Jornal a)				
Televisão				
<i>Parceiros</i>				
Parceiro (a)				
Parceiro (b)				
Parceiro (c)				
Governo				
Federação				
<i>Outros. Quais?</i>				

O presente questionário é projectado para identificar o **grau de saliência dos stakeholders** que fazem parte do **Centro Desportivo de Fátima**. As respostas são confidenciais e destinam-se exclusivamente para a realização de um estudo científico desenvolvido por um aluno de mestrado do curso Ciências do Desporto/Gestão Desportiva da Universidade da Beira Interior. Agradecemos a sua colaboração no preenchimento de todos os campos.



UNIVERSIDADE DA BEIRA INTERIOR
Covilhã | Portugal



Secção I

Idade: _____ Sexo: Masculino Feminino

Cargo que Ocupa/Relação que Mantém com o

Clube: _____

Anos de experiência no Cargo: _____

Anos em que ocupa o Cargo/ Período desde que mantém uma Relação com o

Clube: _____

Secção II

A resposta às seguintes questões tem o objectivo de sabermos a sua opinião sobre o papel dos Stakeholders na definição da estratégia do Centro Desportivo de Fátima.

“Stakeholder: Grupo ou indivíduo, que pode afectar ou é afectado na tomada de decisão estratégica de uma organização.”

1- No quadro seguinte, assinale com X o grupo de stakeholder que está inserido.

Quadro 1

Órgãos / Cargos no Clube	
Assembleia Geral	
Concelho Fiscal	
Direcção	
Treinador Sénior	
Directores Equipa Sénior	
Director Camadas Jovens	
Coordenador Camadas Jovens Fut.11	
Coordenador Camadas Jovens Fut.7	
Director Futsal	
Sócios	

2- Qual o objectivo da sua ligação com o Centro Desportivo de Fátima?

3- Qual é a sua relação com o Centro Desportivo de Fátima? Formal/Contratual Voluntária

4- Para cada das três afirmações que estão indicadas por (a) (b) (c) no topo da tabela, assinale com um X o número a que corresponde cada stakeholder, considerando a seguinte correspondência: **1 - Completamente de Acordo a 7 - Completamente em Desacordo.**

(1 - Completamente de Acordo e 7 - Completamente em Desacordo)

PODER – O grau de influenciar as acções de uma organização ou de um indivíduo.			
Stakeholders	(a) Este stakeholder tem poder no clube quer o use ou não.	(b) Este stakeholder tem a capacidade de influenciar o clube.	(c) Este stakeholder tem o poder de impor os seus pedidos ao clube.
Gestão de Topo			
Assembleia Geral	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Concelho Fiscal	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Direcção	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Gestão Operacional			
Equipa técnica Sénior	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Jogadores Seniores	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Equipa Médica Sénior	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Directores Equipa Sénior	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Equipas técnicas Camadas Jovens	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Jogadores Camadas Jovens	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Equipa médica Camadas Jovens	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Director Camadas Jovens	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Pais de Jogadores Camadas Jovens	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Coordenador Camadas Jovens Fut.11	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Coordenador Camadas Jovens Fut.7	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Treinador Futsal Masculino	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Treinador Futsal Feminino	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Jogadores Futsal Masculino	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Jogadores Futsal Feminino	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Director Futsal	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Funcionários do Clube/ Staff	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Massa Associativa			
Sócios	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Adeptos	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Patrocinadores			
Grandes Empresas	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Pequenas Empresas	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Câmara Municipal	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Junta de Freguesia	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Liga Orangina	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Concorrentes			
União de Leiria	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
União da Serra	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Clube Amador Desportivo Entroncamento	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Clubes da mesma divisão	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Comunicação Social			
Rádio Local	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Jornais Locais	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Jornais Nacionais	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Televisão	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Parceiros			
Pequenas Empresas	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Outros Clubes Locais	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Benfica	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Câmara Municipal	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Junta de Freguesia	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Órgãos Regulamentares			
Federação Portuguesa de Futebol	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Associação de Futebol de Santarém	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Governo Nacional	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Governo Local	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Liga Orangina	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Polícia Local	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Outros			
Comunidade Local	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Fornecedores	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7

(1 - Completamente de Acordo e 7 - Completamente em Desacordo)

LEGITIMIDADE – O grau de legitimação dos pedidos dos stakeholders à organização.			
Stakeholders	(a) Os pedidos deste stakeholder em particular são vistos pela organização como legítimos.	(b) A organização entende que os pedidos deste stakeholder ao clube são adequados .	(c) Os pedidos deste stakeholder são considerados como legítimos aos olhos do clube.
Gestão de Topo			
Assembleia Geral	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Concelho Fiscal	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Direcção	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Gestão Operacional			
Equipa técnica Sénior	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Jogadores Seniores	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Equipa Médica Sénior	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Directores Equipa Sénior	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Equipas técnicas Camadas Jovens	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Jogadores Camadas Jovens	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Equipa médica Camadas Jovens	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Director Camadas Jovens	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Pais de Jogadores Camadas Jovens	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Coordenador Camadas Jovens Fut.11	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Coordenador Camadas Jovens Fut.7	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Treinador Futsal Masculino	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Treinador Futsal Feminino	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Jogadores Futsal Masculino	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Jogadores Futsal Feminino	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Director Futsal	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Funcionários do Clube/ Staff	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Massa Associativa			
Sócios	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Adeptos	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Patrocinadores			
Grandes Empresas	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Pequenas Empresas	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Câmara Municipal	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Junta de Freguesia	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Liga Orangina	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Concorrentes			
União de Leiria	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
União da Serra	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Clube Amador Desportivo Entroncamento	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Clubes da mesma divisão	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Comunicação Social			
Rádio Local	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Jornais Locais	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Jornais Nacionais	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Televisão	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Parceiros			
Pequenas Empresas	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Outros Clubes Locais	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Benfica	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Câmara Municipal	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Junta de Freguesia	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Órgãos Regulamentares			
Federação Portuguesa de Futebol	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Associação de Futebol de Santarém	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Governo Nacional	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Governo Local	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Liga Orangina	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Polícia Local	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Outros			
Comunidade Local	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Fornecedores	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7

URGÊNCIA - O grau em que os pedidos do stakeholder reclamam por atenção imediata.			
Stakeholders	(a) Este stakeholder apresenta urgência na sua relação com o clube.	(b) Este stakeholder procura receber atenção aos seus pedidos de forma activa.	(c) Este stakeholder comunica urgentemente os seus pedidos ao clube.
Gestão de Topo			
Assembleia Geral	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Concelho Fiscal	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Direcção	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Gestão Operacional			
Equipa técnica Sénior	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Jogadores Seniores	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Equipa Médica Sénior	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Directores Equipa Sénior	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Equipas técnicas Camadas Jovens	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Jogadores Camadas Jovens	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Equipa médica Camadas Jovens	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Director Camadas Jovens	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Pais de Jogadores Camadas Jovens	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Coordenador Camadas Jovens Fut.11	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Coordenador Camadas Jovens Fut.7	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Treinador Futsal Masculino	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Treinador Futsal Feminino	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Jogadores Futsal Masculino	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Jogadores Futsal Feminino	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Director Futsal	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Funcionários do Clube/ Staff	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Massa Associativa			
Sócios	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Adeptos	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Patrocinadores			
Grandes Empresas	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Pequenas Empresas	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Câmara Municipal	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Junta de Freguesia	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Liga Orangina	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Concorrentes			
União de Leiria	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
União da Serra	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Clube Amador Desportivo Entroncamento	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Clubes da mesma divisão	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Comunicação Social			
Rádio Local	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Jornais Locais	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Jornais Nacionais	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Televisão	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Parceiros			
Pequenas Empresas	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Outros Clubes Locais	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Benfica	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Câmara Municipal	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Junta de Freguesia	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Órgãos Regulamentares			
Federação Portuguesa de Futebol	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Associação de Futebol de Santarém	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Governo Nacional	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Governo Local	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Liga Orangina	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Polícia Local	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Outros			
Comunidade Local	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Fornecedores	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7

SALIÊNCIA - O grau em que os decisores dão prioridade aos pedidos dos diversos stakeholders.			
Stakeholders	(a) Este stakeholder é altamente prioritário para o clube.	(b) Este stakeholder recebe um elevado grau de atenção por parte do clube.	(c) Satisfazer os pedidos deste stakeholder é extremamente importante para o clube.
Gestão de Topo			
Assembleia Geral	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Concelho Fiscal	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Direcção	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Gestão Operacional			
Equipa técnica Sénior	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Jogadores Seniores	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Equipa Médica Sénior	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Directores Equipa Sénior	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Equipas técnicas Camadas Jovens	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Jogadores Camadas Jovens	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Equipa médica Camadas Jovens	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Director Camadas Jovens	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Pais de Jogadores Camadas Jovens	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Coordenador Camadas Jovens Fut.11	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Coordenador Camadas Jovens Fut.7	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Treinador Futsal Masculino	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Treinador Futsal Feminino	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Jogadores Futsal Masculino	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Jogadores Futsal Feminino	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Director Futsal	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Funcionários do Clube/ Staff	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Massa Associativa			
Sócios	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Adeptos	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Patrocinadores			
Grandes Empresas	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Pequenas Empresas	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Câmara Municipal	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Junta de Freguesia	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Liga Orangina	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Concorrentes			
União de Leiria	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
União da Serra	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Clube Amador Desportivo Entroncamento	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Clubes da mesma divisão	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Comunicação Social			
Rádio Local	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Jornais Locais	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Jornais Nacionais	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Televisão	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Parceiros			
Pequenas Empresas	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Outros Clubes Locais	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Benfica	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Câmara Municipal	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Junta de Freguesia	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Órgãos Regulamentares			
Federação Portuguesa de Futebol	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Associação de Futebol de Santarém	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Governo Nacional	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Governo Local	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Liga Orangina	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Polícia Local	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Outros			
Comunidade Local	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Fornecedores	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7

5- Dos stakeholders que são apresentados, indique quais os que considera mais importantes para a definição da estratégia do clube e apresente uma breve justificação da sua escolha para cada um dos stakeholders que assinalou.

Stakeholders	X	Porquê?
Gestão de Topo		
Assembleia Geral		
Concelho Fiscal		
Direcção		
Gestão Operacional		
Equipa técnica Sénior		
Jogadores Seniores		
Equipa Médica Sénior		
Directores Equipa Sénior		
Equipas técnicas Camadas Jovens		
Jogadores Camadas Jovens		
Equipa médica Camadas Jovens		
Director Camadas Jovens		
Pais de Jogadores Camadas Jovens		
Coordenador Camadas Jovens Fut.11		
Coordenador Camadas Jovens Fut.7		
Treinador Futsal Masculino		
Treinador Futsal Feminino		
Jogadores Futsal Masculino		
Jogadores Futsal Feminino		
Director Futsal		
Funcionários do Clube/ Staff		
Massa Associativa		
Sócios		
Adeptos		
Patrocinadores		
Grandes Empresas		
Pequenas Empresas		
Câmara Municipal		
Junta de Freguesia		
Liga Orangina		
Concorrentes		
União de Leiria		
União da Serra		
Clube Amador Desportivo Entroncamento		
Clubes da mesma divisão		
Comunicação Social		
Rádio Local		
Jornais Locais		
Jornais Nacionais		
Televisão		
Parceiros		
Pequenas Empresas		
Outros Clubes Locais		
Benfica		
Câmara Municipal		
Junta de Freguesia		
Órgãos Regulamentares		
Federação Portuguesa de Futebol		
Associação de Futebol de Santarém		
Governo Nacional		
Governo Local		
Liga Orangina		
Polícia Local		
Outros		
Comunidade Local		
Fornecedores		