

## **Studying the influence and dimensions of Competitive Intelligence of Coaches on performance of current Soccer teams of The Iranian Premier League According to Component Balanced Scorecard (BSC)**

**Amir Abbas BABAKIANPOUR\*, Azadeh Akhzari HAMEHDANI\*\***

\* Arman Pajoohan Company, Hamedan, Iran

E-mail address: [arman.pajoohan.co@gmail.com](mailto:arman.pajoohan.co@gmail.com) Tel: +989187037381

\*\* Arman Pajoohan Company, Hamedan, Iran

E-mail address: [azadeh.akhzari@yahoo.com](mailto:azadeh.akhzari@yahoo.com) Tel: +989181071263

### **Abstract**

The aim of this study was to investigate the impact of coaches competitive intelligence on the football teams performance in the Iranian Premier League based on the Balanced Scorecard component (BSC). This practical research is a descriptive - correlational study in which population consisted of all head coaches and coaches from 16 Iranian Premier Football teams between 1392-1393. Two individual from each team were selected as coach and head coach and the sample of 32 students were selected by census method. Questionnaire, 12 balls Fehy (2007) was used to measure competitive intelligence Coaches variables and 20 items of the questionnaire Neon (2003) was used to measure team performance. The results showed that the competitive intelligence team football coaches could affect performance and internal team performance will significantly increase. Also the team awareness condition, technical knowledge, Opponents situation awareness, and awareness strategy of the coaches had the greatest impact on team performance. In fact, coaches who having high level of competitive intelligence will use the environmental threats as opportunities for improvement and uses it to enhance team performance.

**Key Words:** Competitive Intelligence, Team's performance, Balanced Scorecard component (BSC)

## 1. Introduction

Competitive Intelligence is a process that gives useful information to the people (Coaches) who decide for the team. The real reason behind competitive intelligence is to access information and data on the environment and opponents. Therefore, efficient competitive intelligence needs information about environmental trends (Ardeshiri Cham, 2009). Concentration of competitive intelligence, however, is for decision making. But it involves a wide territory and includes researches about the opponent abilities, environmental analysis, opponent's future plans or different kind of reasons to increase the performance of the club (Fahi, 2007).

Other goals of competitive intelligent in a team can be defined as: understanding of whole environment and opponent's teams, finding vulnerable situations and estimating the influence of strategic actions of the opponent teams, finding potential moves which the opponent teams would make and may cause problems for the position of the team, combination of intel for being informed about the opponent, gathering enough information for decision making and resolving problems of the team, helping the team to reach a level of competitively, getting to know problematic opponents, controlling the steps they would take and changes around them, finding the team's weaknesses which the opponents may use and giving instructions for the team members to resolve them (David, 2002).

In today's competitive atmosphere, survival of teams is related to making a good progress in line with increasing their might and competitive intelligent alongside with reaching more resources. Therefore a way to estimate the performance of the team is to increase the intelligence by balanced scorecard (Kazemi and Tafirshi, 2008). In the way that financial analysis can satisfy team's fans using balanced scorecard, shareholders and stakeholders, educate the workers and players of the team and have attention of the inner process. Balanced scorecard is a combination of performance criteria that includes performance in the past and the future and non-financial criteria that is of significance alongside with the former.

Traditional ways of estimating the performance that is based on financial criteria and numbers and statics such as earnings per share, rate of return on assets and etc, many of the measures related to team's happenings and past like satisfaction of the fans are not being valued and so imitation of financial criteria of estimation, would make needs in new ways that attention for financial criteria and the other criteria are also used to evaluate the performance (Jazayeri, 2008).

Balanced scorecard can be used to watch for all that happens inside and outside of the club for managers and coaches; lots of significant clubs use this way to evaluate changes of their teams. These strategic decisions can benefit the players and the fans. These decisions can change the cycle of results of the team. (Kaplan and Norton, 2004). So in this category Mr. Dolat Abadi et al. (2011) investigated the effect of competitive intelligence on making competitive advantages and they found out that competitive intelligence is a commercial tool that helps empower the management cycle of the team and business performance through increased knowledge. It will moreover increase the connection and quality of the strategic demonstration. Also using a competitive intelligence program can help increase competitive advantages over rivals and can ensure the team's survival in this competition.

Hyazv (2012) researched about competitive intelligence and its connection with marketing effectiveness of big companies. The results showed that there is a positive and meaningful connection between competitive intelligence and its marketing effectiveness. However,

Huang (2009) in his research showed that one competitive intelligence system is used to give organized strategic until constant strategies prospects based on BSC comes up. Balanced scorecard based on intelligence is to develop an organized strategy system for building a commercial system for answering the needs ( Hyazv, 2012).

So if you pay attention to the competition between the soccer teams in the Iranian premier league, you'll find the problem of the competitive intelligence for team's managers and coaches very important and necessary because it can function as team players, fans, shareholders and be influential and in fact it can increase the productivity and efficiency of the team. On the other side, development of soccer in the 21th century and its special effect on the aspects of human life has made the managers and coaches of the clubs use all the tools and competitive advantages especially competitive intelligence for easing the access to satisfying results.

Coaches cannot make decisions that would illuminate and are on intuition because in most of the jobs the results of one wrong decision can't be overlooked. For reaching better results and satisfying the fans and profit holders in all possible ways, teams need information. They have to gather lots of information about their opponent and have backups; there are also other factors that make a change in the soccer world (Naderi nasb and Colleagues, 2011).

One of the important items of information as strategic assets is knowledge's tools. Collecting and evaluating information about rival teams is vital in order to develop strategies and whatever team can gather more information about opponents, and increase the possibility of effective strategies and successful compilation and execute. So tracking, understand and respond to opponents has been a particular aspect of the work the coaches do and that required teams to implement an effective competitive intelligence to carry. In fact, considering competitive intelligence, according to the coaches in this direction could be important as a trump card in the hands of the team, and in case of problems and bottlenecks in the team, In other words, teams can benefit from it and step toward their goals which will be followed by a consequent increase in the performance and efficiency of the system. Now, according to the description mentioned above about competitive intelligence, coaches and team performance with respect to the components of BSC, here brings the question of whether coaches focused on competitive intelligence and its dimensions, can have an impact on the performance of soccer teams?

## 2. Materials and Methods

The way to research in cross – correlations and in nature, is applicable. The population covered in this research includes every coach and head coach of all the teams in Iran's premier league. This includes 16 clubs that are working in the season 2013-14 and in each club two people can be defined as coach and head coach. Therefore a sample of 32 people was selected using census method. In order to gather information, survey methods and questionnaires have been used. The questionnaires are gathered in 12 balls (2007) in order to be analyzed for competitive intelligence of the coaches regarding four dimensions (having information about the opponent's status, awareness of the tactics and awareness of team's status) (Fehi, 2007). Tools used for measuring the performance of soccer teams based with Balanced scorecard, is a 20-item questionnaire Neon (2003) based on four dimensions financial, team's inner activities, educate and (Profit holder) being the team's fans. Based on the questionnaires, the performance level of football coaches and team competitive

intelligence \_ using Cronbach's alpha coefficients \_ were 0.79 and 0.81, respectively. Following of the use of theories and in order to test the effectiveness of the coaches' competitive intelligence and its effect on team's performance, the 19th version of statistical software, under the regression method of SPSS, was used.

### 3. Findings

The amount of competitive intelligence in coaches was 66.3% and the amount of performance in soccer teams are nearly 60.1%. Among the aspects of competitive intelligence, the highest and the lowest mean are connected to awareness of team's status and its strategic awareness and the team within the component allocated to the Balanced Scorecard. Before going for the theories of the research, in Table (1), normal variables of the Kolmogorov – Smirnov tests are shown.

**Table 1.** Evaluation of normal variables

sig	z	Variables
0.408	0.889	Competitive Intelligence
0.503	0.826	Team performance
0.653	0.735	Opponent's situation awareness
0.811	0.638	Technical knowledge
0.287	0.985	Strategic awareness
0.46	0.854	Team situation awareness

As seen, significant levels of all the variables are more than 0.01%, In fact with a confidence level of 99%, data variables are normal. It is normal variables and its dimensions of competitive intelligence and team performance, the use of parametric tests, Including regression testing can be justified. Table (2) is dedicated to using regression to examine the impact of variables such as exploring competitive intelligence on the performance of trainers and soccer teams.

**Table 2.** Effects of mentors and competitive intelligence on team performance

sig	t	Beta	Independent variable	Dependent variable
0.000	4.04	0.515	Competitive Intelligent	Team Performance
0.000	3.82	0.498	Opponent's situation awareness	
0.000	3.98	0.505	Tactical Awareness	
0.000	2.79	0.389	Strategic Awareness	
0.000	4.12	0.654	Team Situation Awareness	

The result of the tested regression, indicate that the independent variables with a confidence level of 99% can predict the dependent variable which is the performance of the team. This is in a way that the increase in the variance of a variable of competitive intelligence, team performance is increased by 0.515 of the change in the variance. This shows that a high impact on team performance in soccer trainers competitive intelligence is based on balanced scorecard (BSC) is. Also among the dimensions of competitive

intelligence, awareness of the situation and the team, and after them technical knowledge, opponent's situation the awareness strategies have the greatest impact on team performance in the mentioned order.

#### 4. Discussion and Conclusion

Since the main hypothesis of this study deals with analyzing the competitive intelligence among the coaches in the Premier League of Iran and its impact on team performances, the results show that the variable which is the coaches' competitive intelligence is very affective regarding team performance. In other words, the greater the level of intelligence competition among the trainers is, the better the team performance would be according to the BSCs factors. Competitive intelligence among the trainers enables them and the team to rely on their own intelligence, find out about of the ability of their opponents have, and technology and the techniques used in social strategies and the environment and therefore increase the level of knowledge and performance of the team.

Coach's competitive intelligence is like a key to lead the strategic planning process and the team would suffer great deals of adversity without it. Consequently, other types of intelligence, competitive intelligence, to help shape the strategy of the team by the coaches. Competitive intelligence is used for demonstrating and clarifying the competitive environment. Coaches with high levels of competitive intelligence try to gather evaluated information and data about the competition environment and opponent's activities and eventually turn them into strategic goals.

Competitive intelligence among coaches enables the teams to make decisions based on gathered information and on time and therefore adopt a smart strategic decision which can raise the team's performance to a great degree. Therefore, Moshabaki et al. (2011) starting working on a research entitled "Evaluating and improving competitive intelligence". The results of the their research showed that the important obstacle of the organizations nowadays is in order to raise the performance of the organization and compete in order to get more universal. The least expectation to compete in such environment is knowing what your opponents are doing and which is the basics of what's known as the competitive intelligence and therefore is in lines with the main hypothesis of the research.

Javadi Porfar's research (2011) was centered on the connection between competitive intelligence and companies' performances and has ended with similar results. This is because, he had gotten to the results that there is a meaningful and positive relationship between competitive intelligence and its dimensions with the performance of different companies. Eskandari and Molawi (2009) in a research entitled "Researching the connection of competitive intelligence of managers and the level of their development", found out that there's a meaningful relationship between the competitive intelligence among the managers and its dimensions with the increase in the outcome of the companies which is one more time compatible with the main hypothesis of this research.

Since the first sub-hypothesis of this research is focused on analyzing the awareness of the opponents' status and its impact on the team's performance with respect to the components of the BSC's deals, the results in past discussions shows that the awareness of the opponent's status is effective on team's performance in a way that the greater the level of situation

awareness is, the more focused the coaches would be on information and analysis of the data and therefore the team performance will increase.

Accordingly, Esfehiani and Zangoyinejad (2008) who have worked on designing an intelligent model, based on competitive intelligence found a result in consistency with our research. They showed that in order to achieve a complete superiority, the existence of a social-strategic intelligent and a technological intelligence alongside with the opponents' intelligence is necessary. In other words, knowing about your opponents' situation would increase the competitiveness of the team and therefore will result in a better performance by the team.

As the second sub-hypothesis of the research is involved with analyzing the effect of technical awareness on the team's performance, it's vital to mention that the results prove that technical awareness is effective on the team's performance based on BSC elements.

In other words, the more the level of technical awareness \_ which consists of using basic practical researches in the coaching process, supporting the techniques and innovative ideas alongside with knowing about the current norms of soccer \_ is among the coaches , the better the performance of the team will be.

Technical awareness among the coaches can increase the level of creativity and innovation in the players. In other terms, coaches that have competitive intelligence in technical fields would help the club to reach its full potentials and therefore the club will benefit from updated technology and innovative ideas.

Regarding the third sub-study that deals with the impact of strategic information \_ based on the components of the BSC \_ on a team's performance. The results confirmed the higher the degree of strategic awareness is among the coaches \_ including issues such as familiarity with the rules and regulations of soccer \_ the better the performance will be. The practical knowledge among the trainers can help improve their information level about judicial, financial, anthropological and technical information which is an increase in the trainer's level of information and turn the coach into someone with updated level of education.

Regarding the fourth sub-hypothesis which analyzes the effects of awareness of the team's status, based on BSC factors, the gathered result in the arguments mentioned before, show that awareness of the team's status is highly effective on the team's performance. Being aware of the team's situation, enables the coaches to take better steps to reach the team's goals and therefore helps them approach the expectations and the strategic aims of the team.

Regarding the meaningful and direct effect of competitive intelligence on a team's performance and of course, keeping in mind that competitive intelligence is not inherited and is acquired through experience, we advise all coaches to improve their level of information, concerning the environment, their opponents, their players and the technological advances in the world. This cannot be achieved without studying and paying attention to self-education.

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