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DESIGN AND DEVELOPMENT OF STRATEGIC PLAN OF WOMEN'S SPORT FOR ALL

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ABSTRACT

The goal of present research is to design and develop a strategic plan for sport for all that aims at female residents of Tehran City. The research methodology is descriptive survey and in terms of the goal, it is applied. The data has been collected by studying documents and papers, study the literature review and gathering the views of experts in this field both in academic and executive ranks. In addition, the authors developed a questionnaire, the validity of which was confirmed by the experts and the reliability was approved via Cronbach test ($\alpha= 0.94$). The questionnaire consists of 10 options for the strong point, 14 options for weak points, 13 for opportunities and 9 for threats. The collected data was analyzed by using SPSS software and descriptive statistics indexes (frequency, percentage of frequency, mean, criteria bias) and the inferential statistics of Freedman test was used to classify each one of the internal and external factors. The statistical society of the research consisted of experts of sports for all departments of the Sports for All Federation, Deputy of Women and Development of the Ministry of Sports and youth.

The results of the research showed that women's sport for all is in WO status in strategic position terms and it should use conservative strategies; and, developing strategic plan, selecting suitable strategies such as increase in the share of required budget from public fund, as well as an increase in the degree of popular participation in funding the sports for all costs...particularly women, with respect to the cultural, social and climatic requirements should seek existing opportunities in the outside environment to recover from its internal weak points.

Keywords: *Strategic Plan, Strong Point, Weak Point, Opportunity, Threat, Sport for All, Women*

INTRODUCTION

Strategic planning enables managers of the organizations to identify the most suitable research methods, mission and meeting the expectations of the beneficiaries and helps them to move towards the realization of the goals by strategic execution and strategic control of the organization.

In the present world with skyrocket rate of changes, the women's sport of all is being changed as a result of increasing growth of human knowledge. Attention of strategic management to sport is considered as one of the basic principles in the development and expansion (Losmagi, 2011)

Since in different societies, creating suitable grounds for women's sports is considered an important and national subject, and the amount of presence or absence of women in sports activities is one of the global indexes in the women's status in the society, this becomes more important in Iran as the Iranian Moslems need independent and specific environment and facilities for performing physical education and sports activities; it is necessary to provide them with more legal supports in addition to equal supports as men (Boushehri, 2011). With respect to this subject and as most researches carried out in the country have mostly focused on the obstacles and limitations in the participation of different classes of women in sports activities and so far, no research has been conducted in the template of the strategic plans of women's sports for all comprehensively, this research could have a major role in developing women's sport.

The Federation of Sports for All and the Ministry of Sports and Youths is considered as one of the sports organization in its sense and its managers have very significant duties, it not only must think of the

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organizational development and responding the government, but also, it should meet the people's expectations as well.

Javadipour and Samienia (2012) in a research recommended invasive strategies for developing sports for all and developing strategy and future plans perspectives. In addition, suitable grounds for reinforcing the culture of sports for all in the country, increasing participation and active cooperation of organizations and entities, the realization of the goals of sports for all and employing all national capacities in line with the growth and development of sports for all in the country.

Hosseini (2010) in a research titled Determining the Strategic Status of Students Sports at Islamic Azad University showed the strategic position of students sports of Islamic Azad University in WO Zone after evaluating the internal and external factors. Nadri's internal studies (2009) as a research titled designing the Strategy of Developing Sports for All in Lorestan Province, suggested SO strategies. Ghofrani (2007) in a research titled, Design and Development of the Strategy of Developing Sports for All at Sistan and Baluchestan, proposes the strategy of growth and developments.

The theories and models on the strategic study on sports mostly govern on the theories of developing regional, national and trans-national physical education and sports; because different nations and regions of the world have benefitted from some of the approaches and methods for improving their sports; thus, the researcher studied the sports for all situation in Australia, Germany, Japan, Malaysia, Finland and Denmark that showed that regular planning for growth and development of sports for all in those countries have more than 50 years of records. Several factors have roles in this success and before anything, one may note the growth of sports for all plan in the framework of national plans of those countries and the effective support of governments to those plans. In addition, one may note the development of clubs and public sports places, establishment and formation of the specialized associations related to sports for all too. The major factors in sports for all development in those countries include: serious support of the government to developing sports clubs, development of sports for all plans constantly, development of public sports places, development of specialized associations of sports for all, effective role of governmental institutes, holding different festivals and social plans, extensive and constant marketing, creating culture and national educations for developing sports for all, financial supports of national and provisional governments, increase in activities of target groups including youth, elderly, the handicapped, schools, women, laborers and civil employees...having clear and developed strategies and policies to improve sports for all, the role of effective participation of private sector in the development and improvement of sports for all, saving the state and importance of sports for all as a national culture in developing social health and freshness, particularly, remedy for head to head expenses caused by illness and length of the medical treatment.

MATERIALS AND METHODS

In terms of goal, the present research is applied and in terms of data collection, it is descriptive-analytical and in terms of type, it is case study because the results could not be generalized to include men.

The statistical society of the present research consists of experts of sports for all that work in the sports for all federation and the deputy of ladies and development of sports for all. The statistical society consists of 71 people. For the quantitative analysis of the information and more précised achievements to the information on confirming the framework, a closed questionnaire was designed on the internal and external factors of women's sports for all in four sections to study and identify the weak points (14 options), strong points (10 options), opportunities (13 options) and threats (9 options) by using the views of the supervisor and advisor professors on SWOT.

The 5-option Lickert scale was used to determine the amount of effects of each option. Obviously, to develop the options of this questionnaire, the views of experts and specialists in sports for all area was used.

After confirming the validity of the contents by the experts, the reliability was determined by Cronbach Alfa Coefficient; showing that its Alfa was equal to 0.94. To analyze the dimensions of the questionnaire

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in the strong points, weak points, opportunities and threats which were obtained, the SWOT analysis method was used to classify and identify the strategies. After extraction and classifying the information, all collected information was entered in the computer in SPSS software package.

To present the descriptive information, the frequency indexes, mean, drawing the diagram of standard bias and tables. The Kolmogorov-Smirnov test was used in the inferential statistics section to assure the normality of data and the Friedman test was used to classify strong points, weak points, opportunities and threats of women's sports for all. Then, in analytical section, by using the techniques of strategic studies, the scores related to the external and internal factors were determined and the strategic position of women's sports for all was specified.

Based on the studies performed and the theoretical fundamentals of research, among the existing and common models in strategic planning, the David model (David 2006) was used.

RESULTS AND DISCUSSION

By using the data obtained from the questionnaire and literature review and with respect to the results gained from Friedman test, the factors were arranged in priorities that showed:

On the strong points of women's sports for all, the highest rank belongs to "holding competitions in most sports for all fields" and the lowest rank belongs to "increasing trend of women to sports for all". On the weak points in women's sports for all, the highest rank belongs to "inefficient (improper use of facilities, equipment and places)" and the lowest rank belongs to the "insufficiency of credits allocated to the women's sports for all".

On the opportunities of women's sports for all, the highest rank belongs to "responsiveness of dynamic Islamic jurisprudence and religious questions in the area of women's sport" and in turn, the lowest rank belonged to "support of the Ministry of Sports and Youth to the women's sports for all". In the threats of women's sports for all, the highest rank was for "changes in physical, social and behavioral models of citizenship life and trends to less exercise" and in turn, the lowest rank is "lack of sufficient attention to health as a target and major index in the macro-planning in the country".

SWOT Analysis

In this method, the researcher first studied to find fuller commands on the subject and in this way, the documents and papers of the Federation of Sports for All and the deputy of women and development of sports for all and research on the literature that discussed the subject and reviewed the strategies of sports development were carefully read, followed by developing the strategy in sessions with managers and experts of sports for all.

To assess the internal factors, the matrix for evaluating internal factors. The results showed that the sum of factors matrix scores was less than 2.5 (2.488) that indicate the domination of weaknesses over strengths; that is, in terms of internal factors, the women's sports for all has weakness. That is, the women's sports for all have opportunities in terms of external factors.

For the simultaneous analysis of internal and external factors, the internal and external matrix was used. The results revealed that the women's sports for all in strategic state, it is in WO zone; that is, the sports for all in terms of internal factor has weaknesses and in terms of external factors, it has opportunities.

Therefore, the Federation of Sports for All and Deputy of Women and Development of Sports for All, since in the sports for all, the final score of the matrix of internal and external factors evaluation, it attained the conservative zone, one should use the WO strategies (David).

Strategies of Women's Sports for All

Based on SWOT analysis, in sum 17 strategies including WO strategy was developed for women's sports for all.

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Table

No.	Strategy code	Strategy description
1	W ₄ W ₁₀ W ₁₁ W ₁₂ O ₄ O ₁₁	Increase in the sources and funds of women's sports for all
2	W ₅ W ₁₀ W ₁₁ W ₁₂ O ₁₁	Using the financial power of private sector in helping women's sports for all
3	W ₂ W ₅ W ₈ W ₉ W ₁₃ O ₈	Using the power of medias of the province for extending the sports (expansion of broadcasting program on sports for all
4	W ₉ W ₇ W ₁₂ W ₁₄	Recommendation to hold competitions for different occasions
5	W ₁ W ₁₃ O ₂ O ₄	Benefitting from specialists in developing sports
6	₁₂ W ₁₃ O ₁ O ₂ O ₃ O ₉ O ₁₀ O ₁₁ O ₁₂ W ₁ W ₂ W ₃ W ₈ W ₁₀ W ₁₁ W	Development and improvement of women's sports for all and establishing more bases for women's participation and their usage of sports places and equipment
7	O ₉ O ₁₀ O ₁₂ W ₅ W ₈ W ₁₀ W ₁₁ W ₁₂ O ₄ O ₅	Benefitting from natural spaces in all hours of the day for developing women's sports for all
8	O ₇ O ₁₁ O ₁₂ W ₂ W ₄ W ₅ W ₆ W ₈ W ₁₄ O ₄	Hosting the state competitions in sports for all fields
9	W ₁ W ₂ W ₉ W ₁₃ O ₄ O ₆ O ₈	Informing people on the effects of sports
10	W ₄ W ₇ W ₈ O ₂ O ₄ O ₁₀	Development of the plans for expanding sports for all among youth
11	S ₁ S ₂ S ₉ O ₇ O ₈ O ₁₀	Colorful exhibition of sports for all to encourage people for this sport and putting physical fitness in the series of social values
12	W ₇ W ₈ W ₁₂ O ₁ O ₂ O ₃	Propagating sports for all, especially for women as one of the priorities of religious, cultural and social entities
13	W ₈ O ₂ O ₄	Using the influence of senior authorities for developing sports for all
14	S ₁ S ₂ S ₉ S ₁₃ O ₆ O ₇ O ₈	Promotion of knowledge and information level and improvement of public view on the importance and effects of sports for all in the quality of citizens' life
15	W ₈ O ₈ O ₂ O ₄	Changing the view of government's administration to the supportive approaches towards public and state-owned sectors in sports for all strategies
16	W ₄ W ₇ O ₄	Governance to the strategic thought and integration of measures in sports for all
17	W ₈ O ₃ O ₁₁ O ₁₃	Designing better and more suitable clothes in line with Islamic teachings to increase the motivation for participating in sports for all for women

Conclusion

In today's world, having high analytical power is one of the important factors in achieving goals of an organization and the secret in the success of many of the projects. Determining a suitable strategy and subsequently, honest analysis and forecasting the external factors guaranty the success and highest productivity of an organization. Specifying suitable strategy could direct an organization to the highest limit of success with respect to the conditions of an organization, or save an organization from bankruptcy in critical conditions. Therefore, the secret of success of many organizations and managerial projects could be the proper analysis of existing inside resources (strengths and weaknesses) and studying external situations (opportunities and threats).

In the internal studies, one may note Nadri's research titled Designing the Strategy of Developing Sports for All in Lorestan Province, Ghofrani's research (2007), titled Design and Development of the Strategy of Developing Sports for All in Sistan and Baluchestan Province and Javadipour *et al.*, (2012) titled

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Sports for All in Iran and developing the perspectives, strategy and future plans that are not in line with the present research, and Hosseini's research (2010) titled Determining the Strategic situation of Students' Sports of Islamic Azad University.

In other studies abroad, Namerato (2009) in a research studied the policy of founding the regional sports for all in Czech Report and ultimately, five ideal methods were specified in developing sports via sports for all that were: invasive, bureaucracy, political, cliental and marginal and in turn, four strategies were developed in that basis: The agreement strategy, functional strategy, marginal strategy and assignment strategy. Perhaps the reason is that he studied the processes and policies of establishing regional sports for all as well as the relationship between the two sections and volunteer sports and organized sports for all in Czech Republic and identified the methods and strategies in supporting sports for all in the committees and sport clubs that are not in line with the present research.

Plans and Executive Innovations of Sports for All to Realize the Strategies

To materialize the superior selective strategies, 17 plans were developed as follows:

A- Increase in share of the necessary credits from public funds and increasing the amount of public participation in providing sports for all expenses (Strategies 1 and 2)

1. Assigning the management of sports places to local organizations and private sectors
2. Determining the credit shares proportion to the population under coverage for sports for all in the annual budgets
3. Determining legal requirements to province part of the necessary sources of sports for all by pollutant industries

B- Giving direction to spiritual motivation, charity intentions and voluntary cooperation of people to develop sports (strategies 13 and 17)

1. Designing the volunteer system in developing sports for all
2. Establishment of a close relationship between sports for all development center and popular entities
3. Encouraging charity entities for building gymnasiums

C- Improvement of public view on the importance and effects of sports for all in the life quality of citizens and putting physical fitness in the series of social values (strategy 11)

1. Preparing new models of sports for all compatible to economic restrictions in urban life.
2. Planning and development of family sports
3. Rural sports development plans with emphasize on local and regional sports

D- Providing the means of sports for all as a part of quality of business life especially for women (strategy number 14)

1. Construction and benefitting from sports places and sites with emphasize on natural conditions especially for women
2. Standardization of sports for all
3. Establishment and expansion of health, corrective and physical fitness centers
4. Establishment and making sports sites suitable for the usage of the disabled and war veterans

E. Governance of strategic thought and integration of measures in the sport in the country (strategy 16)

1. Establishment of Center of Statistics and Sports Information in the country
2. Definition and execution of sports MBA (executive management of sport)
3. The evaluation plan of the process of sports progress of competitor countries
4. Facilitation and equipment of state sports management with the portal of strategic management and planning.

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