

Strategic Pathology of Sports and Youth Departments of Hamadan Province in the Field of Sports Based on the SWOT Model, Iran

Análise estratégica da Patologia dos Esportes no Departamentos Juvenil da Província de Hamadan, Iran, com base no Modelo SWOT

Bisotoon Azizi¹

Rasoul Monem²

Mohammad Mohammadi³



Resumo


O objetivo deste estudo foi compreender a patologia estratégica dos departamentos de esportes e juventude da província de Hamadan, Irã, com base no modelo SWOT. O método de pesquisa é um levantamento. O método utilizado foi o inquérito e a amostra foi constituída por 135 pessoas. 12 especialistas em esportes confirmaram a validade do questionário (Alpha Cronbach $\alpha = 0,89$). A análise compara as médias e o teste de Friedman e para determinar a posição estratégica, matrizes de avaliação de fatores internos (IFE), avaliação de fatores externos (EFE) e matriz interna e externa (IE). A este respeito, conclui-se que; Os formuladores de políticas esportivas do Hamadan e aqueles envolvidos em esportes devem se concentrar mais em usar as oportunidades existentes, usando seus pontos fortes internos em duas áreas: esportes públicos e campeonatos.


Palavras-chave: Patologia Estratégica, Departamento de esportes da juventude, Província de Hamadan, Análise SWOT.


Abstract

This study's purpose was to understand the strategic pathology of sports and youth departments of Hamadan province, Iran, based on the SWOT model. The research method is a survey. The method used was a survey, and a sample was made up of 135 people. 12 sports experts confirmed questionnaire validity (Alpha Cronbach $\alpha = 0.89$). The analysis compares the averages and Friedman test and to determine the strategic position, internal factor evaluation matrices (IFE), external factor evaluation (EFE), and internal and external matrix (IE). In this regard, it is concluded that; Hamadan sports policymakers and those involved in sports should focus more on using the existing opportunities by using their internal strengths in two areas: public sports and championships.

Keywords: Strategic Pathology, Sports and Youth Departments, Hamadan province, SWOT Analysis.

¹ bistonazizi@gmail.com, Islamic Azad University, Urmia [Iran] -  ORCID Id: <https://orcid.org/0000-0001-5300-4935>

² monem1346@gmail.com, Islamic Azad University, Hamadan [Iran]. -  ORCID Id: <https://orcid.org/0000-0003-4469-633X>

³ m.mohammadi@malayeru.ac.ir, Malayer University, Malayer [Iran] -  ORCID Id: <https://orcid.org/0000-0001-6484-0648>

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Introduction

Sport is essential throughout life and is a socio-cultural phenomenon that should be considered part of human beings (Chofrani, 2012). The main sports components include public and recreational sports, championship sports, and professional sports (Piri, 2012). There are different types of sports, divided into different forms, the sub-branches of which are public sports and championships. Public sports are an attempt to promote sports among all sections of society and have health, social and cultural effects, and today, about 50 sports in the world are known as public sports, including everything from jogging to the Olympics (Haslip, 2001).

One of the dimensions of sports that can motivate people to play sports in society, especially young people, is championship sports. The proper course of action to improve the level of championship sports can include providing solutions for developing that sport and identifying the problems and weaknesses facing it (Burgsgard et al., 2007). Until a goal for an organization, which organization does not know where it wants to go and if the goal is determined but not planned, that organization does not know how to achieve that goal, and in today's world, where we are witnessing dramatic changes in many areas, the environment is in turmoil and the competition has intensified. Organizational systems for success must use a kind of planning that is forward-looking and environment-oriented. So that while identifying environmental factors, in the long run, their impact on the organization and how the organization interacts with them to determine and that kind of planning is strategic planning (Goodarzi and Honari, 2007).

Sports and youth departments in each province are in charge of matters related to the Ministry of Sports and Youth policies in the provinces and cities, and they are in charge of all the sports activities in a province (Farahani, 2014). The main tasks of these departments are to develop and generalize sports in the province, to cultivate physical strength in individuals, to strengthen the healthy spirit in individuals, to train and train sports coaches, to establish, equip and manage stadiums, to prepare and organize quantitative and qualitative sports development programs (Hemmatinejad et al., 2012).

An examination of some sports organizations' performance shows that; those organizations that used robust and strategic planning management to accomplish their mission and achieve their goals achieved significant success (Judge Nouri et al., 2010). The basis of strategic planning is the SWOT model, which is equivalent to strengths, weaknesses, opportunities, and threats, and in the term, identifying, examining, and evaluating valuable and potential internal and environmental variables is included (Yadollahzad et al., 2012).

SWOT is to analyze the internal and external environment to achieve a systematic approach and support for the decision-making process and includes examining strengths and weaknesses (internal factors) as well as opportunities and threats (external factors) related to a particular case (Holmes and Nigson, 2010). The essential point about SWOT analysis is that it is based on practice and does not have a theoretical basis (Rach, 2007). SWOT analysis can be a reasonable basis for evaluating and developing a strategy. In general, there are four types of strategies in the SWOT matrix: SO (Strength, Opportunity), WO (weakness, opportunity), ST (Strength of Threat), WT (Threat of Threat), WO strategy achieves overcoming internal weaknesses by investing in external opportunities, ST strategies show the use of a company's strengths to prevent or reduce external influences. WT Strategies Defense Strategies in Reducing Internal Weaknesses and Avoiding Environmental Threats and SO Strategy Shows the Best Conditions in an Organization (Ganjali et al., 2014).

Therefore, a comprehensive framework for strategic development to develop a strategic plan, which includes four stages. The first step (initial): is to determine the mission of the organization. The second step (input): The main information needed to formulate strategies, including the Internal Factor Evaluation Matrix (IFE) and the External Factor Evaluation Matrix (EFE), is identified. Step 3 (comparison): To balance and apply the previous steps, and the tools used in this step to implement the factors are: SWOT matrix and internal and external matrix (IE), fourth step (decision): At this stage, using the Quantitative Strategic Planning Matrix (QSPM), the various options of identified strategies in terms of attractiveness are examined (Aarabi et al., 2010). Caracadis et al. (2010) examined the impact of major sporting events using SWOT analysis and concluded that; The most critical strengths include: knowing the specific infrastructure in the region, volunteers, strong economy, good political resilience; weaknesses included: lack of infrastructure, lack of political and economic stability, opportunities included: tourism industry, business development, increased quality of life, use of post-event heritage and improved infrastructure development finally, the threats included: the cost of the event, the pollution, the relocation of residents. Using SWOT analysis, Abbasi et al. (2016), regarding the strategic pathology of Hamedan General Directorate of Sports and Youth in sports, identified the strengths and weaknesses of the championship and public sports in Hamadan province as opportunities and threats. Rashid Limer et al. (2013) developed strategic plans for the General Directorate of Sports and Youth of Khorasan Razavi Province in sports and physical education and identified its strategic location in the SO region. Samiei Nia et al. (2013) dealt with public sports' strategic pathology in Iran and presented development strategies based on the SWOT model.

While examining public sports' current situation, they identified ten strengths, ten weaknesses, 12 opportunities, and seven significant threats to public sports. They also identified a strategic position in the SO region.

Nasirzadeh (2008) developed a strategy for developing championship sports in Kerman province, using SWOT analysis; he identified the championship sport position in Kerman province in the SO region (Nasirzadeh, 2008). Aliabadi et al. (2012), in a SWOT analysis of the strategic position of public relations of the Ministry of Sports and Youth of Iran, concluded that; the strategic position of the Ministry of Sports and Youth of Iran is in the WO region. Ghofrani et al. (2010).

In designing and developing a strategy for the development of championship sports in Sistan and Baluchestan province, after analyzing the strengths, weaknesses, opportunities, threats, and use of strategic matrices, concluded that; The General Directorate of Physical Education of Sistan Province should use the growth and development strategy for championship sports. Savari et al. (2015) concluded by researching the state of public sports in Khuzestan province and developing its development strategies that; the province's strategic location is in the WT strategic area. Saif Panahi, Shabani, and colleagues (2011). Designing and developing a strategy for the development of championship sports in Kurdistan province concluded that the province's championship sports' strategic location is in the WT area.

One of the essential points is the efficiency of the resources used in sports activities to evaluate the performance of sports organizations. Therefore, according to the evidence, the increase in costs in sports and youth departments, in other words, the allocation of more resources to these organizations in exchange for lower returns and products, is due to poor quality in the sports system and its activities. In Iran, sports and youth departments' performance is not at a desirable and acceptable level. Many problems have led to a decline in the quality level of their activities. Since sports and youth departments are among the critical centers for sports development and service delivery in

the sports and youth sector, the study aimed to address the strategic pathology of the General Departments of Sports and Youth of Hamadan Province sports based on the SWOT model.

Methodology

This research is in terms of purpose and terms of method, and it is a descriptive survey. The study's statistical population was all managers, deputies, and experts of sports and youth departments of Hamadan province (144 people). Depending on the situation of the statistical population, a sample equal to the population selected as a whole. Finally, (135 people) answered the questionnaires.

To gather information on Library resources, literature review, research background, and interviews. The SWOT researcher-made questionnaire then included 59 items, 15 strengths, 16 weaknesses, 14 opportunity points, and 14 threat points. This questionnaire is on a five-choice Likert scale, I completely disagree (1), I disagree (2), I have no opinion (3), I agree (4), and I completely agree (5). Twelve experts and sports management professors calculated and confirmed the validity and content of the questionnaire and its reliability based on Cronbach's alpha coefficient ($\alpha = 0.89$).

Data were analyzed using descriptive and inferential statistics. Friedman's rank analysis test was used in the descriptive statistics section (frequency, mean) and the inferential statistics section. In the following, according to the meetings held with the province's sports experts, the importance coefficient and rank of SWOT items were determined. Including some members of the province's Strategic Sports Committee, officials of the city's sports and youth departments, and sports management specialists who were involved in determining the mission of the General Directorate of Sports and Youth and had complete control over the situation of sports and youth in Hamadan province (25 in total). Using the Internal Factor Evaluation Matrix (IFE) and the Foreign Factor Evaluation Matrix (EFE), and the Internal and External Matrix (IE), the strategic position of the General Departments of Sports and Youth of Hamadan Province in the field of sports was determined and following the meetings with the officials mentioned above, the SWOT matrix was presented in order to provide a suitable solution.

Results

Demographic characteristics of the samples: Gender (62.6%) male and (37.8%) female, in terms of age (27.4%) under 30 years, (49.6%) 31 to 40 years, (21.5%) 41 to 50 years, (1.5%) 51 years and older, in terms of education (5.9%), diploma, (17%), postgraduate, (45.2%) bachelor's degree, (31.9%) master's and doctoral, in terms of service history (41.5%) under 5 years, (16.3%) 6 to 10 years, (16.3%) 11 to 15 years, (25.9%) 16 years and older, in terms of organizational position (7.4%) the boss, (3%) the assistant, (89.6%) the expert.

Table 1 - Friedman Analysis Test Results Public sports

Contents	K Square	Degrees of freedom	Significant level	Average rank	Test result
Strength	52.964	3	0.000	2.85	Significant difference between items
Weakness	52.964	3	0.000	1.97	Significant difference between items
Opportunity	52.964	3	0.000	2.38	Significant difference between items
Threat	52.964	3	0.000	2.80	Significant difference between items

Note: source: the authors.

According to the data in Table 1, ranking the strengths, weaknesses, opportunities, and threats of the General Directorate of Sports and Youth of Hamadan Province in the field of public sports is significant ($P < 0.05$).

Table 2 - Friedman Analysis Test Results Championship sports

Contents	K Square	Degrees of freedom	Significant level.	Average rank	Test result
Strength	13.627	3	0.003	2.62	Significant difference between items
Weakness	13.627	3	0.003	2.33	Significant difference between items
Opportunity	13.627	3	0.003	2.31	Significant difference between items
Threat	13.627	3	0.003	2.73	Significant difference between items

Note: source: the authors.

According to the data in Table 2, the ranking of strengths, weaknesses, opportunities, and threats of the General Directorate of Sports and Youth of Hamadan Province in the field of public sports is significant ($P < 0.05$).

Table 3 - Ranking the strengths and weaknesses of the General Directorate of Sports and Youth of Hamadan Province in the field of public sports

Row	Strengths items	AR	Row	Weaknesses items	AR
S1	Cooperation between municipalities and other institutions in the development of public sports	2.77	W1	Weakness of the communication and information system in the General Directorate of Sports and Youth	4.19
S2	Individual and organizational motivations of employees of the Department of Sports and Youth to develop and generalize public sports	4.48	W2	The dominance of traditional management thinking in the body of dependent sports delegations	4.85
S3	Having a valuable reserve of human and experienced resources, including: managers, experts, teachers, trainers, etc. in the General Directorate of Sports and Youth of the province	3.51	W3	Lack of share of public sports from government credits by the Ministry of Sports and Youth	4.88
S4	Pay special attention to national media and other media to public sports	4.04	W4	Weak culture and lack of knowledge of the people of the province about the status of public sports as a necessity	4.51
S5	Holding extensive sports events including family walks, running conferences and hiking	4.91	W5	Lack of organization and formation of the Public Sports Commission in the General Directorate of Sports and Youth	4.13
S6	Existence of multiple sports with public nature	4.61	W6	Lack of private sector participation in public sports	4.59
S7	Increasing public knowledge about public sports	3.69	W7	The power of my comprehensive system of identifying and cultivating sports talents in the province	4.56
			W8	Low facilities and equipment of the General Directorate of Sports and Youth in the development of public sports	4.30

Note: AR = Average rank. Source: the authors.

Table 3 shows the ranking of the strengths and weaknesses of the General Directorate of Sports and Youth of Hamadan Province in public sports.

Table 4 - Ranking the strengths and weaknesses of the General Directorate of Sports

Row	Strength Items	AR	Row	Weakness items	AR
01	Provincial teams participate in national championships	4.90	W1	Lack of comprehensive order to support elite athletes and coaches	4.31
02	The number of indoor and outdoor sports venues depends on the General Directorate of Sports and Youth	5.01	W2	Weakness in marketing and attracting sponsors	5.41
03	Increasing the number of sports and active delegations in the province in recent years	5.36	W3	Failure to form selected provincial training camps to participate in national competitions	4.27
04	Establishment of the province's Strategic Sports Council from specialized scientific and sports forces	3.92	W4	Lack of meritocracy in sports in the province	4.31
05	Application of new technology in coaching training by the General Directorate of Sports and Youth of the province	3.66	W5	Lack of sports schools and talent acquisition in these schools	3.93
06	Existence of elite sports talents in the basic sports categories of the province	3.83	W6	Valuation of athletes' championships in the province's media is considered insignificant	4.10
07	Existence of educated and experienced managers and officials in the body of the General Directorate of Sports and Youth of the province	4.43	W7	Lack of income sources for the province's sports delegations and dependence on the interests of the province's General Directorate of Sports and Youth	4.99

Note: AR = Average rank. Source: the authors.

Table 4 present the ranking of the strengths and weaknesses of the General Directorate of Sports and Youth of Hamadan Province in championship sports.

Table 5 - Ranking of Opportunity Points and Threats of the General Directorate of Sports

Row	Opportunities Items	AR	Row	Threats items	AR
01	The Constitution emphasizes the free development and expansion of sports activities	3.94	T1	Changing the way of life of the people of Hamadan province and increasing machine and inactive life	4.54
02	The General Administration's Attitude Towards Sports Activities as a Constructive Psychological, Physical, Cultural, Educational, Moral Factor	4.11	T2	Penetration of social and behavioral abnormalities into sports environments	4.23
03	The province's quadrupled climate diversity and natural attractions for sports activities	4.43	T3	Lack of a coherent planning system to attract non-governmental financial and economic resources	4.09
04	Support and supervision of senior officials in the development of public sports	3.86	T4	Insufficient knowledge of international capacities in the field of public sports and public sports activities	3.77
05	Providing the possibility of exploiting the capacities and facilities of all departments, organizations and institutions by arranging a clear understanding of cooperation between us.	3.52	T5	Insufficient quantity and quality of world and Olympic seats in the field of public sports by relevant officials and experts	3.88
06	Creating new and effective perspectives on behalf of key organizations in the province to promote public sports	3.70	T6	Lack of joint meetings between organizations and bodies active in public sports	3.69
07	The people welcome the family walk conferences every week in the province	4.44	T7	Successive changes of sports managers in the province	3.81

Note: AR = Average rank. Source: the authors.

Table 5 present the ranking of opportunities and threats of the General Directorate of Sports and Youth of Hamadan Province in public sports.

Table 6 - Ranking of Opportunity Points and Threats of the General Directorate of Sports and Youth of Hamadan Province in the Field of Championship Sports

Row	opportunities Items	AR	Row	Threats items	AR
01	Having institutions and centers of higher education in the field of physical education in different levels of the province	3.86	T1	The power to attract the province's sports elite by other provinces	3.75
02	Existence of sports volunteers, especially in the field of coaching	4.23	T2	Women's cultural and social barriers to participating in championship sports	3.88
03	The majority of young athletes in the province	4.31	T3	Endangering the moral and cultural aspects of championship sports due to cultural invasions	3.48
04	The presence of some coaches, referees and native managers of the province at the national level	4.06	T4	Unemployment rate among graduate students in the field of physical education in the province	4.94
05	Number of graduates of physical education in the province	4.78	T5	The negligence of the province's benefactors in building sports spaces	4.34
06	The presence of some sports teams in the province in the national league (such as the football team)	3.38	T6	Lack of international championship sports events hosted by Hamadan province	3.84
07	Tax exemptions for the private sector to invest in sports	3.38	T7	Lack of sufficient funding by the General Directorate of Sports and Youth of province for championship sports	3.76

Note: AR = Average rank. Source: the authors.

According to the results of the Chow test and its P-value (0.0000), the test hypothesis is rejected at the 95% confidence level and indicates that the panel data method can be used. Moreover, considering the results of the Hausman test and P-value, which is more than 0.05, it is necessary to estimate the model using the random effects method.

Table 7 - Combined model of research hypothesis

Dependent variable: stock returns				
Number of observations: 1380 firm-year				
	Coefficient	Standard deviation	t-statistic	P-value
Decrease in earnings per share	0.038853	0.080029	0.485485	0.6274
Earnings per share equal to earnings forecast	-4.134505	5.003205	-0.825781	0.4091
Decrease in earnings per share with an artificial variable	2.374105	6.607405	0.359218	0.7195
Fixed component	0.146902	0.028398	5.172966	0.0000
Adjusted coefficient of determination of the model				0.53062
Durbin-Watson statistic				1.933591
F statistic				1.660441
Overall regression significance level				(0.0000)

Note: source: the authors.

According to the data in Table 8, the final score of the internal factor evaluation matrix is 2.6.

Table8. Public External Evaluation Matrix

Item	External factors	CI	Rank	RC
O1	The Constitution emphasizes the free development and expansion of sports activities	0.07	4	0.28
O2	The General Administration's Attitude Towards Sports Activities as a Constructive Psychological, Physical, Cultural, Educational, Moral Factor	0.07	4	0.28
O3	The province's quadrupled climate diversity and natural attractions for sports activities	0.07	4	0.28
O6	Creating new and effective perspectives on behalf of key organizations in the province to promote public sports	0.07	4	0.28
O7	The people welcome the family walk conferences every week in the province	0.07	3	0.21
O4	Support and supervision of senior officials in the development of public sports	0.06	3	0.18
O5	Providing the possibility of exploiting the capacities and facilities of all departments, organizations and institutions by arranging a clear understanding of cooperation between us.	0.06	3	0.18
T1	Changing the way of life of the people of Hamadan province and increasing machine and inactive life	0.08	2	0.16
T2	Penetration of social and behavioral abnormalities into sports environments	0.08	2	0.16
T3	Lack of a coherent planning system to attract non-governmental financial and economic resources	0.08	2	0.16
T5	Insufficient quantity and quality of global and Olympic seats in the field of public sports by the relevant officials and experts	0.08	2	0.16
T4	Insufficient knowledge of international capacities in the field of public sports and public sports activities	0.07	1	0.07
T6	Lack of joint meetings between organizations and bodies active in public sports	0.07	1	0.07
T7	Successive changes of sports managers in the province	0.07	1	0.07
Total				2.54

Note: CI = Coefficient of importance; RC = Rank coefficient. Source: the authors.

According to the data in Table 9, the final score of the external factor evaluation matrix is 2.54.

The final score of the Internal Factors Evaluation Matrix (IFE) is the championship sport

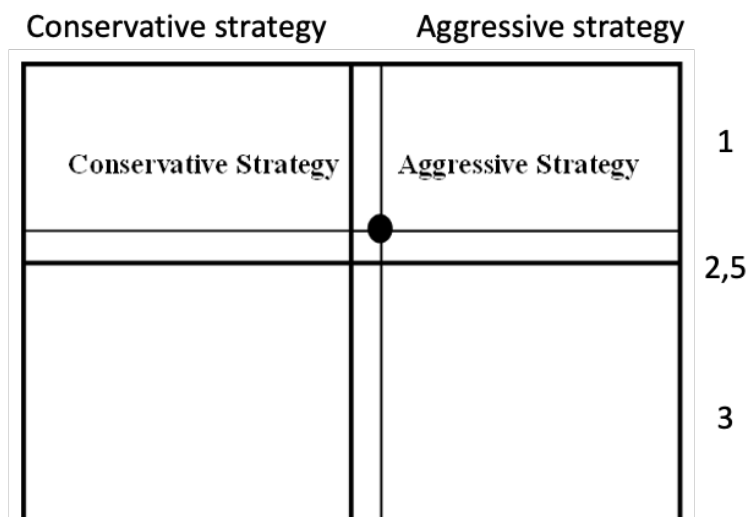


Figure 1. Determining the strategic position of Hamadan General Directorate of Sports and Youth in the field of public sports

The strategic position of the General Directorate of Sports and Youth of Hamadan Province in the field of public sports located in the SO (offensive) area, where determining by the score of the Internal Factor Evaluation Matrix (IFE) (2.6). The score of the Foreign

Factor Evaluation Matrix (EFE) (2.54) using the Internal and External Matrix (IE) (Figure 1), it was determined that By equating and placing the four spheres in front of each other, the following solutions presented in the SWOT matrix:

SO Strategy	WO Strategy
1-Expanding public sports as much as possible according to the national media, public awareness, various disciplines, family walks and people's welcome, constitutional emphasis, climate diversity, new perspectives of organizations, cooperation of other institutions	2- The attitude and financial support of high-ranking officials to sports activities as a constructive factor to compensate for the weakness of public sports such as lack of women's facilities, traditional thinking, lack of knowledge of the status of public sports, lack of public sports facilities
ST Strategy	WT Strategy
3- Pay special attention to ethics, culture, <u>knowledge</u> and awareness in the field of public sports. Using the advertising dimension of sports competitions and the successes of the province's medalists and active sports delegations to attract financial resources from donors and other organizations in the province	4- Establishment of a comprehensive system for identifying specialized and experienced personnel (athletes, coaches, <u>managers</u> and staff) for the development of public sports

Figure 2. Four Strategic Areas (WT, WO, ST, SO) Public Sports

In Figure 2, according to the four strategic areas (WT, WO, ST, SO) of public sports, the strategies for each area were presented in the form of SWTO matrices.

Table 9. Matrix for evaluating the internal factors of championship sports

Item	Internal factors	CI	Rank	RC
S1	Provincial teams participate in national championships	0.07	4	0.28
S2	The number of indoor and outdoor sports venues depends on the General Directorate of Sports and Youth	0.07	4	0.28
S3	Increasing the number of sports and active delegations in the province in recent years	0.07	4	0.28
S8	Success in some sports in recent years	0.07	4	0.28
S4	Establishment of the province's Strategic Sports Council from scientific and sports experts	0.06	3	0.18
S5	Application of new technology in coaching training by the General Directorate of Sports and Youth of the province	0.06	3	0.18
S6	Existence of elite sports talents in the basic sports categories of the province	0.06	3	0.18
S7	Existence of educated and experienced managers and officials in the body of the General Directorate of Sports and Youth of the province	0.06	3	0.18
W2	Weakness in marketing and attracting sponsors	0.07	2	0.14
W7	Lack of income sources for the province's sports delegations and dependence on the interests of the province's General Directorate of Sports and Youth	0.07	2	0.14
W3	Failure to form selected provincial training camps to participate in national competitions	0.06	2	0.12
W1	Lack of comprehensive order to support elite athletes and coaches	0.06	2	0.12
W4	Lack of meritocracy in sports in the province	0.06	1	0.06
W5	Lack of sports schools and talent acquisition in these schools	0.06	1	0.06
W6	Valuation of athletes' championships in the province's media is considered insignificant	0.05	1	0.05
W8	Lack of facilities and gyms for women's sports	0.05	1	0.05
Total				2.58

Note: CI = Coefficient of importance; RC = Rank coefficient. Source: the authors.

According to the data in Table 9, the final score of the internal factor evaluation matrix is 2.58.

Table 10. External factors evaluation matrix Championship sports

Item	External factors	CI	Rank	RC
O4	The presence of some coaches, referees and native managers of the province at the national level	0.08	4	0.16
O5	Number of graduates of physical education in the province	0.08	4	0.16
O1	Having institutions and centers of higher education in the field of physical education in different levels of the province	0.07	4	0.14
O2	Existence of sports volunteers, especially in the field of coaching	0.07	4	0.14
O3	The majority of young athletes in the province	0.07	3	0.14
O6	The presence of some sports teams in the province in the national league (such as the football team)	0.06	3	0.12
O7	Tax exemptions for the private sector to invest in sports	0.06	3	0.12
T4	Unemployment rate among graduate students in the field of physical education in the province	0.08	2	0.16
T5	The negligence of the province's benefactors in building sports spaces	0.08	2	0.16
T1	The power to attract the province's sports elite by other provinces	0.07	2	0.14
T2	Women's cultural and social barriers to participating in championship sports	0.07	2	0.14
T3	Endangering the moral and cultural aspects of championship sports due to cultural invasions	0.07	1	0.14
T6	Lack of international championship sports events hosted by Hamadan province	0.07	1	0.14
T7	Lack of sufficient funding by the General Directorate of Sports and Youth of the province for championship sports	0.07	1	0.14
Total				2.58

Note: CI = Coefficient of importance; RC = Rank coefficient. Source: the authors.

According to the data in Table 10, the final score of the external factor's evaluation matrix is 2.58.

Internal Factor Evaluation Matrix Score (IFE) Championship sports

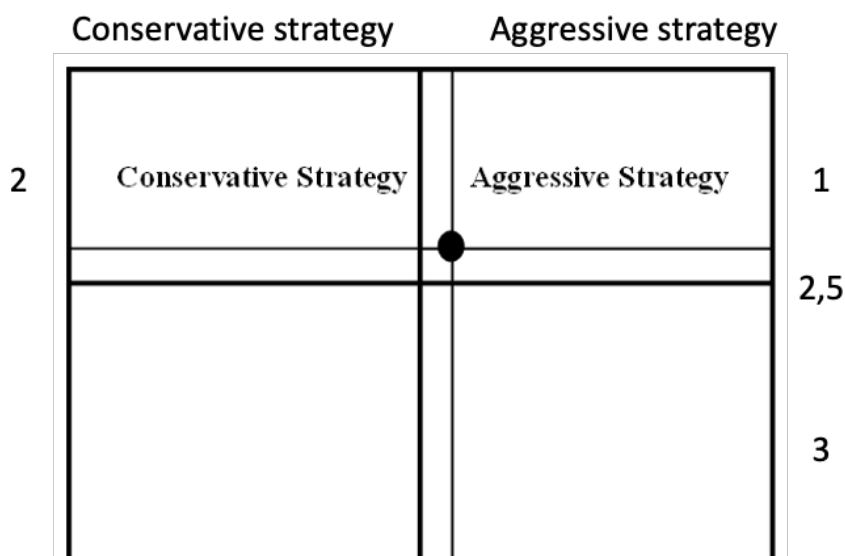


Figure 3. Determining the strategic position of Hamadan Sports and Youth General Administration in the field of championship sports

After determining the score of the Internal Factor Evaluation Matrix (IFE) (2.85) and the score of the Foreign Factor Evaluation Matrix (EFE) (2.85) using the Internal and External Matrix (IE) (Figure 2), it determined that; The strategic position of the General Directorate of Sports and Youth of Hamadan Province in the field of championship sports

is in the SO (offensive) region. SWOT Matriz present the following solutions by equating and placing the four spheres in front of each other:

Strategy SO	Strategy WO
<p>1- Using the appropriate geographical location and motivated coaches of the province to cultivate elite talents and finally the presence of powerful teams.</p> <p>2- Expansion of championship sports due to the multiplicity of sports venues, volunteer coaches, cooperation between institutions, educated people in physical education, young athletes, private tax exemption, new technology, human resources, formation of strategic councils</p>	<p>3- Income generation and cost savings by using resources such as volunteers, tax exemptions, young athletes, physical education graduates, memorandums with other departments, teams present in the national league, attracting sponsors.</p> <p>4- Using the diversity of the province's climate and experienced coaches and emphasizing free sports to compensate for the weakness of championship sports such as lack of elite training, neglect of champions and lack of proper talent identification.</p>
Strategy ST	Strategy WT
<p>5- Paying special attention to the category of ethics, culture, <u>knowledge</u> and awareness in the field of public sports and championships</p> <p>6- Using the advertising dimension of sports competitions and the successes of the province's medalists and active sports delegations to attract financial resources from donors and other organizations in the province.</p>	<p>7- Establishing a comprehensive system for identifying specialized and experienced personnel (athletes, coaches, <u>managers</u> and employees) to develop public sports and championships.</p>

Figure 4. Four Strategic Areas (WT, WO, ST, SO) Championship Sports

In Figure 4 according to the four strategic areas (WT, WO, ST, SO), the desired championship sports strategies for each area were presented in the form of SWTO matrix.

Conclusion and Suggestions

The results of some research show that; The SWOT model helps policymakers identify expertise as a strength and opportunities and shortcomings within the internal and external environment as weaknesses and threats. By identifying areas with a lack of expertise, it is possible to use the right strategy to overcome these shortcomings. As a result, it leads to the overall efficiency and effectiveness of the planning process (Thomas et al., 2013).

Therefore, the aim of this study was the strategic pathology of the General Directorate of Sports and Youth of Hamadan Province in sports using the SWOT model. The research findings identified fourteen strengths, and there were seven points related to public sports, the most important of which is holding large-scale sports events such as family walks, two-way conferences, and walks, and the existence of various sports with a public nature, which is consistent with the results of the research of Sami Nia et al. (2013), Abbasi et al. (2016) and Razavi et al. (2013).

In interpreting these findings in public sports, we can say: In recent years, in Hamadan province, the positive attitude of this province towards sports, especially public sports, has increased; we have witnessed holding various conferences such as walking, mountaineering. In the province, it has made it possible for the officials of sports planning in the province on different occasions. Especially the General Directorate of Sports and Youth of Hamadan province, to use these strengths and seven points were related to championship sports; the most significant strength is the increase in the number of sports and active delegations in the province in recent years, this finding is not consistent with the results of research by Rashid Salmir et al. (2013) and Abbasi et al. (2016).

In compiling the strategic plan of the General Directorate of Sports and Youth of Khorasan Razavi Province in the field of sports, the existence of sports talents is considered to be an essential strength. In interpreting this finding, we can say that; In Hamadan province, the slight increase in sports delegations and consequently the sports under its jurisdiction has led to the growth and development of sports in the province. Another study found fifteen weaknesses, that eight weaknesses were related to public sports. The most important of these is the lack of public sports share of government funding from the Ministry of Sports and Youth, the dominance of traditional management thinking in the bodies of dependent sports delegations, and the lack of private sector participation in public sports, which is consistent with the results of the research of Collins (2002), Sami Nia et al. (2013) and Goodarzi et al. (2013).

In interpreting these findings in the public sports section, unfortunately, traditional thinking can be seen in many sports delegations in the province and prevented innovation and creativity in public sports because success and effectiveness in sports management today are necessary for change and transformation. The essential weakness related to championship sports, weakness in marketing and attracting financial sponsors, is the lack of income sources for the province's sports delegations; this finding is consistent with the results of Seif Panahi Sha'bani's (2011) research, and it is inconsistent with the results of research by Rashid Salmir et al. (2013) and Abbasi (2016).

In interpreting this finding in the championship section, we can say: Due to the non-industrial nature of Hamadan province and the lack of large industries. The sports delegations of Hamadan province deprived of the blessings of the big sponsors in some provinces of the country, and the need to pay attention to marketing and turning to new and alternative methods in attracting financial and sponsorship resources felt. One of the reasons for this is the government's financial support for many years of the championship and professional sports and the lack of attention to sports marketing methods and sponsorship in sports delegations that have relied on government financial resources. The recommendations are: that encouraging the heads and deputies of the heads of the province's sports delegations to generate revenue through advertising, sponsorship, holding internal competitions and receiving tuition fees, attracting spectators, and holding in-service classes to reduce their financial dependence on the General Directorate of Sports and Youth and seek more and more independence for increasing success. The following study found fifteen opportunities for public sports and championships that was eight opportunities for public sports. The most critical opportunities at the public level are the people's welcome to family walks every week in the province, and the province has quadrupled climate and the existence of natural attractions for sports activities and the General Administration's attitude towards sports activities as a constructive psychological factor. It is physical, cultural, educational, moral, which is in line with the research results by Rashid Salmir (2013) and Abbasi et al. (2016) in interpreting these findings in the public sports section, can be said that. Considering the welcome of the people of Hamadan province to public sports and the diversity of climate and tourist attractions, especially the mountainous location of this province, this is an exceptional opportunity for the province's sports officials, especially the officials of Hamadan province's General Directorate of Sports and Youth to plan and use this opportunity.

The number of graduates in physical education and the more significant population of young athletes in the province provides natural and the most crucial opportunity at the championship level. This finding is consistent with the research results of Seif Panahi Shabani et al. (2013), Rashid Salmir (2013), and Abbasi et al. (2016). In the interpretation of these opportunities, we can point to the increase of attention to the youth and graduates in order to make the sport of the province scientific and to find talent in

sports and stated that; We need severe and scientific planning to guide this sector, in the direction of the province's progress because the lack of planning in this sector can make this critical opportunity a severe threat to the province's sports.

There are fifteen other threats identified. There were eight threats in the field of public sports. The essential threats at the level of public sports are changing the way of life of the people of Hamadan province and increasing machine and inactive life, the penetration of social and behavioral abnormalities into sports environments, and the lack of a coherent planning system to attract non-governmental financial and economic resources which is consistent with the results of the research of Sami Nia et al. (2013), Nazari et al. (2014) and Paraga et al. (2014).

In interpreting these findings in the public sports section: Due to the change life process of the people of the province and mechanization, as well as social and behavioral abnormalities in the public sports sector in the province, it is necessary to create an ethical culture for all age groups in the province.

The most critical threats at the championship level are:

- the unemployment rate among the graduates of Badati training in the province,
- the negligence of the province's benefactors in building sports spaces, and
- the cultural and social barriers for women to participate in championship sports.

These results are consistent with the findings of research by Alidoost Ghahfarkhi et al. (2013), Abbasi et al. (2016), and David et al. (2009). They are inconsistent with the findings of Aliabadi et al. (2012) and Goodarzi et al. (2013) that identified their research in the WO region. In interpreting these findings, there is a problem of unemployment for graduates in all sports and physical education. Many potentials can be used as an opportunity by planning and allocating resources appropriately.

Also, sports in the province needed to do a lot of cultural and propaganda work to attract donors to sports and solve many cultural and social problems for women's sports. In general, according to the results of the research, it is concluded that; The General Directorate of Sports and Youth of Hamadan Province in the field of public sports and championships should use its strengths and opportunities to overcome its internal weaknesses in the best possible way and avoid the threats facing them or face them in the best possible way. In the following, according to the solutions presented in Tables 10 and 13, suggestions for the growth and development of the General Directorate of Sports and Youth of Hamadan Province in the field of public sports and championships are presented according to SWOT analysis, which is: 1- Principled and scientific development of family conferences and leads them to the growth and development of public sports among the people. 2- Optimal use of climate and geographical diversity opportunities to overcome the lack of hardware facilities and equipment. 3- Using the support of high-ranking officials in the development of public sports. 4- Providing the possibility of exploiting and using the capacities and facilities of other province departments. 5 - Using volunteers in the field of sports to save money. 6- Using legal capacities to attract financial resources and facilities to develop sports in the province. 7- Providing the possibility of sports talent search in different sports.

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