
Managmante Of Compilation and Explanation of The Strategic Sports Plan of The Social Security Organization of Iran

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Abstract: Today, most organizations need to develop a strategic plan to increase capabilities, long-term growth and survival and reduce the risk of their operations. The purpose of this study was to develop and explain the strategic sports plan of the Social Security Organization of Iran. The method of the present study was applied in terms of nature and purpose and in terms of descriptive-analytical analysis, which was done in the field. The statistical population in the qualitative part included the elites of strategic planning in sports and in the quantitative part included all the employees of the Social Security Organization. The sampling method was qualitative in part and purposeful in quantitative part. Using semi-organized interviews, questions were asked to identify strengths, weaknesses, opportunities and threats. To statistically describe the sample, determine the strengths, weaknesses, opportunities and threats, as well as the current and desired status of descriptive statistics, from the comparison test of the average size of an attribute about the community, the comparison test to evaluate the status of each questionnaire to determine the points Weaknesses, strengths, opportunities and threats and Friedman ranking test was used to rank the most important weaknesses, strengths, opportunities and sports threats of the Social Security Organization. The results showed that the strategic position of sports in the Social Security Organization is such that it has many strengths in this field, but environmental threats have a greater impact on sports in the Social Security Organization and most of the selected strategies are ST. However, Social Security sports can also use WT, SO and WO strategies depending on the circumstances.

Keywords: Strategic Plan, Sports, Strategy, Social Security Organization.

INTRODUCTION

Management culture over the past two decades has emphasized the advantages and importance of strategic thinking among managers and organizations due to the creation of a superior competitive position and protection against environmental change, and therefore, most organizations benefit from strategic planning. Started or put on their agenda (David, 2010). Also, due to the environmental changes that are currently accelerating and the complexity of organizational decisions, the need for a comprehensive plan to deal with such issues becomes more apparent than in the past (Karas, 2016). This plan is nothing but a strategic plan. Strategic management, based on a dynamic, forward-looking, holistic and contingent mentality, is the solution to many of the problems of today's organizations (David, 2010). The foundations of strategic management are based on the level of understanding that managers have of competing companies, markets, prices, raw material suppliers, distributors, governments, creditors, shareholders and customers around the world, and these factors determine business success in today's world. (Alizadeh, 1396). Therefore, one of the most important tools that organizations can use to achieve success in the future will be "strategic management" (Javadipour, 2013). Strategic planning is a process to equip the resources of the organization and unite its efforts to achieve the mission and long-term goals according to the internal and external facilities and limitations of each organization (Ali Ahmadi, 2013). The role of management in today's sports organizations is especially important if it is accompanied by a strategic and program-oriented approach. In this competitive world, it is no longer necessary to rely on traditional management methods, but it is necessary to have a broad and deep vision, and use strategy-oriented management to achieve the missions of organizations. Today's organization contributes to the success of the organization is strategic management (Alizadeh et al., 2015).

Undoubtedly, sport has become a global phenomenon today. In the early years of the twentieth century, sport has been considered as an art and, of course, the creation of a healthy society. Increasing the turn and presence of more people towards sport due to awareness and benefit from its beneficial effects such as positive physical, mental and psychological effects. Social and economic has caused governments to think in terms of planning

and investing in sports and recreation (Alizadeh et al., 2015). The Government of Canada has tax policies in place to promote public sports and greater participation in sporting activities. Organizations that sponsor sports activities will also benefit from the above grants. These points are present in both championship and public sports, but they weigh more in public sports (Watt, 2003). Research has shown that the performance of organizations that deal with strategic management is more and higher than other organizations. Achieving a suitable link between an organization and its strategy, structure and processes has positive effects on its performance (Hassan Beigi, 1390). Abdollahi et al. (1397), Bagherianfar (1397), Hamidi et al. (1396), Manafi (1396) and Asivand (1396), etc. In their research, the importance of strategic planning for the development of sports in organizations and the province. Reviewed and approved the various strategies and presented appropriate strategies.

Asareh Dezfuli et al. (2015), in a research, developed a strategic plan for the development of public sports in the National Iranian Oil Company. The results showed that the public sport of the National Iranian Oil Company is in the strategic position of WT. Therefore, the National Iranian Oil Company to minimize weaknesses and avoid a Threats must use a defensive strategy (change or abandon). Nofaresti et al. (2017) in a study entitled Designing and Developing a Strategy for the Development of Football Championship Sports in Sistan and Baluchestan Province found that the General Directorate of Sports and Youth and the Football Board of Sistan and Baluchestan Province should use SO (growth and development) strategy for championship sports Use football. Mirzazadeh and Shajieh (2017) in a study entitled Designing and formulating a strategy for the development of university sports found that the General Department of Physical Education of Ferdowsi University of Mashhad should use a conservative strategy (wo) to develop their sports. Burjgard (2018) in a study entitled Development of Strategies for the Development and Improvement of Sports in Norway found that some strategies for the development and improvement of sports in Norway include awarding scholarships and grants to talented participants in all Olympic sports, providing medical support for All national teams and setting up a well-equipped and advanced national training center. Johnston et al. (2018) in a study entitled "Examining the importance of strategic planning for sports clubs" state that a strategic plan in sports clubs helps club managers and leaders to improve their competitive position, members' priorities and financial status. The club is well known. Harry et al. (2017) in a study entitled "Obstacles to the implementation of the strategic management process in local government" found that there are several factors that have been significantly as obstacles to the implementation of strategic management, including the ambiguity of the vision and mission statement in the program. Strategic is the lack of clear goals in strategic planning, lack of cultural support and lack of resources. Suzanne (2017) conducted a study entitled Identifying Polish Sports Development Strategies. The results indicate that some factors related to elite sports strategies in Poland include internal political factors, government and foreign executive reforms, EU policies, economic factors, legal factors, hopes and aspirations to increase the social image of sport. .

Extensive efforts have been made in previous years to prepare and formulate a strategic plan in the Social Security Organization, but so far the effective factors and the extent of its impact on the implementation of the strategic plan in this organization have not been identified and studied. The Social Security Organization is one of the largest economic organizations in the country, which has extensive activities in the field of public health and has a large number of employees who cover more than half of the country's population with its insurance services. In the current developed environment, the Social Security Sports Organization must have a strategic plan if it intends to survive and ultimately progress. Based on the results of research, it has been determined that the country's strategic plans in the field of sports are very old organizations and most of them are not feasible (Javadipour and Saminia, 2013). Unfortunately, in the current situation, it can be seen that the sports strategy for the development of sports of the Social Security Organization is very old and a copy of the previous program formulated in the early 80's, has many weaknesses and does not have the necessary strength and efficiency according to the organization's upstream documents. Due to the increase in heart disease and diabetes among employees due to inactivity, it has caused a significant decrease in organizational performance. On the other hand, since no comprehensive research has been done in this regard, it is necessary to address this issue fundamentally to solve one of the problems of this large organization, so the researcher in the present study seeks to answer the question that the strategic sports plan of the organization How is social security in Iran?

METHODOLOGY

The method of the present study was in terms of subject matter in the field of strategic studies and in terms of nature and practical purpose and in terms of descriptive-analytical analysis method and in terms of time that the required data were collected in the field. The statistical population of this research in the qualitative part includes scientific elites (university professors) and experimental elites (sports managers of the Social Security Organization) who have more than 10 years of experience in studying and designing strategic planning in sports and in a small part includes the organization's staff. It was the country's social security. The statistical sample in the qualitative part was purposeful sampling of the desired type which was interviewed with 15 experts and the sample size in the quantitative part was selected by cluster sampling. Based on this, at first, the units of the

Social Security Organization in the center of each province with 31 extraction units were randomly selected from the northern, eastern, western, southern and central areas of 6 clusters. The units of the Social Security Organization of Mashhad, Rasht, Zahedan, Tehran, Sanandaj and Isfahan were selected clusters. The duration of distribution and distribution of the questionnaire was two months, when the questionnaires were distributed electronically and finally 59 healthy questionnaires were returned, which was considered as a sample, so that first with a semi-organized interview consisting of a strategic committee The strengths, weaknesses, opportunities and threats of sports of the Social Security Organization were identified from the elites during several meetings. Then, in connection with these cases, a questionnaire consisting of 10 questions related to strengths (S), 20 questions related to weaknesses (W), 10 questions related to opportunities (O) and 13 questions related to threats (T) of the organization's sport Social Security is designed to determine the status of each of these questions in the Social Security Organization by marking one of the options as very good, good, average, poor and unacceptable. In order to determine the validity of the content of this questionnaire, you will be consulted by several knowledgeable professors with a focus on sports management. Cronbach's alpha method was performed using SPSS software. This value is based on the data obtained from the questionnaire / 92. Which indicates that the questionnaire used has the necessary reliability. SWOT analysis and a four-house matrix were used to formulate sports strategies of the Social Security Organization. To do this, from two-to-two comparisons (strengths and opportunities; strengths and threats; weaknesses and opportunities, weaknesses and threats) to determine the four strategies SO, ST, WO, WT and based on analytical judgment and Intuitive was used. To statistically describe the demographic characteristics of the samples and determine the amount of variables from descriptive statistics methods (such as percentages, frequencies, standard deviation and average, etc.) and also to answer research questions from inferential statistics methods (comparison test). The mean was used to assess the status of each item of the questionnaire to determine strengths and weaknesses (Friedman analysis of variance test to prioritize and rank the most important strengths and weaknesses, opportunities and threats to sports of the Social Security Organization).

Findings

Descriptive findings related to the demographic characteristics of the studied samples showed that in the qualitative section, 15 experts (university professors and managers of the Social Security Organization) who were all with more than 15 years of experience were interviewed. Also, demographic findings in the quantitative section showed that most of the people were over 40 years old (66.1%), most of the sample were men (81.35%) and the rest were women (18.65%). Also, the highest frequency was related to people with master's degree (40.67%) and most of the sample had more than 21 years of experience (47.45%).

Determining the strengths, weaknesses, opportunities and threats of sports of the Social Security Organization of Iran

In order to determine the strengths, weaknesses, opportunities and threats of sports, the Social Security Organization of Iran, using the available resources, using the opinions and opinions of experts, and after reviewing the current situation, a list of strengths, weaknesses, opportunities and threats was extracted. ; Then, during the meetings with the presence of respected professors, a number of questions were removed or adjusted and some questions were added to the SWOT list and the final list was obtained, and then the strategic position of the Social Security Organization was determined, drawing a matrix of internal and external factors SO, ST, WO and WT strategies were developed.

Determining the strategic position of sports of the Social Security Organization of Iran

To determine this position, the matrix of internal factors, the matrix of external factors and the matrix of internal and external factors were used:

Internal Factor Matrix (IFE)

The scoring method in the matrix of internal factors was that in the third column of Table 4-14 (coefficient of importance), based on the experts' opinion about the optimal status of the items, the average of each item is divided by the sum of the averages of all items of internal factors. Was determined as the coefficient of significance. The sum of the coefficients of importance in the matrix of internal factors was calculated equal to 1. In the fourth column of the table (factor intensity), the average of experts' opinions about the current situation of each item was calculated and placed in the table. These numbers were calculated between 1 and 4 and unlike the usual method in SWOT matrix, in this method there is a limit for internal and external factors. Did not exist and these items could contain any number from 4 to 1. In the last column, the product of the coefficient of importance multiplied by the intensity of the factor was calculated as the score of that item and it was concluded from the total scores of the items that Khorasan Razavi football in factors Internal is strong (above 2.5)

Table 4-14 Matrix of internal factors of sports of the Social Security Organization

Code factor of importance factor (weight) intensity of score factor

S1 Positive attitude of managers and officials to the physical and mental health of employees 025/0 187/3 079/0

S2 Existence of the General Department of Physical Education in the structure of the Social Security Organization

- S3 Existence of equipment, facilities and educational and sports centers suitable for the Social Security Organization in all regions of the country 031/06/25 112/0
 S4 Existence of exercise instructions for employees in the Social Security Organization 034/0 562/3 121/0
 S5 Existence of an extensive network of branches and an extensive human resources in the Social Security Organization 031/0 687/3 114/0
 S6 Existence of specific budget related to sports in the Social Security Organization 035/0 687/3 129/0
 S7 Existence of sports calendar in order to hold regular sports olympiads of employees in the Social Security Organization 03/03/95 0.142
 S8 Existence of out-of-budget budget and the possibility of spending it in sports at the discretion of the officials in the Social Security Organization 033/03/562 117/0
 S9 Attention, emphasis and efforts of the Physical Education Department of the Social Security Organization in the direction of staff exercise 033/03 437/3133
 S10 Appropriate planning for staff sports according to the goals of physical education of the organization 032/03/625/06116
 W1 Lack of content and long-term plans in sports of the Social Security Organization 03/05/562 0.106
 W2 Inadequate organizational structure and chart in sports Social Security Organization 031/03/03/09/06
 W3 Low priority for financing, eliminating or merging sports budget lines in the Social Security Organization 030/0 25/09 097/0
 W4 Lack of systematic information system of sports programs of the Social Security Organization 030/0 25/3 097/0
 W5 Lack of sports facilities in the Social Security Organization 035/0 812/3 133/0
 W6 Absence or multi-responsibility of physical education managers of the Social Security Organization 035/0 5/3 122/0
 W7 Lack of communication and sufficient cooperation between different sections of the Social Security Organization 033/08/375/03 127/0
 W8 Lack of specialized and intellectual and operational force in sports of the Social Security Organization 034/03/687 0.125
 W9 Lack of support and inattention of managers and planners of the Social Security Organization to sports 03/03/75 0.12
 W10 Lack of interaction with the organizations in charge of sports in the country and using them 033/0812/3 126/0
 W11 Presenting and executing sports programs only in ceremonies and occasions 029/0 062/3 088/0
 W12 Weak public relations for publishing events and sports programs of the Social Security Organization 032/08/375
 W13 Low level of employee participation in sports programs of the Social Security Organization 031/06/625/0312
 W14 ▲ Being price-oriented and quantity-oriented instead of program-oriented and being output in the social programs of the Social Security Organization 032/0312/310/05
 W15 Lack of performance evaluation system in sports of the Social Security Organization 033/08/375/03 127
 W16 Difficult access of employees and their families to sports facilities of the Social Security Organization 035/0 812/3 133/0
 W17 Decision making of non-sports managers and officials in physical training of the Social Security Organization and not using specialized sports consultants 036/03/337/01
 W18 Lack of integrated sports programs in all areas of the Social Security Organization 035/0 625/3 126/0
 W19 Mismatch between the number of employees and their families and sports facilities and spaces under the auspices of the Social Security Organization
 W20 Occupations, problems and organizational and personal conflicts of employees 035/0 812/3 133/0
 Total coefficients of importance of internal factors $\Sigma = 1 \frac{428}{3\Sigma} =$

External Factor Matrix (EEF)

The scoring method in the matrix of external factors was such that in the third column of Table 4-15 (coefficient of importance), based on experts' opinions about the optimal status of items, the average of each item is divided by the sum of the averages of all items of external factors. Was determined as the coefficient of significance. The sum of the coefficients of importance in the matrix of external factors was calculated equal to 1. In the fourth column of the table (factor intensity), the average of experts' opinions about the current situation of each item was calculated and placed in the table. These numbers were calculated between 1 and 4 and unlike the usual method in SWOT matrix, in this method there is a limit for internal and external factors. Did not exist and these items could contain any number from 4 to 1. In the last column, the product of the coefficient of importance multiplied by the intensity of the factor was calculated as the score of that item and it was concluded

from the total scores of the items that Khorasan Razavi football in factors Outdoors have good opportunities (above 2.5).

Table 4-15 Matrix of external factors of sports of the Social Security Organization

Code factor of importance coefficient (weight) intensity of score factor

O1 The position of welfare and social security and the emphasis on upstream documents, strategy and communicative policies regarding organizational sports in the country 05.05/03125/182/0

O2 Positive attitude of senior government managers to the effects of organizational exercise on physical and mental health of employees and performance and productivity of the organization

O3 The emphasis of the Constitution on the free development of sports and physical activity and its effects on the field of decision-making, policy-making and implementation in sports of the Sports Security Organization 05.05/0812/03 202/0

O4 High climatic capacities in all parts of the country in terms of diversity of sports programs 059/05 812/3 224/0

O5 Possibility of interacting with other sports organizations and using rented sports venues.

O6 Possibility to use the capacity of sports professors, coaches, athletes and champions 060/0 562/03 213

O7 Complete government for the development of organizational sports 052/0 187/3 165/0

O8 Existence of available technologies, virtual and online networks for the production and transmission of sports content 05/03/125/06 175/0

O9 Existence of a positive public image towards the Social Security Organization and its activities

O10 Possibility of the presence of the Social Security Organization in professional and grammatical sports and national and international public sports competitions in order to motivate the organization 059/0 562/3 21/0

T1 Existence of laws, plans and bills contrary to the principles and foundations of organizational sports development

T2 Existence of deficiency in demand management for sports in the country's health system

T3 Changing the lifestyle of the society to a passive lifestyle and increasing health risks 059/0812/3 224/0

T4 Increase in rent and maintenance of sports halls and places in the country 062/05/03 217/0

T5 Emergence of virtual and social networks and electronic games and their preference over physical activity and sports 063/0 75/3 236/0

T6 Multi-shift staff, especially in the medical department, 054/06/03, 194/0

T7 Existence of devices in charge of sports such as workers' sports

Total coefficients of importance of external factors $\Sigma = 1 \frac{972}{2\Sigma} =$

Overall, the results of Tables 4-14 and 4-15, as well as the internal and external matrices, indicate that CSO sports are strategically located in the ST area. In this way, it has strength in terms of internal position and threat in terms of external environment.

Internal and external matrices were used for simultaneous analysis of internal and external factors. This matrix is used to determine the sports position of the Social Security Organization. To form this matrix, the scores obtained from the internal and external factor assessment matrices are placed in horizontal and vertical dimensions to determine the sports position of the Social Security Organization in the houses of this matrix and to be able to adopt a suitable strategy for it. In this matrix, scores are determined in a two-part spectrum of strong (2.5 to 4) and weak (1 to 2.5).

Figure 1. Strategic position of sports of the Social Security Organization of Iran based on the matrix of internal and external factors

Compilation of the sports vision statement of the Social Security Organization of Iran

The Strategic Council was used to formulate the sports vision of the Social Security Organization and is as follows:

The Social Security Organization is a dynamic, stable, agile and leading organization in providing sports services to employees and families under the supervision of Social Security by providing creative and timely processes to provide physical and mental education to social security beneficiaries.

Developing sports strategies of the Social Security Organization of Iran

SO strategy

The most favorable situation for the organization is in a position that can from all points, e.g. Use your idols and advantages to maximize opportunities, demands and opportunities. The goal of any organization is to move from any position in the SWOT matrix to this state, ie SO. If organizations can identify their weaknesses, they can try to fix them and even turn them into strengths.

Table 4-16 SO Strategy

Strengths (S)

External factors Internal factors

1. Positive attitude of managers and officials of the organization to the physical and mental health of employees

2. Existence of the General Department of Physical Education in the structure of the Social Security Organization
3. Existence of equipment, facilities and educational and sports centers suitable for the Social Security Organization in all regions of the country
4. Existence of sports instructions for employees in the Social Security Organization
5. Existence of an extensive network of branches and an extensive human resources in the Social Security Organization
6. Existence of a specific budget related to sports in the Social Security Organization
7. Existence of sports calendar in order to hold regular sports olympiads of employees in the Social Security Organization
8. Existence of an out-of-budget budget and the possibility of spending it in sports at the discretion of the officials in the Social Security Organization
9. Attention, emphasis and efforts of the Physical Education Department of the Social Security Organization in the direction of staff sports
10. Proper planning for staff sports according to the organization's physical education goals

Opportunity (O) SO strategies

1. The status of welfare and social security and the emphasis on upstream documents, strategies and communicative policies regarding organizational sports in the country
 2. Positive attitude of senior government managers to the effects of organizational sports on physical and mental health of employees and performance and productivity of the organization
 3. The emphasis of the Constitution on the free development of sports and physical activity and its effects on the field of decision-making, policy-making and implementation in sports of the Sports Security Organization
 4. High climatic capacities in all parts of the country in order to diversify sports programs
 5. Ability to interact with other sports organizations and use rented sports venues
 6. Possibility to use the capacity of sports professors, coaches, athletes and champions
 7. The government's commitment to the development of organizational sports
 8. Existence of available technologies, virtual and online networks for producing and transmitting sports content
 9. Existence of a positive public image towards the Social Security Organization and its activities
 10. The possibility of the presence of the Social Security Organization in professional and championship sports and national and international public sports competitions in order to motivate the SO1 organization. Planning for proper exercise of employees according to the attitude of senior managers to the effects of exercise on physical and mental health of employees to improve organizational performance (S10, O2)
- SO2. Excess and out-of-budget expenditures to utilize the capacity of sports coaches, coaches, athletes and champions (S8, O6).
- SO3. Establish effective and efficient rules for the presence of the Social Security Organization in professional and championship sports (S5, O10)
- SO4. Effective use of human resources in order to use climate capacity in diversification of sports programs (S5, O4)
- SO5. Holding competitions due to constructive and good interaction with other sports organizations (S7, O5)
- SO6. Use of social security equipment and facilities for the production of sports content and sports innovation of the Social Security Organization (S2, O8).
- SO7. Achieving government support due to the positive attitude of managers and officials (S1, O7).
- SO8. Achieving material and moral support of the government according to the positive public image towards the Social Security Organization (S1, O9).

ST Strategies

The goal of these strategies is to maximize the internal strengths of the organization to deal with threats, bottlenecks and environmental damage and minimize them. To this end, the organization must use its strengths in various fields to face the threats and bottlenecks that the organization faces in terms of new competing products.

Table 4-17 ST Strategy

Strengths (S)

External factors Internal factors

1. Positive attitude of managers and officials of the organization to the physical and mental health of employees
2. Existence of the General Department of Physical Education in the structure of the Social Security Organization
3. Existence of equipment, facilities and educational and sports centers suitable for the Social Security Organization in all regions of the country

4. Existence of sports instructions for employees in the Social Security Organization
5. Existence of an extensive network of branches and an extensive human resources in the Social Security Organization
6. Existence of a specific budget related to sports in the Social Security Organization
7. Existence of sports calendar in order to hold regular sports olympiads of employees in the Social Security Organization
8. Existence of an out-of-budget budget and the possibility of spending it in sports at the discretion of the officials in the Social Security Organization
9. Attention, emphasis and efforts of the Physical Education Department of the Social Security Organization in the direction of staff sports
10. Proper planning for staff sports according to the organization's physical education goals

Threat (T) TO strategies

1. Existence of laws, plans and bills contrary to the principles and foundations of organizational sports development
2. Existence of deficiency in demand management for sports in the country's health system
3. Changing the lifestyle of the society to a passive lifestyle and increasing health risks
4. Increasing the cost of renting and maintaining sports halls and places in the country
5. Emergence of virtual and social networks and electronic games and their preference over physical and sports activities
6. Multi-shift staff, especially in the medical department
7. Existence of devices in charge of sports such as workers' sports TO1. Using the positive attitude of managers and officials of the Social Security Organization to reduce the impact of bills and plans contrary to the principles and foundations of public sports development (S1, T1)
TO2. Creating benefits by the General Administration in the social structure of the social security organization to change the inactive lifestyle in the community to improve health (S2, T3)
TO3. Reduce rental costs and sports facilities with and Existence of equipment, facilities and educational and sports centers suitable for the Social Security Organization in all regions of the country (S3, T4)
TO4. Allocate sports leisure time to employees to reduce workload (S9, T6).
TO5. Interaction with other government sports organizations to improve the physical and mental health of human resources (S5, T7).
TO6. Use of out-of-pocket budgets to moderate demand management in the country's health system (S8, T2).
TO7. Increase the holding of sports events among people covered by social security to increase physical activity and decrease to electronic games (S7, T5).

WO Strategies

The goal of these strategies is to reduce and minimize the weaknesses and vulnerable aspects of the organization and to maximize opportunities, situations and demands; Therefore, the organization must be able to eliminate its weaknesses and vulnerabilities within the organization and use the benefits of the external environment to solve its problems.

Table 4-18 WO Strategy

Weaknesses (W)

External factors Internal factors

1. Lack of content and long-term plans in sports of the Social Security Organization
2. Inadequate organizational structure and diagram in sports of the Social Security Organization
3. Low priority of financing, eliminating or merging sports budget lines in the Social Security Organization
4. Lack of a systematic information system for sports programs of the Social Security Organization
5. Lack of sports facilities in the Social Security Organization
6. Absence or multi-responsibility of physical education managers of the Social Security Organization
7. Lack of communication and sufficient cooperation between different sections of the Social Security Organization
8. Lack of specialized and intellectual and operational personnel in sports of the Social Security Organization
9. Lack of support and inattention of managers and planners of the Social Security Organization to sports
10. Lack of interaction with the organizations in charge of sports in the country and their use
11. Presenting and implementing sports programs only in ceremonies and occasions
12. Weak public relations in order to publish the events and sports programs of the Social Security Organization
13. Low level of employee participation in sports programs of the Social Security Organization
14. Being price-oriented and quantity-oriented instead of program-oriented and output in sports programs of the Social Security Organization

15. Lack of performance evaluation system in sports of the Social Security Organization
16. Difficult access of employees and their families to sports facilities of the Social Security Organization
17. Decision-making of managers and non-sports officials in the physical training of the Social Security Organization and not using specialized sports consultants
18. Lack of integrated sports programs in all areas of the Social Security Organization
19. Mismatch between the number of employees and their families and sports facilities and spaces covered by the Social Security Organization
20. Occupations, problems and organizational and personal conflicts of employees

Opportunity (O) WO Strategies

1. The status of welfare and social security and the emphasis on upstream documents, strategies and communicative policies regarding organizational sports in the country
 2. Positive attitude of senior government managers to the effects of organizational sports on physical and mental health of employees and performance and productivity of the organization
 3. The emphasis of the Constitution on the free development of sports and physical activity and its effects on the field of decision-making, policy-making and implementation in sports of the Sports Security Organization
 4. High climatic capacities in all parts of the country in order to diversify sports programs
 5. Ability to interact with other sports organizations and use rented sports venues
 6. Possibility to use the capacity of sports professors, coaches, athletes and champions
 7. The government's commitment to the development of organizational sports
 8. Existence of available technologies, virtual and online networks for producing and transmitting sports content
 9. Existence of a positive public image towards the Social Security Organization and its activities
 10. The possibility of the presence of the Social Security Organization in professional and championship sports and national and international public sports competitions in order to motivate the WO1 organization. Utilizing sports professors to create content and long-term programs in sports of the Social Security Organization (W1, O6)
- WO2. Utilizing the facilities of other sports organizations to create a balance between the number of employees and their families and sports facilities and spaces under the auspices of the Social Security Organization (W19, W5, O5).
- WO3. Use of climate capacities to integrate sports programs in all regions (W18, O4)
- WO4. Useful use of government efforts to reduce the lack of support and inattention of managers and planners of the Social Security Organization to sports (W9, O7)
- WO5. Take advantage of opportunities to create a positive public image to increase participation in Social Security's sports programs (W13, O9).
- WO6. Competence in the appointment of sports directors of the Social Security Organization (W17, O1, O6).

WT Strategies

Their goal is to reduce and minimize the vulnerabilities and weaknesses of the organization and external threats and bottlenecks. In the worst case scenario, the organization must strengthen, dissolve, or merge into another organization by restructuring and re-evaluating.

Table 4-19 WT Strategy

Weaknesses (W)

External factors Internal factors

1. Lack of content and long-term plans in sports of the Social Security Organization
2. Inadequate organizational structure and chart in sports of the Social Security Organization
3. Low priority of financing, eliminating or merging sports budget lines in the Social Security Organization
4. Lack of a systematic information system for sports programs of the Social Security Organization
5. Lack of sports facilities in the Social Security Organization
6. Absence or multi-responsibility of physical education managers of the Social Security Organization
7. Lack of communication and sufficient cooperation between different sections of the Social Security Organization
8. Lack of specialized and intellectual and operational personnel in sports of the Social Security Organization
9. Lack of support and inattention of managers and b Programmers of the Social Security Organization for Sports
10. Lack of interaction with the organizations in charge of sports in the country and their use
11. Presenting and implementing sports programs only in ceremonies and occasions
12. Weak public relations in order to publish the events and sports programs of the Social Security Organization
13. Low level of employee participation in sports programs of the Social Security Organization

14. Being price-oriented and quantity-oriented instead of program-oriented and output in sports programs of the Social Security Organization
15. Lack of performance evaluation system in sports of the Social Security Organization
16. Difficult access of employees and their families to sports facilities of the Social Security Organization
17. Decision-making of managers and non-sports officials in the physical training of the Social Security Organization and not using specialized sports consultants
18. Lack of integrated sports programs in all areas of the Social Security Organization
19. Mismatch between the number of employees and their families and sports facilities and spaces covered by the Social Security Organization
20. Occupations, problems and organizational and personal conflicts of employees

Threat (T) WT strategies

1. Existence of laws, plans and bills contrary to the principles and foundations of organizational sports development
 2. Existence of deficiency in demand management for sports in the country's health system
 3. Changing the lifestyle of the society to a passive lifestyle and increasing health risks
 4. Increasing the cost of renting and maintaining sports halls and places in the country
 5. Emergence of virtual and social networks and electronic games and their preference over physical and sports activities
 6. Multi-shift staff, especially in the medical department
 7. Existence of devices in charge of sports such as WT1 workers' sports. Development of laws and legal requirements for the implementation of sports programs of the social organization (W11, T1)
- WT2. Adaptation of the sports structure of the Social Security Organization for the integration of demand management (W18, T2)
- WT3. Reduction of work shifts and duties of Social Security employees (W20, T6).
- WT4. Interact with other organizations in charge of sports (W10, T7)
- WT5. Scheduling and providing a cross-sectional exercise program to the family and staff of the Social Security Administration (W16, T4).

DISCUSSION

The results showed that the sport of the Social Security Organization based on the internal factor evaluation matrix has a score of 3.428. Therefore, it has strengths in terms of internal factors (strengths and weaknesses). In addition, the sport of the Social Security Organization is 2.972. As a result, it has potential threats in terms of external factors (opportunities and threats) that can jeopardize the status of the social security organization. However, the marketing of sports of the Social Security Organization is strong in terms of internal factors, but it is exposed to environmental threats. For this reason, the organization is in a position to use all its positive points, advantages and competencies to minimize threats. The goal of any organization is to move from any position in the SWOT matrix to the state of SO strategies; But the Social Security Administration is in an ST position in the sports sector.

The results showed that the strategic position of the sport of the Consensus Security Organization is such that it has many strengths in this field, but environmental threats have a greater impact on the sport of the Social Security Organization and most of the strategies selected are from ST. However, Social Security sports can also use WT, SO and WO strategies depending on the circumstances.

After completing these steps from the research and reaching the final list of SWOT items of sports of the Social Security Organization, using the SWOT matrix analysis method, the strategies corresponding to these items were extracted. At this stage, 8 SO strategies, 7 ST strategies, 6 WO strategies and 5 WT strategies and a total of 26 strategies were developed, each of which will be discussed below.

Discussion of developed strategies

Strategy 1: Proper planning for staff exercise according to the attitude of senior managers to the effects of exercise on physical and mental health of employees to improve organizational performance

This strategy is a combination of appropriate planning for staff sports according to the goals of physical education of the organization with a positive attitude of senior government managers to the effects of organizational sports on physical and mental health of employees and performance and productivity of the organization.

Certainly, if the macro view of an issue in the organization is positive, the processes will accelerate and move in the direction of the organization's goals. Therefore, when senior managers care about the health of their employees and know that the health of employees in Ultimately benefits the organization and increases the efficiency of the organization; As a result, they will plan well for this important issue.

Operational plans for this strategy include creating motivational incentives for athletic employees, establishing employee sports working groups, and providing them with moral support.

Strategy 2: Excess and out-of-budget spending to take advantage of the capacity of sports professors, coaches, athletes and champions

This strategy combines the existence of an out-of-budget budget and the possibility of spending it in sports at the discretion of the officials in the Social Security Organization with the possibility of using the capacity of sports professors, coaches, athletes and heroes.

The use of experts in any field will be the ground for development and progress. But in sports, which is a very specialized field, the result will be doubled. When experienced and knowledgeable professors are used, the field of scientific development of sports is provided for the Social Security Organization. And the result will be evident in the future. All of this will be possible if there is a budget, and since the Social Security Administration sometimes has a surplus budget and is out of reach, it will be the main source of funding for this important Do not use and the result will be doubled.

Operational plans for this strategy include concluding contracts with physical education schools and hiring experienced coaches for members of the Social Security Administration to exercise.

Strategy 3: Establish effective and efficient rules for the presence of the Social Security Organization in professional and championship sports

This strategy combines the existence of an extensive network of branches and extensive human resources in the Social Security Organization with the possibility of the presence of the Social Security Organization in professional and championship sports and national and international public sports competitions to motivate the organization.

The existence of a social security organization in professional sports will have several major advantages. First, it shows that this organization, as an organization that provides services for health and medicine, is trying to develop sports by having professional sports teams, and they will form a positive view of themselves among the people. Secondly, attending professional sports will make the Social Security Organization a public government institution that uses government benefits by participating in professional sports (such as allocating taxes to the sports sector, etc.), but all of this is the case. To formulate effective laws that allow teams to participate in professional sports in the name of social security.

The operational plans of this strategy include team management at the semi-professional level, the use of Social Security athletes for semi-professional teams, and modeling on other similar organizations such as the Islamic Azad University.

Strategy 4: Effective use of human resources in order to use climate capacity in diversifying sports programs

This strategy combines the existence of an extensive network of branches and an extensive human resources in the Social Security Organization with high climatic capacities in all parts of the country in order to diversify sports programs.

Human resources are one of the most important resources of an organization. However, in this strategy, human resources are used in the main role in diversifying sports programs. This strategy could be a turning point for the Social Security Administration, which uses its human resources to differentiate and diversify sports programs.

The operational plans of this strategy include identifying human resources specialized in sports affairs, holding ideation workshops and identifying the climatic capacities of the region.

Fifth strategy: Holding competitions according to constructive and good interaction with other sports organizations

This strategy combines the existence of a sports calendar in order to hold regular employee sports olympiads in the Social Security Organization with the possibility of interacting with other sports organizations and using rented sports facilities.

Due to the competitive nature of sport, people will be more motivated to exercise if they can test themselves in a competition. When the Social Security Organization has a good interaction with other sports organizations, it can hold competitions with the cooperation of these organizations and provide the ground for more people to participate in sports.

Operational plans for this strategy include holding intra-organizational competitions at the regional level, holding inter-organizational competitions at the small level, concluding contracts with relevant sports organizations, and providing moral support and contacts with other sports organizations.

Strategy 6: Use social security equipment and facilities to produce sports content and sports innovation of the Social Security Organization

This strategy combines the existence of the General Directorate of Physical Education in the structure of the Social Security Organization with the available technologies, virtual and online networks for the production and transmission of sports content.

Although the lack of facilities can be detrimental to innovation and content production, the existence of facilities will increase the field for sports innovation. The Social Security Organization, as one of the organizations that

deals with public health, is in dire need of innovation to make the best use of these ideas to improve public health.

The operational plans of this strategy include the establishment of an innovation working group in the Social Security Organization and the holding of content production training classes in sports science.

Strategy 7: Achieve government support according to the positive attitude of managers and officials

This strategy combines the positive attitude of managers and officials of the organization to the physical and mental health of employees with the government's commitment to the development of organizational sports.

This strategy can be considered as one of the most important strategies for the Social Security Organization. Because the two macro factors are also in line with each other, and in a society where political and macro factors are in line, the possibility of planning and ease of work is accelerated. From this perspective, much emphasis should be placed on this strategy.

The operational plans of this strategy include holding meetings between the senior managers of the Social Security Organization and government officials (Ministry of Sports, Ministry of Health).

Strategy 8: Achieve material and moral support of the government according to the positive public image of the Social Security Organization

This strategy combines the positive attitude of managers and officials of the organization to the physical and mental health of employees despite the positive public image of the Social Security Organization and its activities.

If death has a positive effect on a person, organization, or even thought, it will pave the way for that factor to develop and develop. Since Sabbath's public perception of the Social Security Administration is positive, this can be used to claim benefits from the government. These benefits can be material or even spiritual, but in any case, the honeymoon will be the development of sports in the Social Security Organization.

The operational plans of this strategy include holding joint meetings between the directors of the Social Security Organization and members of the government board. Strategy 9: Use the positive attitude of managers and officials of the Social Security Organization to reduce the impact of bills and plans contrary to the principles and foundations of public sports development

This strategy combines the positive attitude of managers and officials of the organization to the physical and mental health of employees in spite of laws, plans and bills contrary to the principles and foundations of organizational sports development.

Managers of the organization can achieve it by using their legal powers if they have a strong determination to change an issue. Since the attitude of managers and officials of the Social Security Organization towards the health of employees and people is positive, they can deal with bills that are contrary to the development of public sports in the Social Security Organization and implement their ideas to improve public sports and people's health.

Strategy 10: Creating benefits by the General Administration in the organizational structure of social security to change the inactive lifestyle in the community to improve health

This strategy combines the existence of the General Directorate of Physical Education in the structure of the Social Security Organization with changing the lifestyle of the society to a passive lifestyle and increasing health risks.

Lifestyle reflects the values and attitudes of the individual and is called a set of habits and patterns of human behavior that can affect the mental and physical health of man in various ways. On the other hand, the Social Security Organization is one of the institutions that works for the health of the people. Also, the most important factor in combating a passive lifestyle is physical education and sports. Different countries of the world have comprehensive and coherent programs to promote sports among their people. So one of the important strategies of the Social Security Organization is to consider this and plan for it.

Operational plans for this strategy include establishing an organizational link between Social Security and the organizations in charge of public sports and creating incentives for their employees to increase physical activity.

Strategy 11: Reduce rental costs and sports facilities despite the equipment, facilities and training and sports centers suitable for the Social Security Organization in all regions of the country

This strategy combines the existence of equipment, facilities and educational and sports centers suitable for the Social Security Organization in all regions of the country with increasing the cost of renting and maintaining sports halls and places in the country.

Certainly, when the Social Security Organization itself has the appropriate training facilities and equipment, it can make good use of these facilities with small changes in their structure and not have to rent gyms.

The operational plans of this strategy include encouraging employees to turn to sports that do not require many facilities (such as table tennis, martial arts, etc.) and the useful use of existing spaces under the supervision of the Social Security Organization.

Strategy 12: Allocate sports leisure time to employees to reduce workload

This strategy is a combination of attention, emphasis and efforts of the Physical Education Department of the Social Security Organization in order to exercise the staff with several shifts of employees, especially in the medical sector.

One of the problems and concerns of many employees and people working in the Social Security Organization is their busy schedule, which makes them not have enough time to do sports. On the other hand, the Social Security Organization has a section dedicated to physical education in its chart. It is possible to solve this problem by providing leisure time to employees and try to make even busy people have time to exercise.

Operational plans for this strategy include the inclusion of stretching and flexibility programs while working by the Physical Education Department of the Social Security Organization and the reduction of work shifts of employees with obese body type.

Strategy 13: Interact with other government sports agencies to improve the physical and mental health of human resources

This strategy combines the existence of an extensive network of branches and an extensive human resource in the Social Security Organization with the existence of sports trustees such as workers' sports.

As mentioned, human resources are the most important asset of any organization. Therefore, it is very important to consider human health promotion programs. Therefore, it is very important that despite the fact that there are some bodies in charge of sports, the Social Security Organization itself should take the first step for its human resources and take care of their health.

Strategy 14: Use off-budget to moderate the demand management of the wind in the country's health system

This strategy combines the existence of an out-of-budget budget and the possibility of spending it on sports in the discretion of the officials in the Social Security Organization, despite the lack of management of demand for sports in the country's health system.

Because demand management is a planning method for forecasting demand for products and services, which can be used at different levels of macroeconomics and microeconomics, in governments, organizations and companies, there must be a budget to control demand management. An out-of-budget budget can control demand management without having to spend from the main budget. In the country's sports, demand management is usually in the form of seasonal demand, hidden demand and negative demand, which requires proper planning to create moderation in the country's health sports. So off-budgeting can be one of these strategies and solutions.

Strategy 15: Increase the holding of sports events among people covered by social security to increase physical activity and reduce electronic games

This strategy combines the existence of a sports calendar in order to hold regular employee sports olympiads in the Social Security Organization with the emergence of virtual and social networks and electronic games and their preference. Sabbath is about physical activity and sports.

Undoubtedly, the most important part of a sport is holding a sporting event and competitions between people. Sports competitions motivate people to practice and exercise regularly, plan competitions, and prepare for competitions in advance. Since virtual networks take a lot of time from people in the community and computer games have a lot of fans, it is considered as a serious problem for exercising, and this problem can be solved by holding regular and good competitions.

Operational plans for this strategy include forming a competition committee in the Social Security Organization's physical training department and planning for more spectators to motivate more people to participate in sports competitions.

Strategy 16: Using sports professors to create content and long-term programs in sports of the Social Security Organization

This strategy combines the lack of content and long-term plans in the sports of the Social Security Organization with the possibility of using the capacity of sports professors, coaches, athletes and champions.

Using sports management professionals and professors to create content in the Social Security Administration may be more of a strategy than a strategy. But if this communication and the use of professors and sports professionals becomes long-term, it will lead to the creation of more and more accurate content that will remain in place even with organizational changes. So the purpose of this strategy is long-term use of sports professors, not just cross-sectional use. In this way, the Social Security Organization can achieve the production of sports content and plan to achieve its goals.

Strategy 17: Utilize the facilities of other sports organizations to create a balance between the number of employees and their families and sports facilities and spaces under the auspices of the supply organization

This strategy combines the mismatch between the number of employees and their families and sports facilities and spaces covered by the Social Security Organization and the lack of sports facilities in the Social Security Organization with the possibility of interacting with other sports organizations and using rented sports facilities.

As it is clear from the strategy, in some cases, the Social Security Organization can use the possibility of other organizations to replace and compensate for its shortcomings, which is a reasonable and common thing. Because

in many cases, the construction of sports centers costs a lot of money and renting the facilities of other organizations is more economical and less expensive.

The operational plans of this strategy include long-term contracts for renting sports halls, forming a health committee for the families of the employees of the Social Security Organization to assess the needs of sports facilities.

Strategy 18: Use climate capacity to integrate sports programs into all regions

This strategy is a combination of non-integration of sports programs in all areas of the Social Security Organization with high climatic capacities in all parts of the country in order to diversify sports programs.

Strategy 19: Beneficial use of government efforts to reduce the lack of support and lack of attention of managers and planners of the Social Security Organization to sports

This strategy combines the lack of support and lack of attention of managers and planners of the Social Security Organization to sports with the government's efforts to develop organizational sports.

If laws and policies are in place to support sport, managers and those involved in other organizations will certainly be required to do so, albeit with little support for sport. For this reason, the efforts of the public welfare government should be seen as a lever to put pressure on the managers who do not care about sports in the Social Security Organization and oblige them to plan for the future of sports in the Social Security Organization.

Strategy 20: Take advantage of the opportunities created by a positive public image to increase participation in the social programs of the Social Security Organization

This strategy combines the low level of employee participation in sports programs of the Social Security Organization despite the positive public image of the Social Security Organization and its activities.

Operational plans for this strategy include holding family sports conferences at the Social Security Administration and installing posters and crackers at Social Security medical and administrative centers on the benefits of exercise.

Strategy 21: Merit in appointing sports directors of the Social Security Organization

This strategy combines lack of communication and sufficient cooperation between different sections of the Social Security Organization with the status of welfare and social security and emphasizes upstream documents, strategies and policies on organizational sports in the country and the possibility of using the capacity of sports professors, coaches, athletes and Are heroes.

It is very clear that the term chasitism, if it occurs, is the result of organizational productivity and effectiveness. For this reason, in order to prevent many of the organizational and planning harms that may exist in the sport of the Social Security Organization, the appointment of managers is appropriate.

The operational plans of this strategy include the use of sports management specialists in sports planning and monitoring and controlling the performance of current sports managers.

Strategy 22: Develop rules and legal requirements for the implementation of sports programs of the social organization

This strategy combines the presentation and implementation of sports programs only in ceremonies and occasions, despite the rules, plans and bills that are contrary to the principles and foundations of organizational sports development.

Experts believe that no development plan will be achieved without providing the necessary context; Therefore, the implementation of strategic decisions and programs in the sports system of the Social Security Organization requires conditions and environment that must be Be ready so that various organizations and institutions can take steps towards achieving their goals and vision. As a result, it is necessary to formulate laws and legal requirements for the implementation of sports programs of the Social Security Organization.

Strategy Twenty-three: Adapting the sports structure of the Social Security Administration to integrate demand management

This strategy is a combination of non-integrated sports programs in all areas of the Social Security Organization, despite the lack of management of demand for sports in the country's health system.

As mentioned, demand management in Warsaw is such that it may be negative, hidden or seasonal at any time. As a result, the structure of the country's sports must be in line with the sports programs of the Social Security Organization in order for management to control demand.

Strategy 24: Reduce work shifts and duties of Social Security employees

This strategy combines the busyness of organizational and personal problems and conflicts of employees with multiple shifts of employees, especially in the medical sector.

Operational plans for this strategy include hiring new staff, setting an overtime ceiling, and increasing staff pay.

Twenty-fifth strategy: interacting with other organizations in charge of sports

This strategy is a combination of not interacting with the organizations in charge of sports in the country and using them despite the devices in charge of sports such as workers' sports.

If the programs of organizations that share a common goal are contradictory, the people will suffer the most. Because each organization, in addition to spending its energy on implementing its strategies, also tries to neutralize the example of another organization, and this makes it impossible for any of the organizations to

achieve their goals. As a result, it is important for the Social Security Administration to interact with other organizations in charge of Warsaw to help each other achieve their goals.

Strategy Twenty-six: Schedule and provide a cross-sectional exercise program to family and Social Security staff

This strategy combines the difficult access of employees and their families to the sports facilities of the Social Security Organization by increasing the cost of renting and maintaining halls and sports facilities in the country. In order to increase the cost of renting and maintaining gyms, the least facilities should be used to the maximum. Since most of the sports facilities are rented by the Social Security Organization, arrangements should be made so that all members of the Social Security Organization, whether employees or their families, can use these facilities. Therefore, this strategy can also be useful for providing cross-sectional programs.

According to the research findings, it is suggested that the Social Security Organization use the capacity of sports professors and elites for long-term planning. According to the strategies of SO, WO, WT, ST, provide the necessary activities to improve the participation of their employees in sports. By holding meetings at the level of senior managers and with the presence of heroes and veterans as well as high-ranking officials of the Social Security Organization to try to integrate its goals and vision. In its long-term planning, try to build independent sports venues and spaces. In addition to looking at public sports and health, try to enter professional sports. Annual calendar for holding competitions in various sports among members of social security makers. Finally, it is suggested that they try to provide innovative sports services with short-term and coherent planning in order to evaluate the results in the development of sports of the Social Security Organization.

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