

SPORT FOR ALL IS THE FIRST GOAL FOR DEVELOPMENT OF STRATEGIC SPORT PLANNING

Rasool Nazari, Mohsen Salari
nazarirasool@yahoo.com

Naein Branch, Islamic Azad University, Isfahan, Iran
Deputy of Planning and communication, Isfahan's Department of Physical Education

Abstract: The purpose of this research is developing perspectives and strategic plans Department of Physical Education of Isfahan through David Model for a five-year period from 2011 until 2015. This study was done for both the quality and quantity. Statistical Sample was 150 senior managers and middle members of sports in the province of Isfahan. For gathering the required information on the quantitative section, a research questionnaire was used, the validity of which was confirmed by experts. In the qualitative section interviews were used. The strategic position & action evaluation (SPACE) matrix and the quantitative strategic planning matrix (QSPM) were used to analyze the required information in the qualitative section. The logical induction method was used in the qualitative section. Findings showed that the department of physical education has 5 long term goals and 5 grand strategies. Sport for all is first goals for development of strategic sport planning. While the position of the department of physical education's strategies was placed in an aggressive position according to the strategic position & action evaluation matrix, at the end it may be concluded that the perspectives, goals and the organized strategic plan has the capacity to execute the strategies.

Keywords: Sport for All, Strategic Planning, Department of Physical Education

Introduction

In the third millennium, sports organizations, like most organizations of other areas were changed into strategy based organizations to survive in global competition and it was done in such a way that lots of sports organizations of different countries arranged their strategies according to their mission and achieved great success by using them. With the establishment of such thinking in the world, the (International Olympic committee) IOC and some of the country's sports federations arranged their organization strategies to succeed in their mission. For example, in 2009 the (Iranian National Olympic Committee) NOC made 13 strategies and 11 long-term goals, and Keshavarz (2011) suggest 41 long-term goals of strategic plans for Iranian National Olympic Committee (4).

With such a thought the mentioned organizations in addition to having a strategic plan and a clear perspective are looking for a successful presence in the national and international areas as well and hope that by executing these strategies to reach the goals they have determined with the lowest energy and cost possible. For example, the Malaysian Olympic committee with putting its first strategic plan into action (1993-2003) have achieved successes like an increase in their credibility, using information technology, possessing expert human resources, rebuilding facilities, reforming their agenda according to new needs, strengthening financial power, acknowledging sportsmen, hosting yearly conferences and finally established national Olympic academy (10). Also, in Australia top sport

managers could achieve remarkable success in most of activities such as participation in several important sport events like Olympic Games through preparing and executing their own strategies (8).

Also, last studies show that usually executing the arranged strategy is not done easily and among arranging and executing the strategies of organizations exists a gap and there is fear that arranged strategies will not be put to action in organizations for numerous reasons, such as: lack of credibility of senior managers, not allocating the needed resources(5).SajadeiResult's (2005) Stands for that, one of the important reasons for do not performance strategic planning in sport organization, have not executive patterns for preparation strategies. In hence it seems, must search for prorate solvation's that it can deliver executive patterns for preparation strategies and changes mental strategies to objective strategies (2).

According to what was mentioned the experts of management science have given special tools to organizations so that they can execute their organization's strategy by using them. For example one of the managers of arranging strategic plans for different organizations is the Fred R. David strategic planning model. In this model after arranging the vision, vision statement, mission, mission statement and core values with the analysis of the present condition, with attention strengths, weakness, opportunities, threats (SWOT), extracts the related strategies and gathers aligned strategies and internal and external situations analyzed with use internal factors evaluation (IFE) and external factors evaluation (EFE). Than with used Strategic Position & Action Evaluation Matrix (SPACE) the situation of organization designed after that with used Quantitative Strategic Planning Matrix (QSPM), this is technique for select best strategies. With select best strategies organizations moved to Favorite situation (3).

Singapore Sepaktakraw federation with use of strategic management approach, design own strategic planning for 2004 until 2013. This mention federation wants to perform, design strategies, more over management, organizing, marketing and development of international activities and transmute Sepaktakraw to Singapore national sport. In strategic map of this federation coordinateeffect and reason relations between stakeholders, costumer's, internal processing, growing and learning (11). English Decorum association with concern performing Olympic 2012 in London, design strategic for increase people loyalty to sport activates during 2008 until 2011. In order to performing these design strategies use of four parts of financial, costumers, internal processing, growing and learningBalance Scour Cardtechnique (BSC) (9).

So, this present study wants to answer question addendumwith development of perspectives and strategic planning in Isfahan's department of physical education.

- * What is the status quo in Department of Physical Education?
- * Where is the vision or the ideal of Department of Physical Education?
- * What are the main goals of Department of Physical Education?

- * What is the Department of Physical Education Strategic Plan?
- * What strategies can be used to move the situation toward the desired state?

Methodology

This study was done in both qualitative and quantitative forms regarding its nature to access the perspectives; a questionnaire was used by the physical Education office the validity of which was confirmed by experts. Sample consisted of 150 senior managers and middle members of sports in the province of Isfahan. Required to collect information on the quantitative section of the questionnaire was used to confirm the validity of the experts said. In the qualitative interviews was used. Information collected in a Strategic Position & Action Evaluation Matrix (SPACE) the situation of organization designed after that analyzed Quantitative Strategic Planning Matrix (QSPM). Qualitative data analysis was used for the induction of a logical approach to the building. Data analysis process was as follows: run and edited interviews, code comments, the classification of conceptual ideas in the same group, the interpretation of concepts derived from research, combining the concepts and conclusions. Causal relations were used in the map below to determine the strategic views of experts and scientific analysis of data collected from the interviews.

Results

Table 1. Main Goals Isfahan's Department of Physical Education

1	Promote health and vitality of social(out put sport for all)
2	Promote social values in society and sports(Cultural Affairs)
3	Promote the dignity and authority of the National(out put elite sport)
4	Infrastructure development (Hardware for sport)
5	Help to the sports industry (professional sport)

Table (1) Detailed results of the vision of the sport is huge in terms of five goals. These five goals include improving health and social vitality (output sport), to promote Islamic values in sport society (Cultural Affairs), the promotion of the dignity and national power (output Elite sport), infrastructure development (Hardware for sport) and help This means that the sports industry(professional sport) is a cut above the five-year strategic plan to realize this vision will be achieved as intended.

Table 2. Quantitative Strategic Planning Matrix (Qspm) Isfahan's Department of Physical Education

Priority	Score	Strategy
First	2.997	Use of resources and capacities
Second	2.993	Unity management policy implementation in sport
Third	2.60	Special attention to training to enhance human capital
Fourth	2.57	Instituting a program of administrative reform
Fifth	2.52	Enhance the motivation of human resources

The results (Table 4) prioritize strategies to manage the whole of the first strategy has identified six strategies. According to the results of sports administrators to adopt the above strategy can be a sign of the sport overall goals and vision conditions have been considered to provide researchers.

Figure (1) Strategy Map Department of Physical Education has been considered that the outlook for the big five were considered to interpret the vision and goals to achieve each of this macro-and long-term strategies are considered, the overall strategies that prioritize them in Table 4 are consistent with the objectives of grand strategy is given.



Fig 1. Strategy Map Isfahan's Department of Physical Education

Discussion:

Early in the third millennium, one of the major concerns of the strategy center organizations has been the failure to implement their strategies. This factor is the failure of many organizations (3). Scholars of management, particularly strategic management, strategic planning for overcoming these concerns to management about their organizations. Organizations to use the strategies they developed to become the state of mind to the objective. David' Kaplan Norton' and Bryson other scientists managed to portray the process of implementation strategies, organizational strategic plans were developed to managers, stakeholders and employees with the benefit of their views on cause and effect relationships developed between the perspectives and objectives, corporate strategy, the road to see if they deviated from the path leading to the vision and strategy to do the appropriate action. First, it is necessary to develop strategic plans with regard to the perspectives and objectives to be determined. The findings are based on the results of Table 3 showed that the overall objectives of Isfahan's Physical Education Department through of vision including five goals are:

1. Promoting health and social vitality (output of sport for all)
2. Promote Islamic values in society, sports (the output of Cultural Affairs)
3. Contribution to the promotion of the dignity and national power (output of Elite sport)
4. Development infrastructure (output of infrastructure Affairs)
5. Help to the sports industry in the Esfahan province (output of professional sport).

The objectives of this strategy provides the Department of Physical Education in the formulation of perspectives are interpreted correctly and in the long term and strategic objectives, measures, quantitative goals, annual objectives and performance measures are designed to field be a proper implementation strategy developed. Unity and in athletics and sports management and public affairs missions consistent with the Office of the vision and strategies arising from the decision that perhaps it was less in the past and explain the appropriate tools to measure and control is provided.

As we interpret the results of Figure 1 can be inferred, the position of the Physical Education office is located in a position to develop service strategies that work in this situation is more compatible with new services and upgrade services to sport by Department of Physical Education as the first trustee Sport is central. Appears to be due to the multifaceted nature of sport as a social phenomenon as the service is service in the proper position is to manage. Results of this study are aligned strategies Singapore Sepaktakraw national Federation (11).

There is cause and effect relationship in the strategic plans of the exercise of a cause and effect relationship between different perspectives, different views of the various objectives of the strategic relationship between cause and effect of exercise of the right of the image suggests strategies to achieve the Isfahan's Department of Physical Education has been adopted. With a glimpse of human capital, knowledge, human resources, operations of various public and private income and the proper place of athletics in the province and championship and professional sports are aligned National Olympic Committee (Iran) (4) Singapore Sepaktakraw national Federation (11). These organizations to be success with implement strategic. It seems Isfahan's Department of Physical education also can take advantage of this feature in the successful realization of vision.

The results (Table 4) prioritize strategies Isfahan's Department of Physical education strategy first to the fifth strategy is clear. The order includes:

1. Use of resources and capacities
2. Management unity implementation in the policy making of Isfahan's physical education department
3. Special attention to training to enhance human capital
4. Instituting a program of administrative reform
5. Enhance the motivation of human resources

What are the implications of these results with a 15 opportunities that the Administration was identified surrounding the use of resources and capacity as the main strategy was considered. The next ranked application in the management of sports policy in the strategy according to four separate areas of the sport inclusive; Sport for all, Sport education, Elitesport and professional sports is a good strategy that can create synergy in all of sports and this ultimately resulted in achieving synergy prospects in the sport.

Special attention to sports donors and Sports partner for the construction of strategies intended for the Department of Physical Education to become a private investigator in the exercise of the share allocated to make appropriate. Indoor, two strategies were considered crucial to a human resources department of internal processes and provide a stunning leap to attack the major goals of exercise in order to realize the vision. General Managers in sports, according to the strategy adopted by major exercise objectives are listed in order to realize the vision of the symptoms and conditions intended to take.

The compilation of perspectives and goals for the Executive Office of Physical Education in the proper exercise of the document provides strategies and strategic plans obtained through long-term goals and causal relationships, for managers and employees of the Department Physical Education and Sport Board creates a clear picture. Finally performing this strategic sport plan and control and evaluation programs, could improve sport in all perspective to best situation in society.

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