

# Designing and Codification of Public Sport Strategies (Case Study: Khuzestan Province)

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## Abstract

The purpose of this study is to design and develop a strategy for the development of sport in Khuzestan province. The population of this study, 104 individuals professor of sport management, sport administrators, heads of delegations, sport and fitness experts will form and due to the limited number of members, all members of the population were considered as samples. A researcher-made questionnaire was used to collect the data (the validity was approved by experienced professors and its reliability was verified by Cronbach's alpha method which it is equal to 0.86).

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**Index terms**— public sport, strategy, sport development

## 1 Introduction

Increasing of activity and bodily function in daily life which result from development of welfare facilities and new life methods, necessitate sporting more than ever. So instant and regular body activity seems to be a crucial and vital fact [1]. "General sports" which is equivalent to the English terms (sport for all) and (public sport) usually refers to sport activities that are not about winning or losing and just have recreational aspect. In some resources the term (massive participation) is equivalent to public sport [2]. Public sport which unifies both recreate and popular sports, is referred to life quality and reflection of values, creates patterns for people's free time and makes them fulfill their own wishes and enjoy their life, regardless of their age and ability [3]. According to British public sport council, in recent 25 years, the process of participation in specific and champion sports has been changed and as a result, tendency toward participating in non competitive and recreational sports has been increased. The aim of participation in such kinds of sports is physical wellbeing and fitness [2]. There are lots of reasons that necessitate planning and investment in sports and healthy recreations. The first reason is that sport is a main part of social life which develops leading skills and prepares the bases for society to reflect its creativity and adjacency. The second reason is that participation in sport activities increases public wellness and people's engagement in an active life and restrains spread of maladies [4].

Because the main factors of public sport development are improvement of economic status of society, using social media, regarding families domestic condition (number of children, parents marital status), holding sports competitions and presenting gifts, improving public transportation system, prioritization of sporting during free time rather than other activities, and investment of private sector, so these factors must be carefully regarded in planning for sport development [5]. Hereupon the Scotland government has made a special effort in building and utilizing sport areas aiming that people would be able to pass their free time healthfully [6]. The Canadian government considered some fiscal guidelines to expand public sport and people's participation in sport activities. Also organizations that support sport activities financially are included in this plan. These privileges are in both champion and public sports but they are more effective in public sport [7]. Transportation is a key factor in public sport development. After researching about villager's participation in public sport in US, Frankish recognized that one of the main problems is transportation. So it was recommended that:

1. Free buses must transport villagers to sport areas.
2. Free buses must be provided to transport children to sport areas [8].

One of the governmental tools to interfere in sport sector is the budget. The Canadian central government has allocated about 40 to 50 million dollars to public sport development, while for champion sports and sport organizations this amount is about 10 to 25 million dollars [9].

Numrato (2009) has studied regional stracturalization policies, processes of creating regional public sports and the role of department of supporting public sport strategies in sport committees and clubs in Czech Republic. Finally, five methods were chosen in order to develop sport by participation in public sport which is: aggressive, bureaucratic, political, vicarious and adjoined. Four strategies can be derived from these methods: pragmatic strategy, associative strategy, adjoined strategy and abdlicative strategy [10]. Ghofrani (2009) concludes that about 0.007% of Sistan and Baluchestan population(one of the Iranian province) participate in public sports and he shows that this fact is a result of absence of leading plan for public sports [11].

## 2 II.

### 3 Strategically Planning

Strategically planning is an instant and complex organizational change process which regards and focuses on predicating future [12]. Also strategic management can be defined as: the technique of codifying, performing and evaluating decisions that able the organizations to reach their long-term goals. So there are three levels in strategic management [13]:

1. codifying
2. performing
3. guidelines evaluation

By codifying guideline we mean that the mission of organization must be specified, the external environmental factors which threaten it must be recognized and the internal strength and weaknesses, long-term goals and special guidelines also must be determined in order to maintain its performance [14][15]. There are lots of models to make a strategic planning. One of the most applicable methods is the SWOT 1 matrix. This matrix demonstrates strengths, weaknesses, opportunities and threats. It is an important tool by which the managers contrast information and can present four kinds of guidelines: SO guideline, WO guideline, ST guideline and WT guideline. By performing SO guideline, an organization tries to use its internal strengths in order to apply external opportunities. WO guideline is used by organization to exploit present opportunities in order to improve effects of internal impotence. Also organization applies ST guideline to eradicate external threats by using their strength. An organization that applies WT guideline poses a defensive form and its goal is decreasing internal weakness and avoiding external threats. An organization that has internal weaknesses and faces external threats is in an infirm position. In fact the aim of such organization is decreasing internal impotence and external threats to gradually achieve better position, a position by which the organization is able to apply ST, WO and even SO guidelines [16]. One of important facts regarded in most strategic planning models, is clarifying perspective and mission. Perspective is a goal an organization thrives to fulfill in future. Peter darker states that, the question (what do we want to accomplish) is equivalent to the question (what is our prospect). The mission of an organization is a sentence or a term by which the aim of an organization gets differentiated from other similar organizations. Also peter darker says that the question (what do we do) is equivalent to the question (what is our mission) [17]. In the Australian strategically sport guideline it was mentioned:

Prospect of public sport:

- Still being a leading figure in the world in promoting high performance and social sports.
- Mission: -Enriching Australians life by sport.
- Goals: -Preserving national sport system which guarantees participation of most citizens in quality sport activities.

- Preserving the excellent athletic performance of Australians [18].

In the strategic plan of developing public sport in Sistan and Baluchestan province, it was brought to the attention that: Prospect of public sport:

- All Sistan and Baluchestan people train properly
- Mission: -Providing public physical and mental health, enriching people's free time, extending people's social bonds, avoiding machinery life style, rejoining nature, increasing public efficiency and providing basis for champion sports.

Necessary guidelines for public sport development:

- Providing proper basis to reinforce public and recreational sport culture in the province.
- Enhancing cooperation of related organizations to fulfill sportive goals of the province.
- Applying all the local and national capacities to develop public and indigenous sports of the province.
- Developing the participation of organizations in public sport [11].

Studies show that the governments must consider public sport in their long-term plans; otherwise, horrible problems like diseases, death toll increasing and public sanitary level waning would spread among the society [11,19].

Unfortunately there is no organized consideration toward public sport in Iran. Inconspicuous engagement of the society and lack of congruent and administrative system for exploring talents have led to champion sport weak position in the country. This fact reveals the urgent need to establish policy and planning centers for public and champion sports [20]. related agents must focus on this matter because one of the main reasons of sport backward flow in Iran is their inadvertence toward this important fact. In recent years there have been some movements but still they have not been enough. Perhaps one proper solution is designing ( ) A basic plan for all provinces. This would lead to improved sport condition inside the country [21].

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The Khuzestan province with a population of 4531720, specific weather condition, cultural and racial diversity, high unemployment and illiteracy rate, drug and means smuggling problems, immigrant hosting, spread of various cardiovascular and obesity diseases , needs a special attention toward public sport to avoid most of these Problems [22]. So expanding public sport must be the main consideration of the sport officials of Khuzestan province. Evaluating and identifying the current situation , strengths, weaknesses, opportunities and threats and analyzing can lead to public sport expanding in the province and enables the planners to make proper plans and eradicate obstacles. The result of this research can be a suitable guideline for public sport policy makers in order to extend the scope of public sport in Khuzestan province.

### 4 III.

## 5 Research Methodology

The methodology of current research, considering its applicable goal and descriptive information collecting method is a case study. So this study stands in the scope of strategic studies. By this research, the following steps in order to develop public sport in the Khuzestan province have been accomplished: 1. Studying current condition of public sport in Khuzestan.

## 6 Codification of prospect, mission, goals and

defining of strength points, weakness points, opportunities and threats related to public sport, by applying library research, reviewing records and interviewing with experts.

3. Notifying the final list of strengths, weaknesses, opportunities and threats by using a close questionnaire 4. Analyzing and using (SWOT) scores applying Freedman ranking test 5. Codifying Khuzestan public sport strategies according to SWOT strategy codification matrix. The community of this research includes all the faculty professors of Khuzestan universities (with sport management orientation), managers and experts of Khuzestan sport and youth top bureau and also the presidents of public sport boards who are working in sport bureau of the province and their population is 104, it must be said that due to low rate of related people, the statistic community was chosen by census model. The measuring tools are interview and questionnaire test which the questionnaire test include 42 questions about strength points, weakness points, opportunities and threats related to public sport in Khuzestan province.

Faction validity of this research was approved by some experts and the calculated structure validity in this research is equivalent to ( $KMO=0.89$ ). Also its stability was calculated according to Kronbach's alpha model that it is equivalent to (0.86). This reveals the reliance of this research measuring tools. Finally, to analyze the results, descriptive and inferential statistics were applied which in inferential statistic sector, to rank strength points, weakness, opportunities and threats, Freedman test was applied and to determine neutrality of data distribution, Kolmogorov-smirnov test was applied. Finally all the processes of data analysis were performed by SPSS software.

IV.

## 7 Research Results

Totally the participation percentages of the research community were as follow:

## 8 Strength points

Rank aver

## 9 Weakness points

## 10 6.72

As it was presented in table.2 the (presence of special natural areas for public sports in all over Khuzestan province) factor with 5.42 is most distinctive opportunity and (the emphasis and supervision of high officials of province on sport development) with 3.95 factors is the least distinctive opportunity in Khuzestan public sport domain. Also (the economic problems of Khuzestan province people) factor with 6.98 is the most important threat and the (high unemployment rate in Khuzestan) factor with 3.63 is the least important threat in Khuzestan public sport domain.

After determining and ranking strength points , weakness points, opportunities and threats , in order to specify strategic stand of public sport in the province , the internal factors evaluating(table 3) matrix and the external factors evaluating matrix(table 4) were formed.to form an internal factors evaluating matrix , a list of internal factors was placed in the matrix .later on, after explaining about scale and rank and evaluating matrix to some experts, they were asked to give scale and rank to these factors . All these processes were performed to determine the strengths and weaknesses of public sport internal factors. In internal factors matrix and external factors matrix, the scale (ratio) indicates the importance of any factor considering its effects.by comparing these factors with each other, an importance ratio beginning from zero to one would accrue to them. The sum of ratios should not be more than one. Also the rank indicates the effectiveness level of current guidelines of organization in

reacting to a fore mentioned factor. Each one of the digits 1 to 4 in this base has following content: 1. Weak reaction 2. Less than average reaction 3. More than average reaction 4. Extreme reaction At last the scales would be multiplied by ranks to indicate the score of this fact, or if the total sum of final scores is more than 2.5, in internal factors matrix, advantages succeed disadvantages and in external factors opportunities succeed threats [23]. Finally in evaluating internal factors matrix, 2.14 was gained out of 2.5 and that shows that weakness points in public sport in Khuzestan province are more effective than the strength points .for external factors evaluating matrix the same process was performed and 2.08 was gained. It also shows that public sport challenges are heavier than the opportunities. After putting final scores of internal factors evaluating matrix and external factors evaluating matrix in SWOT, it was indicated that the strategic position of public sport in Khuzestan province is in WT area (fig. ??).

After obtaining the position of public sport strategic stand in SWOT matrix and forming strength points, weakness points , opportunities and threats matrix(table ??) the guidelines were proceeded. ( )

## 11 Global

A

Table ?? : strength points, weakness points, opportunities and threats matrix of Khuzestan public sport: V.

## 12 Result Discussion

There are many models for strategic planning. Generally, regarding their differences in numbers and levels priority, all models have similar structure. The basis of strategic planning begins with determining prospect and organizational mission. By analyzing external and internal factors (to identify opportunities, external threats, strength points and weakness point). Some goals would be considered for the organization and then the chosen guidelines would be applied to fulfill these goals [4].in the current research this approach was applied, it means that at first, the prospect and mission of physical education bureau of Khuzestan province about public sport was codified and then after analyzing and internal and external environment, the long term goals and guidelines were codified.

The results of this research indicated that the Khuzestan bureau of youth and sport stands in (WT) position in public sport. Organizations that apply WT strategy, exhibit a defensive state. Their aim is reducing internal disadvantages and preventing external threats .organizations that have internal weaknesses and face numerous threats in outside environment, stand in a dangerous position. Actually such organizations would fight to guarantee their existence and apply defensive strategies. (E.g. reduction, transference, change) .usually organizations choose one of SO, WO, ST, WT guidelines according to which phase of external or internal matrix they stand ??[17]. Normally because Khuzestan public sport stand in WT position, most of the guidelines would be derived from WT phase .the codified guidelines in WT phase to develop public sport of Khuzestan are: 1. Codifying strategic guideline to develop public sport in Khuzestan. 2. Expanding public sport scope by using social media. 3. Changing Khuzestan public sport structure.

Current research result show that out of 14 weakness points exists in Khuzestan public sport, the most important ones are: 1. Lack of codified planning 2. Averting from consulting experts 3. Out of date structures and standards 4. Inadequate propaganda These results are consistent with Ghofrani's results(2009) which is (not consulting with experts) [11] and with Shabani's results (2011) which are (lack of codified planning for encouraging people and not consulting experts) [24] and with Mozaffari's result(2005) which is ( out of date facilities and structure) [25] and with Wahed results(2009) which are (lack of planning, lack of manpower and managers inattention. also most explicit weakness point in Esfahan public sport [26], according to Nasirzade (2011) is lack of proper planning in Kerman province [27] according to Numrato (2009) and Sheshu (2004) results, suffers from lack of propaganda and proper guidelines ??[10,28]. Regarding these results and similar research results in this area, it seems that applying experts beside media cooperation could be very impressive in Khuzestan public sport progression. And factors like planning, cooperation, proper use of facilities and equipment and emphasizing on public sport for special groups could be achievable. Also these results show that the (inadequate facilities and equipment) factor is the least important threat in Khuzestan public sport which is in contradiction with Zarei (2001) results that (sport equipment and facilities play key role in attracting students to do recreational activities [29]. Perhaps the difference of research communities (cultural, social, economical, environmental.) is the reason why these results differ with each other.

Also this research shows that there are 10 threats challenging Khuzestan public sport. The most important ones are: 1. Shifts in people's life and their tendency to toward inactive life style. 2. Economic problems people face. 3. Inadvertence of media and cultural and social difficulties related to women participation in public sport. These results match with Wahed results (2009) that indicated economic problems and income reduction are danger to Esfahan public sport [26] and match with Shabani results (2011) which indicate that people's economic problems, change in life style and inattention of media are dangerous to public sport [24]. also NasirZade results (2011) which indicate that economic problems are the main problems of Kerman province regarding public sport [27], proves Khaki Et al. ??(2005) findings that the improvement of people's economic condition and social media exploitation are leading development factors [5] and Liu (2009) and Mccree (2009) findings that shift in people's

life style and urbanization are the threatening factors to public sport [30,31] also the results of this research disagree with Nasir zade (2011) findings that high unemployment rate is the most important threat to Kerman public sport and puts it in the last rank [27].perhaps the reason of this inconsistency would be the differences among research communities (cultural, economical, social, environmental).

Considering the mentioned weakness and strength points, and Khuzestan public sport position in WT , and because such organizations have to adopt defensive strategies in order to reduce internal weakness points and avoid external threats , it seems that codified strategies in current research WT box (strategies for public sport development guidelines, promoting sportive atmosphere in the society, changing public sport structure of the province) In order to reduce weaknesses and avoid threats and finally public sport development are totally logical.

As well, this research indicated that there are 10 strength points in Khuzestan public sport. The important advantages are: 1. Low prices of public sport compared with champion sport 2. Numerous attendance of youth and teens 3. Exciting indigenous patterns of local sports 4. Public sport role in preventing spread of diseases and unpleasantness. 5. Activity of public sport boards in the province Also current research shows that there are 8 opportunities in Khuzestan public sport. Most important ones are: 1. Special natural areas for public sport in all over of the province. 2. Various social media activity in informing and advertising about public sport. 3. Emphasis of doctors and psychologist on the role of sport in physical and mental health. It seems that for developing public sport in Khuzestan, besides codified guidelines, these advantages and opportunities must be considered and sport officials try to preserve and improve them.

## 13 VI.

## 14 Conclusion

To fully study and supervise the matter of codifying guidelines for Khuzestan public sport, the researcher in this paper, at first studied the documents related to Khuzestan sport bureau, then investigated other provinces public sport guidelines and prospect documents and finally held plenty of meetings with province officials and experts and proceeded in codifying prospect and mission and long-term goals and strategies which are: Khuzestan sport bureau prospect about public sport:

-Healthy, active and full of life province Mission of Khuzestan sport bureau about public sport:

-Expanding public sport among people, enriching people's free time , avoiding machinery life, avoiding stresses and increasing people efficiency Long-term goals of Khuzestan sport bureau about public sport development:



Figure 1:

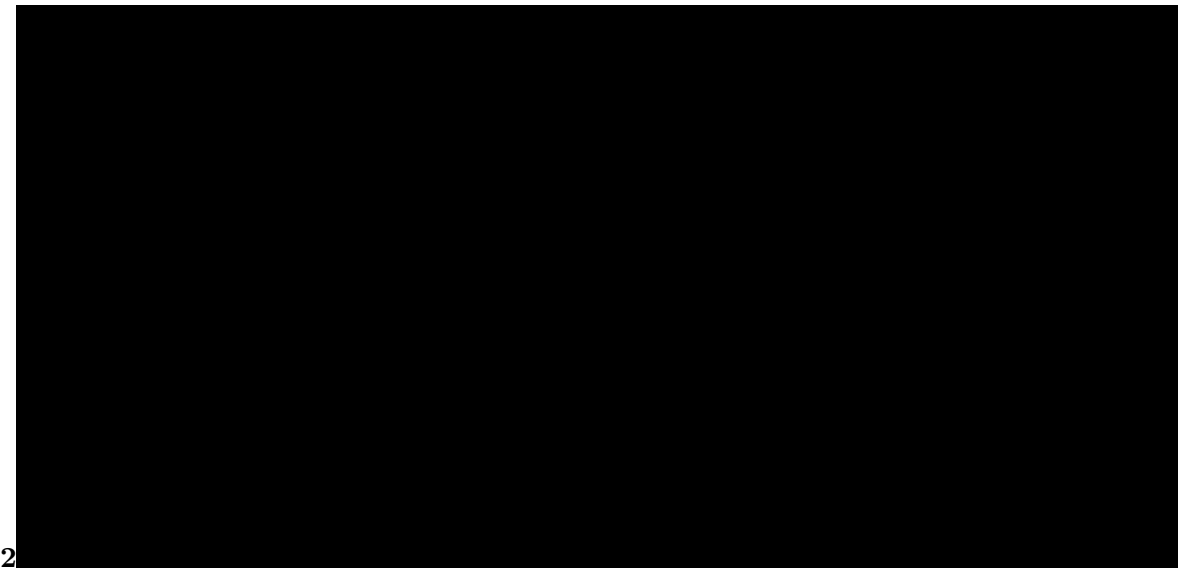


Figure 2: Figure 2 :

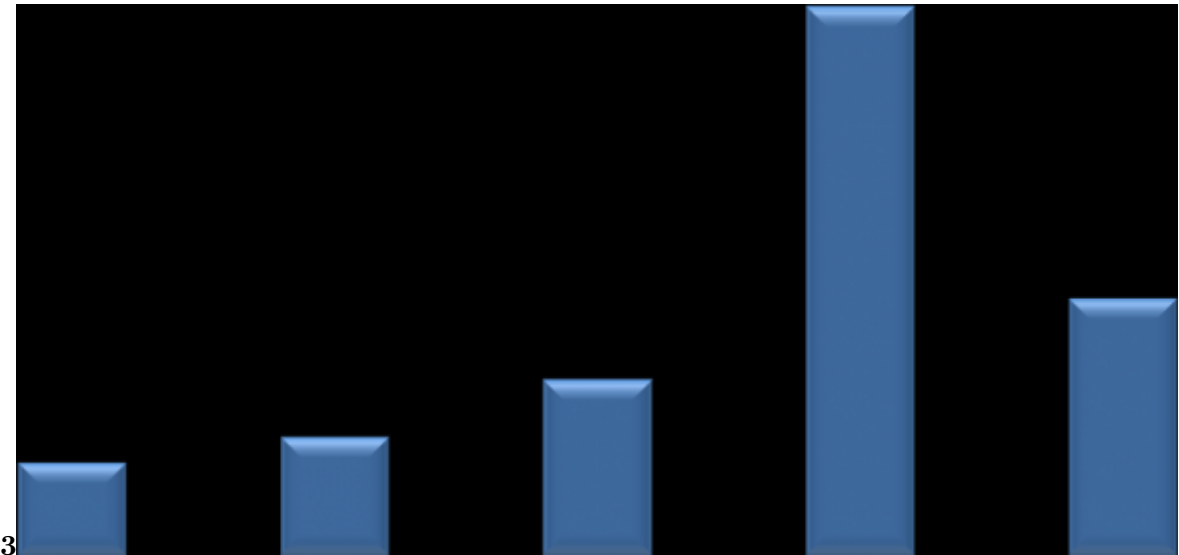


Figure 3: Figure 3 :

1  
Rank  
aver

Figure 4: Table 1 :

2

Opportunities	Average rank	Threats	Average rank
1-presence of special natural areas for public sports in all over Khuzestan province	5.42	1-the economic problems of Khuzestan province people	6.98
2-presence of various media to inform and advertise about public sport	4.89	2-shifts in people's lifestyle and their tendency toward inactive life	

Figure 5: Table 2 :

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Figure 6: Table 3 :

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<sup>1</sup>-SWOT: strengths, weakness, opportunities, threats

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Public sport opportunities	Scale
1-emphasis of religious teachings on sporting and dynamic activities	0.07
2-emphasis of constitution on free and public sport for all	0.04
3-easy access to public sport rather than other kinds of sports	0.05
4-presence of various media to inform and advertise about public sport	0.08
5-public motivation to voluntarily present sport services	0.03
6-emphasis of doctors and psychologists about the role of sport in physical and mental health	0.04
7-the emphasis of constitution on free sport service for all	0.04
8-presence of special natural areas for public sports in all over Khuzestan province	0.05
Public sport threats	.....
1-shifts in people's lifestyle and their tendency toward inactive life	0.08
2-high unemployment rate in Khuzestan	0.03
3-high addiction rate in Khuzestan	0.06
4-Politicization of sport	0.06
5-the economic problems of Khuzestan province people	0.07
6-cities structure shift and destruction of covered sport places	0.05
7-the need of covered sport places due to specific environmental condition of Khuzestan	0.05
8-poor attention of social media toward public sport	0.09
9-increasing of sport equipment prices	0.08
10-cultural and social obstacles preventing people from participating in public sport specially women	0.07
	Total
	Internal Factors
1	2.14.5
(WO) Conservative strategy	(SO) Offensive strategy
(WT) Defensive strategy	(ST) Competitive strategy
S	

[Note: Figure 4 : strategic position of Khuzestan public sport in SWOT matrix ( )]

Figure 7: Table 4 :



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## 14 CONCLUSION

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