

1 Designing and Codification of Public Sport Strategies (Case 2 Study: Khuzestan Province)

3 Saeed Savari¹ and Abdolrahman Mahdi Pour²

4 ¹ Shahid Chamran University

5 *Received: 7 December 2012 Accepted: 31 December 2012 Published: 15 January 2013*

6 **Abstract**

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

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

17 **1 Introduction**

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

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

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

3 STRATEGICALLY PLANNING

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

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

55 2 II.

56 3 Strategically Planning

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

61 1. codifying 2. performing 3. guidelines evaluation By codifying guideline we mean that the mission of
62 organization must be specified, the external environmental factors which threaten it must be recognized and
63 the internal strength and weaknesses, long-term goals and special guidelines also must be determined in order
64 to maintain its performance [14][15]. There are lots of models to make a strategic planning. One of the most
65 applicable methods is the SWOT 1 matrix. This matrix demonstrates strengths, weaknesses, opportunities
66 and threats. It is an important tool by which the managers contrast information and can present four kinds
67 of guidelines: SO guideline, WO guideline, ST guideline and WT guideline. By performing SO guideline, an
68 organization tries to use its internal strengths in order to apply external opportunities. WO guideline is used by
69 organization to exploit present opportunities in order to improve effects of internal impotence. Also organization
70 applies ST guideline to eradicate external threats by using their strength. An organization that applies WT
71 guideline poses a defensive form and its goal is decreasing internal weakness and avoiding external threats. An
72 organization that has internal weaknesses and faces external threats is in an infirm position. In fact the aim
73 of such organization is decreasing internal impotence and external threats to gradually achieve better position,
74 a position by which the organization is able to apply ST, WO and even SO guidelines [16]. One of important
75 facts regarded in most strategic planning models, is clarifying perspective and mission. Perspective is a goal an
76 organization thrives to fulfill in future. Peter darker states that, the question (what do we want to accomplish)
77 is equivalent to the question (what is our prospect). The mission of an organization is a sentence or a term by
78 which the aim of an organization gets differentiated from other similar organizations. Also peter darker says
79 that the question (what do we do) is equivalent to the question (what is our mission) ??17]. In the Australian
80 strategically sport guideline it was mentioned:

81 Prospect of public sport:

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

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

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

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

91 Necessary guidelines for public sport development:

92 -Providing proper basis to reinforce public and recreational sport culture in the province.

93 -Enhancing cooperation of related organizations to fulfill sportive goals of the province.

94 -Applying all the local and national capacities to develop public and indigenous sports of the province.

95 -Developing the participation of organizations in public sport [11].

96 Studies show that the governments must consider public sport in their long-term plans; otherwise, horrible
97 problems like diseases, death toll increasing and public sanitary level waning would spread among the society
98 ??11.19].

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

106 The Khuzestan province with a population of 4531720, specific weather condition, cultural and racial diversity,
107 high unemployment and illiteracy rate, drug and means smuggling problems, immigrant hosting, spread of various
108 cardiovascular and obesity diseases , needs a special attention toward public sport to avoid most of these Problems
109 [22]. So expanding public sport must be the main consideration of the sport officials of Khuzestan province.
110 Evaluating and identifying the current situation , strengths, weaknesses, opportunities and threats and analyzing
111 can lead to public sport expanding in the province and enables the planners to make proper plans and eradicate
112 obstacles. The result of this research can be a suitable guideline for public sport policy makers in order to extend
113 the scope of public sport in Khuzestan province.

114 **4 III.**

115 **5 Research Methodology**

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

120 **6 Codification of prospect, mission, goals and**

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

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

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

139 IV.

140 **7 Research Results**

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

142 **8 Strength points**

143 Rank aver

144 **9 Weakness points**

145 **10 6.72**

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

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

12 RESULT DISCUSSION

161 reacting to a fore mentioned factor. Each one of the digits 1 to 4 in this base has following content: 1. Weak
162 reaction 2. Less than average reaction 3. More than average reaction 4. Extreme reaction At last the scales
163 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,
164 in internal factors matrix, advantages succeed disadvantages and in external factors opportunities succeed threats
165 [23]. Finally in evaluating internal factors matrix, 2.14 was gained out of 2.5 and that shows that weakness points
166 in public sport in Khuzestan province are more effective than the strength points .for external factors evaluating
167 matrix the same process was performed and 2.08 was gained. It also shows that public sport challenges are
168 heavier than the opportunities. After putting final scores of internal factors evaluating matrix and external
169 factors evaluating matrix in SWOT, it was indicated that the strategic position of public sport in Khuzestan
170 province is in WT area (fig. ??).

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

173 11 Global

174 A

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

177 12 Result Discussion

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

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

196 Current research result show that out of 14 weakness points exists in Khuzestan public sport, the most
197 important ones are: 1. Lack of codified planning 2. Averting from consulting experts 3. Out of date structures
198 and standards 4. Inadequate propaganda These results are consistent with Ghofrani's results(2009) which is (not
199 consulting with experts) [11] and with Shabani's results (2011) which are (lack of codified planning for encouraging
200 people and not consulting experts) [24] and with Mozaffari's result(2005) which is (out of date facilities and
201 structure) [25] and with Wahed results(2009) which are (lack of planning, lack of manpower and managers
202 inattention. also most explicit weakness point in Esfahan public sport [26], according to Nasirzade (2011) is lack
203 of proper planning in Kerman province [27] according to Numrato (2009) and Sheshu (2004) results, suffers from
204 lack of propaganda and proper guidelines ??10.28]. Regarding these results and similar research results in this
205 area, it seems that applying experts beside media cooperation could be very impressive in Khuzestan public sport
206 progression. And factors like planning, cooperation, proper use of facilities and equipment and emphasizing on
207 public sport for special groups could be achievable. Also these results show that the (inadequate facilities and
208 equipment) factor is the least important threat in Khuzestan public sport which is in contradiction with Zarei
209 (2001) results that (sport equipment and facilities play key role in attracting students to do recreational activities
210 [29]. Perhaps the difference of research communities (cultural, social, economical, environmental.) is the reason
211 why these results differ with each other.

212 Also this research shows that there are 10 threats challenging Khuzestan public sport. The most important
213 ones are: 1. Shifts in people's life and their tendency to toward inactive life style. 2. Economic problems people
214 face. 3. Inadvertence of media and cultural and social difficulties related to women participation in public sport.
215 These results match with Wahed results (2009) that indicated economic problems and income reduction are
216 danger to Esfahan public sport [26] and match with Shabani results (2011) which indicate that people's economic
217 problems, change in life style and inattention of media are dangerous to public sport [24]. also NasirZade results
218 (2011) which indicate that economic problems are the main problems of Kerman province regarding public sport
219 [27], proves Khaki Et al. ??2005) findings that the improvement of people's economic condition and social media
220 exploitation are leading development factors [5] and Liu (2009) and Mccree (2009) findings that shift in people's

221 life style and urbanization are the threatening factors to public sport ??30.31] also the results of this research
222 disagree with Nasir zade (2011) findings that high unemployment rate is the most important threat to Kerman
223 public sport and puts it in the last rank [27].perhaps the reason of this inconsistency would be the differences
224 among research communities (cultural, economical, social, environmental).

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

231 As well, this research indicated that there are 10 strength points in Khuzestan public sport. The important
232 advantages are: 1. Low prices of public sport compared with champion sport 2. Numerous attendance of youth
233 and teens 3. Exciting indigenous patterns of local sports 4. Public sport role in preventing spread of diseases
234 and unpleasantness. 5. Activity of public sport boards in the province Also current research shows that there are
235 8 opportunities in Khuzestan public sport. Most important ones are: 1. Special natural areas for public sport
236 in all over of the province. 2. Various social media activity in informing and advertising about public sport.
237 3. Emphasis of doctors and psychologist on the role of sport in physical and mental health. It seems that for
238 developing public sport in Khuzestan, besides codified guidelines, these advantages and opportunities must be
239 considered and sport officials try to preserve and improve them.

240 13 VI.

241 14 Conclusion

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

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

248 -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:

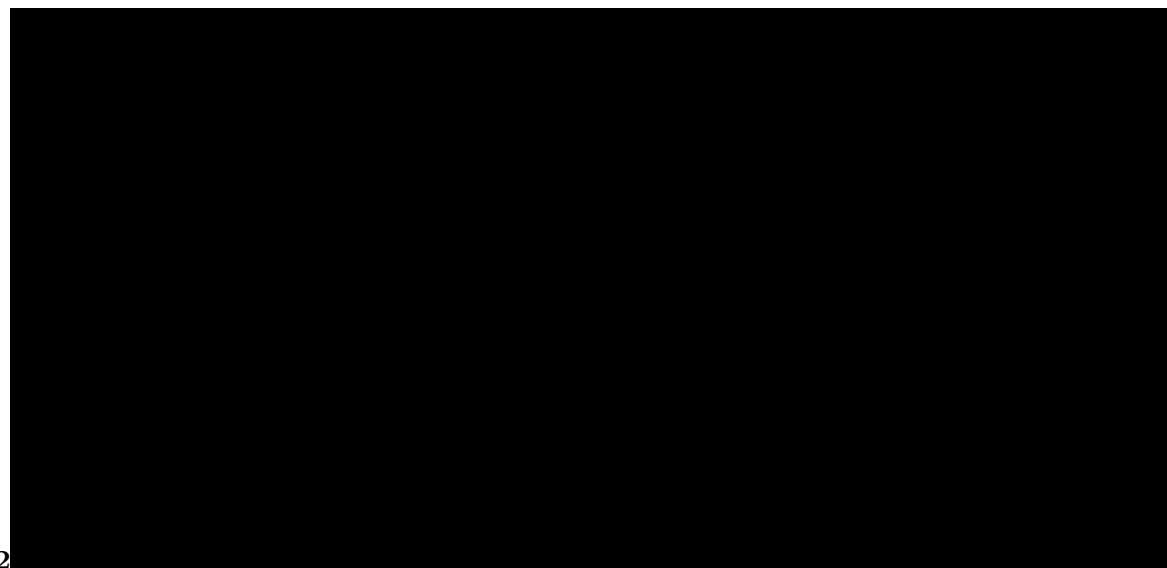


Figure 2: Figure 2 :

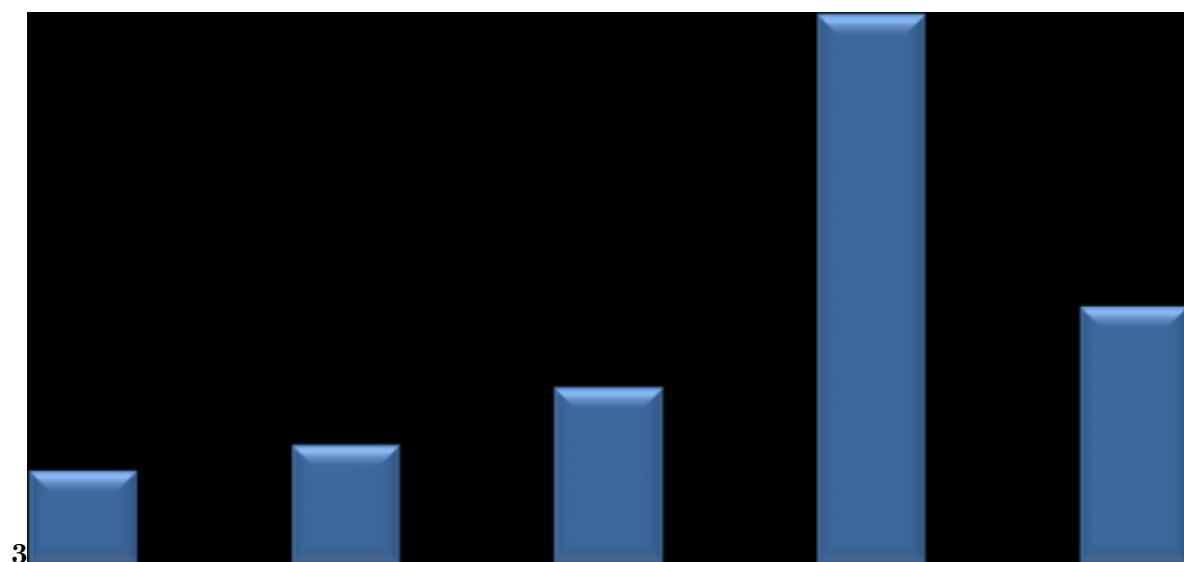


Figure 3: Figure 3 :

1

Rank
aver

Figure 4: Table 1 :

2

Opportunities	Average Threats rank	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
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 :

3

Year 2013
2 20 2 19
Volume XIII Issue VIII Version I
()
Journal of Human Social Science

[Note: A A © 2013 Global Journals Inc. (US)]

Figure 6: Table 3 :

249
250 1 2

¹SWOT: strengths, weakness, opportunities, threats
²© 2013 Global Journals Inc. (US)

4

	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	

1

(WO) Conservative strategy

Internal Factors

2.142.5

(SO) Offensive strategy

(WT) Defensive strategy

S

(ST) Competitive strategy

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

Figure 7: Table 4 :

251 [Www and Http ()] , Www , Http . 2002. (sport in Norway. olav forde)

252 [Frankish and Millgan ()] 'A review of relationships between active living and determinants of health'. C J
253 Frankish , C , Dawn Millgan , CollenReid . *Soc, Sci, Med* 1998. 47 (3) p. .

254 [Nasirzadeh ()] *a strategic planning for public sport Kerman. National Conference on Recent scientific achieve-*
255 *ments in the development of sport and physical education*, A Nasirzadeh . 2011. Gorgan. p. .

256 [Lerner ()] *A strategic planning primer for Higher Education*, L Lerner . 2002.

257 [Kashef ()] *Assessment and Recommendations for the development of public sport. National Conference of*
258 *Physical Education and Sports Sciences*, M Kashef . 2000. University of Gilan

259 [Khaki et al. ()] 'Compared the visual dungeons faculty, coaches, players and managers on how to develop the
260 public sport'. A Khaki , F Tond Nevis , A Mozaferi . *journal of Movement Science and Sport* 2005. I (5) p. .

261 [Department of Statistics and information Management Planning province Statistical Yearbook Khuzestan province ()]
262 'Department of Statistics and information Management Planning province'. *Statistical Yearbook Khuzestan*
263 *province* 2011.

264 [Mozaffari and Gore ()] 'describe the public sport in Iran and compare it with several selected countries'. A
265 Mozaffari , M Gore . *Journal of Movement Science* 2005. (6) p. .

266 [Ghofrani et al. ()] 'Design and codify a development strategy for public sport in Sistan and Baluchistan'. M
267 Ghofrani , M Goudarzi , N Sajjadi , M Jalalifarhani . *The Journal of Movement* 2009. 9 p. .

268 [Shabani et al. ()] 'design and codify a development t strategy for championship sport in kurdstan'. Seifpanahi
269 Shabani , J Goodarzi , M Hamidi , M Khatibi , A . *journal of Movement* 2010. 8 p. .

270 [Mohd ()] *European journal of social sciences-volume9, number4*, S Mohd . 2009. (sport for all and elit sport)

271 [Teymori ()] *Evaluate and compare the performance of the development of sport, public sport center and*
272 *championship sport center by expansion model Vayzbrd*.The letter graduate, A Teymori . 2004. Tehran
273 University

274 [Shabani et al. ()] 'Evaluation challenges in sport'. A Shabani , F Ghafori , H Henry . *Journal for Research in*
275 *Sport Sciences* 2011. (10) .

276 [Saboradobary ()] *Exercise and Health, Tehran, Office of Research and Teaching Physical Education*, A
277 Saboradobary . 1988.

278 [Harrison and John ()] J Harrison , K John . *Strategic Management*, 2003. Ghasemi,B, Publications Board.

279 [Robinson ()] *Managing public sport and leisure services-sports & Recreation, P: 61*, Leigh Robinson . 2004. 2008.
280 17. (general management.edition32, Publication of ny)

281 [Zarei ()] *Medical students with an emphasis on leisure and sport Brfalyt comparison with other non-medical*
282 *universities*, A Zarei . 2001. Islamic Azad University, Science and Research (PhD thesis)

283 [Honeybourne et al. ()][Honeybourne et al.]*Participation of 10 Physical education and sport study*, J Honey-
284 bourne , M Hill , H Moors . 2002. Stanley Thrones 2th Ed.

285 [Saeedi et al. ()] *public sport and Tehran citizens*, A Saeedi , H Hedari , B Gadimi . 2011. Tehran, office of Society
286 and Culture. p. 27. (first edition)

287 [References Références Referencias] *References Références Referencias*,

288 [Liu et al. ()] 'Sport Equity: Benchmarking the Performance of English Public Sport Facilities'. Y Liu , P Taylor
289 , S Shibli . *European Sport Management Quarterly* 2009. 9 (1) p. .

290 [Shehu ()] 'Sport for all in post colony: Is there a place for indigenous .Games in physical education curriculum
291 and research in Africa'. J Shehu . *Africa Education Review* 2004. 1 (1) p. .

292 [McCree ()] 'Sport Policy and the New Public Management in the Caribbean'. R McCree . *Public Management*
293 *Review* 2009. 11 (4) p. .

294 [Ghalibaf ()] 'Strategic look at the sport in the country'. M Ghalibaf . *Tehran. Negarestan Hamed* 2010. p. .

295 [David ()] 'Strategic Management. Trans by, Persian'. F David . *Office of Research and Culture* 2000. 23 p. .

296 [Grant ()] 'Strategic planning in turbulent environment evidence from the oil majors'. R M Grant . *Strategic*
297 *Management Journal* 2003. 24 (6) p. .

298 [Vahed ()] *Study of strategies and approaches in public sport*, V Vahed . 2009. Iran. Islamic Azad University
299 (Master of the letter. Boroojerd unit)

300 [Lorange and Vancil ()] 'Tailor -making the corporate planning system's design'. P Lorange , R F Vancil .
301 *Strategic planning and Control: Issues in the strategy process*, P Lorange (ed.) (Blackwell, Cambridge, MA)
302 1995.

303 [Numerato ()] 'The institutionalization of regional public sport policy in the Czech Republic'. D Numerato .
304 *International Journal of Sport Policy* 2009. 1 (1) p. .

14 CONCLUSION

305 [Kaplan and Beinhocker ()] 'The real value of strategic planning'. S Kaplan , E Beinhocker . *MIT Sloan Manage*
306 *Rev* 2003. 44 (2) .

307 [Ghafouri et al. ()] 'The role of social demand orientation, the'. F Ghafouri , H Rahmanseresht , H Kozechean .
308 *Journal of Movement* 2005. 25 p. .