Studying strategies of sport management using SWOT technique

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ABSTRACT

Strategic planning is a type of planning that concerns to internal and external factors using SWOT analysis. The main goal of this study was determining strategies of sport management from the viewpoints of sport managers using SWOT technique. Population included all managers, vice-presidents, and top, middle and operational managers of physical education organization. Data gathered by questionnaire that its reliability and validity was determined by experts and a pilot study (Chronbach Alpha = 0.92). We used descriptive statistics, Kolomogrov-Smirnov and T student test to analyzing data. Results showed that considering expert's idea and using them in sport organization are included as strengths of sport management. The situation of women in management level, sport marketing, and position-based planning were categorized as weak points. According to results, comprehensive sport plan, development in information and communication technology, privatization, research works in sport management and young population were opportunities of sport management. Finally engaging government in managing sport, large number of policy makers in sport and dependence of club managers to governmental parties were categorized as threats of sport management.

Key words: strategy, strength, weakness, opportunity, threat

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INTRODUCTION

For many years, sport propagandists, sport event catalysts, and athletes leaders, have been managing sport events more than what people assume[1]. Nowadays some believe that all advancements in various science lines must finally be led by science management.

Without the settle of management in various organizations, modern enormous   achievement couldn't be produced. In sport and physical education, the management hasn't found its place yet. And a deep gap between view and function and not being practicality of physical education, is the reason of incorrect exploitation of possibilities and existent sources [2]. Managers have four major duties for achieving the determined goals of organization: planning, organizing, control, conduction and direction. In the hierarchy of managers the operational managers control and guard the personnel, it is the centric managers' duty to change the senior managers' goals to details, and the senior managers are charged to plan for the organization [3].

Tabibi quotes from Bilou et al, that planning is a process in which the organization synthesizes its activities and effort about expected situation, the way to reach it and circumstance of the way in together. Without proper planning

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organization management just pay attention to urgent affairs and is incapable to future necessities. So tendency to do chanceful and impromptu activities increases. It seems that there isn't enough time and good situation to predict the future problems. So planning is essential to overcome the limitations and weaknesses in planning means planning for the failure [5]. The strategic planning is a kind of planning which is done via foresight and ordered process [6]. Machado (2004) believes that strategic planning is a current way which the organization uses it to proper reply to outside and inside variable conditions. And the extent of using the strategic planning is an important prediction agent of success and credit of organization. About this, the former literature strongly emphasized the importance of strategic planning in organization [7]. In Boyd's opinion (2006) strategic plan determines the strategic point, specifies the goals and the required activities to achieve the goals, helps the organization to determine its path and goals and the way of performance and usually embraces a period of 3 or 5 years [8]. A way to survey the ingredient of inside and outside environment of organization is the use of SWOT (Strength, Weaknesses, Opportunities and Threats) analysis. This method produces the possibility to survey the agents and to compare the straitened, threats and harmful aspects of organization, opportunities, demand, and the outside situation along with strengths and weaknesses [9].

In Loup's opinion (2005) the analysis of the strengths, weaknesses, opportunities and threats in an organization is on the same level as the strategic analysis for many, and is named [10]. It's an abbreviation for:

Strengths: activities in which the organization acts well, or the sources that are under the control of the organization like skills, different worthiness, competitive profits, or the sources that the organization uses them to choose ace strategy.

Weaknesses: activities in which the organization doesn't act well, or the sources that the organization should have but doesn't, like the absence of skills, different worthiness, competitive profits, or the absence of the sources.

Opportunities: they are the situations that their profits are obvious and if definite activities be done, they can be realized.

Threats: they are the situations that have inadvisable results as far as possible, so to prevent the appearing problems we should compare to these situations actively [10].

The main goal of strategic planning is to identify the organization's charter and direct its path via which one can reply to quick environmental changes quickly and effectively. This is done by codifying of the outlook, prophecy, great goals, strategic ways, separate goals, strategies and measurement indicators. In other words, strategic planning includes the major duties of any organization and adopting the strategic experiments [11]. The Olympic committee of Australia in 2006 codified its strategic planning to keep its place among five higher countries around the world in Olympic 2008 [12]. And the Switzer land designs its development strategy till 2020 as:

• Most of the people take part in sport activities by having the right of choice they will comprehend its physical and mental profits.
• Sport clubs will be rebuilt and will be available for all people.
• Most of people in any age, gender, or race will enjoy these activities.
• People will be encouraged to new physical activities [13].

Ronen and Common (2009) in a survey called SWOT emphasize on listing the strengths and weaknesses in an organization by the use of analysis method and SWOT analysis. This analysis is found according to the organization events and the cause of their establishment and it enhances the strengths and resolves the defiance and inabilities of the organization. The recognition of abilities and inabilities of an organization causes the formation of planning to preserve and to support the strengths and at the same time it will also defend in counter with weaknesses of the organization [14].Mack Carry (2009) in a survey with the title of [Sport policy and the new public management in Caraib Islands] surveys the public management policy in a world called Global village about the policies which finally end to a goal that is the development of public sport according to the values, causes, and different ingredient [15]. Khosravizadeh (1387) in a survey with the title of [study and the strategic plan designing of National Olympic Committee of Islamic Republic of Iran]according to SWOT exclaimed that the 20years document outlook of Iran and general sport design are among the circumferential proper opportunities of National Olympic Committee which will be developed by sport promoting and developing scientifically and a situation that can be a good basis for

promotion championship and public sport will be created [16]. In Kriemadis' opinion nowadays many managers are faced changes like the oldness of the facilities, technology changes, assembly features changes, contest increase, expenses, growth, reduction of income sources ,etc. and they should counter these changes to maintain the growth and for organization affection [17].

Costa (2005) in a survey about the present and the future of sport management expressed that some specialists believe that sport management should be synthesized from other fields, and some believe that sport management should be separated from other lines like psychology management and sociology management [18]. Derakhshan in hid research about the defiance of sport management of armed forces said that the most important defiant instances of armed force management are view dispersion of officials in armed forces about physical education, the existence of general plan in armed forces sport and the shortage of proficient human forces [19]. According to the importance of management and the strategy plan in sport management in Iran the main goal of presence survey is investigate and strategic description and the sport management policy with the reach of the strengths and weaknesses and also the opportunities and the threats of outside environment.

MATERIALS AND METHODS

The method of this search is descriptive and usable. We studied the strategies of sport management with the help of (SWOT) way. To collect the information we used the scholar made questionnaire to determine the strengths, weaknesses, opportunities and threats of sport management (SWOT). To access and to distribute the variables and the questions we asked 13 professors of sport management using the Delphi method. Costa (2005) said that the less number of assertive in Delphi method were 11 [18]. In this method firstly each proficient were asked to determine the strengths, weaknesses, opportunities and threats of sport management. Then the selective occasions were treated by proficient and some instances were adjusted or confirmed. Finally the occasions about which the proficient were united became the basis of the work. After that according to the given opinions the questionnaire was codified and was given to the scientific mission for the final revision. The questionnaire was given to the proficient to be credible, and then it was performed in a small part of the statistic community (25 people) for the primary study. We used of Chronbakh α statistic way to calculate the strength of the questionnaire and the strength of the coefficient was calculated about 0.92 which showed the trustiness of the research tool. The statistic community in this research includes all of the managers, their assistants and the centric and operation managers of physical education organization. We used all of them as the statistic sample. From 85 sent questionnaire 76 were turned back that were analyzed. The questionnaires were distributed in 1388. For statistic analysis of data we used deductive and descriptive statistics. In the first part the descriptive analysis of data is exhibited like diagram and tables and affluence distribution. In the second part to investigate the normality of data we used the Kolomogrov-Smirnov way, and to deductive analyze of data the relevant (t) test was used. All the data analysis was done by the use of 16 SPSS software.

RESULTS

The research showed that 45% of the managers whom we investigate about have under 5 year background of managing and about 13% of them have more than 20 year previous record. Also 30% of managers were under 30 and about 5% were above 50 and 65% were between 30 or 50 years old.

As see in diagram 2 women management in physical education institutions is about 18% and the men management is about 82%.

Diagram 3 obviously shows that a huge portion of the managers include the managers whose degree have no connection with sport. The research variables were tested by Kolomogrov-Smirnov test. And it showed that the data distribution is normal and parametric test is not preventive. After the determination and distribution of questions to four groups [strengths, weaknesses, opportunities and threats] by the sport management professors the questions were distributed between the managers of physical education organization to be meaningful. The results can be seen in table 1.
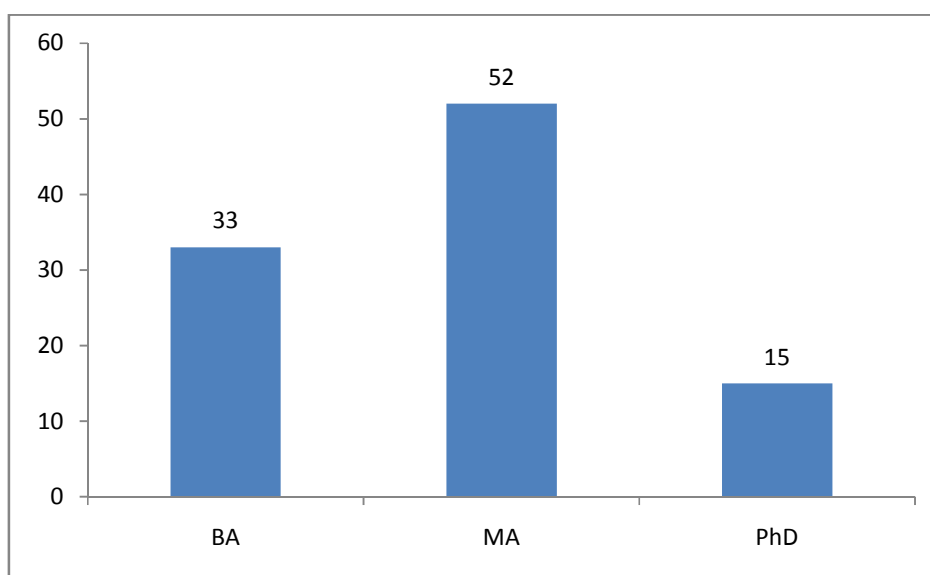
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Diagram 1 shows the managers extent of education, i.e. about 15% of managers have PhD, 52% have M.A and about 32% have B.A degree
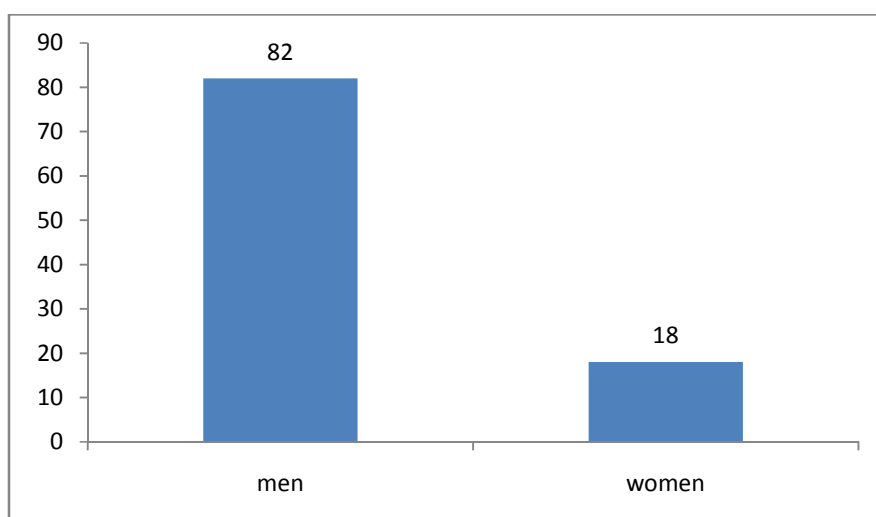

Diagram 2. Percentage of gender among the sport managers in Iran

Table 1.thestrenghts of sport management in Iran

Determined strengths in sport management in Iran	Mean	SD	T test	P
The use of specialists opinion about sport management of organization	5.15	1.65	3.171	0.005
Access and use of sport proficient and specialists	5.14	1.98	2.642	0.016
Attend to long-term plans about sport and the emphasizing it	4.80	2.04	1.81	0.084
The conformity of the duties with the individuals degree	4.33	2.40	.453	0.65

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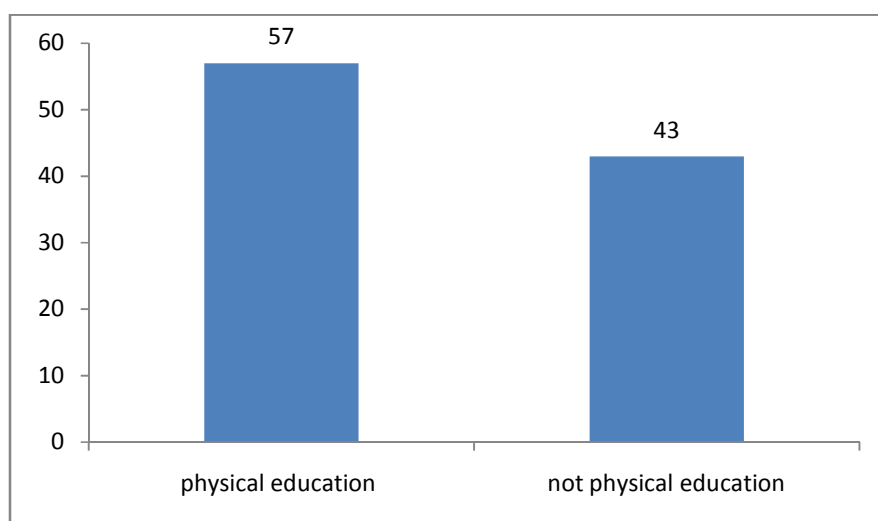
Diagram 3. Percentage of distribution of education lines of sport managers in Iran

As in table 1 from four appointed occasions (in Delphi way) as the strengths and weaknesses, the zero assumption in table 2 instants is rejected and it showed that the use of specialists' opinion in prediction and access of proficient and the sport specialists in sport organizations are accepted as strengths. But paying attention to long-term plans about sport and the adjustment of duties with degrees were not accepted as strength. [Attention: Average in table 1 and other tables in this research is on the basis of the seven categories distribution of the questionnaire that the least average i.e. 1 means the lowest and 7 means the highest average].

Table 2. The weakness of sport management in Iran

Determined weakness in sport management in Iran	Mean	SD	T test	P
The exact scales of data predication in sport management	4.05	2.20	2.180	0.041
Non-attendance of women in sport management (the shortage of their presence in this part)	3.91	1.94	2.130	0.046
The way of sport marketing among sport managers in Iran	4.86	1.45	5.833	0.001
The use of organization place to long term and middle planning	3.86	1.93	2.034	0.05
The knowledge of managers about planning	3.1	2.11	0.206	0.84
Using of the regular budgeting in sport organizations	3.16	2.08	0.315	0.76
Regular ways of planning in manufacturing the sport places	3.15	2.22	0.295	0.77
The clarity of the duties and the responsibilities in sport organization	3.48	2.54	0.858	0.40
The conformity of the organization places with individuals activity	3.39	2.01	0.868	0.40
The coordination among the organization	3.1	2.11	0.178	0.86
Clear standards about the control of sport organization	3.05	2.43	0.089	0.93
The evaluation of employees turnover in sport organization	3.43	2.35	0.833	0.41
The way of strategic planning in sport management	3.58	2.44	1.073	0.30

In table 2 thirteen instances of weaknesses were probable (gathered opinion by Delphi way) that in sport managers' view only four first instances are known as weaknesses.

Table 3. The opportunities of sport management in Iran

Determined opportunities in sport management in Iran	Mean	SD	T test	P
The change of sport management in Iran in case on the performance of general sport plan in third development plan	4.95	1.20	3.627	0.002
The information growth and connection and its influence on sport organization	5.52	1.72	4.057	0.001
Specialization in sport and its influence on management	4.95	1.65	2.633	0.016
The investigation about sport management	5.33	2.03	3.005	0.007
The youth population for managers	5.19	1.50	3.627	0.002
Attention to the management and planning about the sport	4.49	2.15	2.044	0.056

Table 3 shows that from 6 reasons that have been tested as the opportunities in sport management only the last one was not taken as the opportunity.

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<div align="center">Table 4. The threats of sport management in Iran</div>

Determined threats in sport management in Iran	Mean	SD	T test	P
The engagement of the state management system in sport management	4.81	1.91	4.333	0.001
The multiplicity of the programmer organization to manage the sport organization	5.62	1.32	9.079	0.001
The club manager relation to the government	5.96	0.22	6.20	0.001
The actual performance of universities in Iran to train the sport managers	3.91	1.89	2.188	0.41
The supervision of media on the sport managers performance	3.53	1.47	1.372	0.18
Sampling of the manner of management of sport organization in other countries	3.39	1.96	0.890	0.38
The use of concrete systems in planning around the world	3.24	1.86	0.584	0.57

Table 4 shows that of seven threats that were examined the engagement of governmental management system, the multiplicity of programmer organization and the relation of club managers to the government are among the sport threats. Other occasions are not among the threats.

DISCUSSION

According to the obtained results of this research about the enjoyment of the specialists opinion and the use of proficient in sport organization are strengths in sport management in Iran. Rezaeean (1387) has mentioned the human forces and the specialist as the most valuable sources for productivity of talents and access good acting [20]. Jusby (1386) says that the prediction and the farsightedness to reach actual goals are the managers' goals for planning [21]. Non-attendance of women in sport management and the manner of marketing are among the weaknesses in sport management. Carpenter (1996) proclaimed that the number of women sport managers is only 15% in the world [22]. And Floyd (2008) claimed that less variety in kind is existed among the members of sport scientific mission in U.S.A [23]. This shows that women have not gotten their place in sport management yet and this is the reason for women not to have a rich presence in Iran and their non-attendance is among the weaknesses. One of the weaknesses is shortage of marketing by sport managers. Hasanzadeh (1384) proclaimed that the reason of marketing is to establish or change sport products and services for customers' adhesion [24].among the opportunities in Iran sport management are the management change in case of performance of general plan in third development plan, specialization in sport and its influences in sport management, the investigation about sport management in Iran and the affluence of the youth to be sport managers. Sport general plan in the third development schedule was important for determining the sport path. This plan covers many technical, cultural, economical and public aspects and is 20 years and can make vital changes in sport. Generally the aim of this plan is sport equipment according to obtain a frame with specific performance. There is no doubt that the general plan is not actually a complete one. But do not forget that having imperfect law is better than being lawless [25, 26].

Akermans and Anderhort (2002) believe that the advancement is relative to inattention and more separation and increasing the complexity of management for the managers [27]. By increasing the advancement, the officialness will be increased [28]. Specialization is among the opportunities in sport management in Iran. Mclean believes that specialization of the state companies not only is a tool to change the structure of economy and to give more roles to private units and to increase the contest but also is an essential basis for economy development [29]. The role of sport in national economy has a direct relation with the extent of investment in sport which is too low compare with developed countries. In Italy, England and Germany the ratio of impure production to sport economy is 2%, 1.7% and 1.4% respectively, whereas this ratio is 0.38 in Iran [30]. Among other opportunities is investigation about sport management. Anderson (1989) says that research is a process via which one can search about the unknowns and get enough information about it and predict some events [31]. Finally the immense of the youth population in Iran is known as an opportunity for management. There is no doubt that the use of the youth in any country is a good opportunity.

Three other agents i.e. the engagement of state management system in sport, multiplicity of managing organization in sport field and the relation of club managers to government are among the threats in sport management in Iran. There are many explanations about the government profit in sport. The first one is trying to use of the sport as a tool to control social relations and to control the youth behavior and economic improvement. Governments use the sport as a tool to control the unrest and to improve training system and this is the reason which persuades them to interfere in sport [32]. The governments' look at sport can be ignored or active. Sport is important for the governments because it encourages the youth to take part in social activities, increases the health education improvement and

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national and international credit [33]. Governments should try to decrease the weaknesses and threats and to increase the opportunities and strengths and to lead sort in Iran toward development.

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