DEVELOPING MASTER PLAN (STRATEGIC) IRANIAN WRESTLING FEDERATION OF THE ISLAMIC REPUBLIC OF IRAN

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ABSTRACT
Strategic planning is a process in mobilizing the organization’s resources and unifying its efforts to achieve the duty and long-term objectives with respect to the internal and outside limitations of any organization. The goal of present research is to develop a strategic plan for the federation of Iran’s Wrestling. The research methodology is descriptive survey and in terms of the goal, it is applied. The data has been collected by studying documents and papers, study the literature review and gathering the views of experts in this field both in academic and executive ranks. In addition, the authors developed a questionnaire, the validity of which was confirmed by the experts and the reliability was approved via Cronbach test (α= 0.89). The questionnaire consists of 6 options for the strong point, 12 options for weak points, 11 for Opportunities and 11 for Threats. The collected data was analyzed by using SPSS software and descriptive statistics indexes (frequency, percentage of frequency, mean, and criteria bias) and the inferential statistics of Freedman test was used to classify each one of the internal and external factors. The statistical society of the research consisted of experts of sports federation of Iran Wrestling about 253 people. result showed that Master Plan (strategic) Iranian Wrestling Federation is in WO status in strategic position terms and it should use conservative strategies; and, developing strategic plan, selecting suitable strategies such as And provide relevant indicators structure and attract talent and cooperation of the private sector, academic and administrative processes to exploit the opportunities available in the outside world strive to improve internal weaknesses.

Keywords: Master Plan, Strengths, Weaknesses, Opportunities, Threats, Wrestling

INTRODUCTION
Inadequate physical activity and unhealthy dietary patterns established during youth may extend into adulthood and may increase risk for chronic diseases, such as coronary heart disease and cancer (ab0, 2015). Increasing trends of non-communicable diseases is a worldwide phenomenon. Lifestyle-related risk factors included unhealthy diet with foods high in saturated and trans fat, salt and sugar (especially in sweetened drinks), physical inactivity, tobacco use and the use of alcohol and illicit drugs contribute to more than two thirds of all new cases of NCDs (Ahmed, 2014). Iran has a major amount of population of young people who need to be adopted to physical activity especially traditional sport such as Wrestling which has been got various medals. So to promote Wrestling and to reach the best results needs programming. Strategic planning is a process in mobilizing the organization’s resources and unifying its efforts to achieve the duty and long-term objectives with respect to the internal and outside limitations of any organization. To successfully face the challenges of competition, organizations need to identify environmental factors and examine their long-term effect on the organization (Wu et al., 2010). Sport and Wrestling is a highly competitive area that requires this type of environmental planning. Strategic planning is an organization’s process of defining its strategy and making decisions on allocating its resources to pursue this strategy (Sotiriadou, 2010). A strategic plan is a document that is used to communicate with the organization the organizations goals, the actions needed to achieve those goals, and other critical elements developed during the planning exercise (Strategy Management Group, 2015). Moreover, the strategic planning process explains the current condition of the organization and identifies the key factors that affect its performance (Australian Sports Commission, 2013). SWOT analysis is a simple yet effective tool for identifying internal and external factors that may affect the success of failure.
of organizations. The purpose of this study was to identify the strengths, weakness, opportunities, and threats of the Athletics Federation of Iran and help with finding the best strategies for developing Today organizations must constantly monitor internal and external events in order to keep up with changes. Organizations need to identify these changes and adapt to them. Sudden intuitive decisions have no place in today’s fast-changing environment. Thus, successful organizations are those that make the best use of strategic management (Shabani, 2011). Strategic management involves formulating and implementing the goals and initiatives taken by an organization’s top management based on consideration of resources and an assessment of the internal and external environments (David, 2007). Athletics Feasibility Committee (2011) performed a SWOT analysis of athletics in Appalachian State University. The most important strengths included the academic and competitive success of the marquee program (football), energetic and supportive fan base, practice and performance match, academic success of student athletes, and facilities for priority sports. On the other hand, weaknesses included relatively low athletic scholarship, unfinished athletics facilities plan, and increased scholarship and operational needs. The main opportunities included addressing gender issue needs and growing funding sources, while the major threats were competitive peers and continued growth of external revenues.

Agard and Henry (2012) presented a strategic plan for the National Association of Athletics Administrations (NAAA). A SWOT analysis was performed in 4 categories, namely human, physical, financial, and operational. The main strengths were certified coaches, good potential talent pool, talent identification program, several stadiums, recreational parks, good natural environment, major sponsors, government support, corporate support, strong club system, and active coaches’ association. The main weakness were inadequate numbers, resistance to development and change, limited club administration capacity, inability to attract specialist personnel in various fields, breakdown maintenance of training facilities, incomplete equipment at stadiums, wary sponsors, insufficient funding, undeveloped marketing strategy, poor financial management systems, inability to attract long-term sponsors, internal conflict, and poor planning. The major threats were external and internal conflict, competition for training facilities, increasing cost of facility maintenance, rising cost of professional services, and increasing university fees, while the main opportunities were increased government investment in youth development programs and creation of a national elite track and field in service of sport pathway.

Javadipour and Samienia (2012) in a research recommended invasive strategies for developing sports for all and developing strategy and future plans perspectives. In addition, suitable grounds for reinforcing the culture of sports for all in the country, increasing participation and active cooperation of organizations and entities, the realization of the goals of sports for all and employing all national capacities in line with the growth and development of sports for all in the country.

Hosseini (2010) in a research titled Determining the Strategic Status of Students Sports at Islamic Azad University showed the strategic position of sports students of Islamic Azad University in WO Zone after evaluating the internal and external factors. Wrestling has deep roots in Iran’s sport history and tradition and has become a national sport. The purpose of this research is to examine various environmental factors and organizational resources in Iran’s Wrestling Federation to help develop a strategic plan for this organization. To achieve this, this paper addresses the following questions:

1. What is current state of Iran’s Wrestling Federation in terms of human resources, financial resources, facilities, equipment, management and planning, standards, control, and regulations?
2. What are the strengths, weaknesses, opportunities, and threats (SWOT)?
3. What strategies, plans, and policies are expected?

MATERIALS AND METHODS

Methods

This research is a mixed methods strategic study which examines the current and desired condition of Iran’s Athletics Federation using SWOT analysis. The population consisted of the managers, board members, presidents of associations and committees, and experts within the Wrestling Federation. Given
the small population size, 253 managers were selected as the sample using convenience sampling. The
data has been collected by studying documents and papers, study the literature review and gathering the
views of experts in this field both in academic and executive ranks. In addition, the authors developed a
questionnaire, the validity of which was confirmed by the experts and the reliability was approved via
Cronbach test ($\alpha= 0.89$) A questionnaire was developed and distributed among the participants to identify
the strengths, weaknesses, opportunities, and threats in development of the Athletics Federation. Data
were analyzed in SPSS 22 using descriptive statistics and Friedman test. The identified factors were
weighted and ranked to determine the strategic position of the Athletics Federation. Finally, strategies
were derived from the SWOT matrix and corresponding plans were presented.

RESULTS AND DISCUSSION

Results

By using the data obtained from the questionnaire and literature review and with respect to the results
gained from Freedman test, the factors were arranged in priorities that showed: Master Plan (strategic) Iranian Wrestling Federation is in WO status in strategic position terms and it should use conservative strategies; and, developing strategic plan, selecting suitable strategies

SWOT Analysis and Strategies

Strengths

- Good performance in Asian, World, and Olympics games given the total number of athletes and the number of medals won in these games
- Presence of well-known and experienced coaches and judges in the administrative structure of the federation and wrestling commissions
- Use of relatively good facilities and equipment for teaching the target population
- Lower costs of wrestling compared to other sports
- The Wrestling Institute of Iran and the possibility of using the Internet to inform adolescents and youth about wrestling programs

Weaknesses

- Lack of wrestlers in different age groups
- Lack of systematic plans for attracting foreign participation
- Lack of support for coaches
- Short-term and unsystematic planning in the Wrestling Federation
- Excessive reliance on government budget
- Lack of professional activities within the federation
- High maintenance costs of indoor facilities
- Unrelated education of human resources in the Wrestling Federation
- Lack of coordination between the federation and some wrestling commissions
- Uncertainty in the (financial/human) resources required for different programs
- Lack of wrestling facilities in most sport complexes across the country
- Lack of support human resources (psychologists, fitness instructors, etc.).

Opportunities

- Importance of sports in Islam
- Support from higher authorities and their emphasis on sport and physical activity
- Consistent professional league games
- Support from the government and the parliament for the sport of wrestling
- Possibility of corporate support
- Use of integrated planning systems by different countries
- Voluntary services by citizens
- The culture of endowment
- Persian-language sport and recreation information websites

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- Large youth population
- Active wrestling commissions in most sport institutions

Threats
- Lack of quality and quantity in the existing clubs
- Limited hosting of international and Asian tournaments
- Unbalanced development of men’s and women’s wrestling
- Cultural and social barriers to holding wrestling tournaments
- Inappropriate sport management system (the number of authorities that make policies for sports and confusion in their responsibilities)
- Poor participation by the private sector (insufficient sponsorship)
- Lack of trade associations
- Lack of trustees in professional sports
- Lack of job opportunities for wrestling champions
- Lack of transparency in spending donations from people and other institutions
- Lack of regulations supporting foreign investment in sport
- Lack of meritocracy in sports.

Inattention to wrestling facilities in other institutions such as schools is one of the most important weaknesses of the Wrestling Federation, as the majority of adolescents and youth spend most of their time in these institutions. Therefore, officials within the federation are recommended to pay special attention to sports in these institutions in their long-term plans.

Discussion and Conclusion

In today’s world, having high analytical power is one of the important factors in achieving goals of an organization and the secret in the success of many of the projects. Determining a suitable strategy and subsequently, honest analysis and forecasting the external factors guaranty the success and highest productivity of an organization. Specifying suitable strategy could direct an organization to the highest limit of success with respect to the conditions of an organization, or save an organization from bankruptcy in critical conditions. Therefore, the secret of success of many organizations and managerial projects could be the proper analysis of existing insider resources (strengths and weaknesses) and studying external situations (opportunities and threats). Through previous surveys and results these strategies were extricated.

Low costs of wrestling are one of the major opportunities facing the Wrestling Federation. It is recommended to initiate wrestling programs in different organizations and use this opportunity to cover the weaknesses associated with shortage of wrestlers.

Strategy
1. Developing a systematic structure for scouting and defining relevant indicators
2. Improving the quality and quantity of the athlete development process
3. Increasing the number and quality of tournaments at different levels
4. Attracting and expanding participation by the private sector
5. Making administrative processes more scientific
6. Developing human resources.

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