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## Developing the Strategic Plan for Pahlevani and Zourkanei Federation

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### ABSTRACT

The purpose of this study was to develop a strategic plan for Pahlevani and Zourkanei federation in Iran. The statistical population of this study included members of the federation's board of directors, chairmen of the federation committees, heads of provincial councils as well as sports and management elites. 50 experts participated in this study through total sampling approach. According to the results of the research, a total of 18 strengths, 30 weaknesses, 12 opportunities, and 17 threats for Pahlevani and Zourkanei federation were identified and based on the internal and external factors, the strategic position of the Pahlevani and Zourkanei Federation in the WT region was determined. A total of 19 strategies, including five SO strategies, five ST strategies, six WO strategies, and three WT strategies for the Pahlevani and Zourkanei federation, were developed. Therefore, according to the results of SWOT analysis matrix, it is necessary to use more than a defensive or stabilization strategy to manage the development of Pahlevani and Zourkanei federation.

### Introduction

During its long life, the world has developed very valuable gems in various fields such as science and philosophy, culture and art, mysticism and literature, which are a precious part of the global treasure of humanity. One of these glorious but unknown achievements is the sport of zurkhaneh and heroic training (Dadras, 2014). Ancient sport has been one of the masterpieces and honors of Iranians in the field of physical education, which has a cultural and sports history of more than three thousand years.

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Herodotus, the famous Greek historian, writes of this fusion of moral values with sport among the Iranians: The Iranians were a strong ethnic group who taught their children three things from the age of five: riding, shooting, and truth (Hoseini, 2008).

The Iranians were so interested in wrestling that they also resorted to solitary warfare and combat in the forests. This original Iranian heritage, which has been developed and continued as a multidimensional system of sports, culture, art, ethics, mysticism, is rooted in the religious worldview, epic myths and lifestyle of Iranians (Hoseini, 2008). This sport, like any social phenomenon throughout history, has gone through ups and downs. Its prosperity and internationalization, the period of its re-prosperity and development has begun and now, in addition to the tendency of many young and faithful Iranian teenagers and youth, it has spread in other countries of the world and several international competitions have been held (Dadras, 2014).

The federation is one of the most important sports sectors in the country because it is an important arm for providing sports services and the first level of referral with specific territory and responsibilities. Today, the administration of the federation is an important team work and the director of the federation plays the role of leader in leading this great institution (Ehsani et al., 2013). In addition, the federation is a place of professional activities for athletes, coaches, and all of these people should participate in the strategic plans of this important institution and each in some way contribute to its management (Manafi et al., 2017).

According to Abdalkrim (2013), strategic planning is a complex process involving patience and strong efforts of a team and giving life to the vision and mission when striving for the desired goals and objectives of an organization by facilitating the effective decision process making, as well as everyday activities. Strategic planning offers the overall picture of what you are doing and where you are going. Stewart (2002) maintains that strategic planning activities are a source of information, influencing success or failure of organization executives who apply strategies. There is no single definition of strategic planning activities. Different organizations are using diverse strategic planning activities; therefore they are difficult to define (Demmings, 2008). The development of a workable strategy is one of the most important influences on organization success. Success can be achieved in a situation when there is a suitable fit between the environment and the chosen strategy. Managers must understand the situation in which sport organizations operate before undertaking the process of strategy formulation (Honcová, 2019). No universal set of strategic choices exists that is optimal for all organizations. No single 'blueprint' strategy can be productively adopted by all organizations, even if they operate in the same sector. Federation with strategy policy have fewer organizational problems (Wicker & Breuer, 2012).

Managers have recognized that they can achieve their plans to make organisation work better and respond to its environment by determining the goals and the Organisation's mission in a long term. Therefore, using comprehensive and strategic plans have been introduced as a necessity in organisations because strategic planning, by analysing status quo, says where organisations are and stand now, and by analyzing favorite state, it says where they intend to reach, and by this planning enable the management to determine its orientation in the future and makes organisation be equipped against upcoming changes. Hence, it is indispensable for all the organisations to be responsible for strategic management, and the organisations who can use science and strategic management are the winners (Goudarzi and Manouchehri, 2016).

Understanding the issues and problems of sports requires a scientific and experimental view. A significant part of material and spiritual resources is spent in sports every year; However, it must be acknowledged that, unfortunately, there is no precise prioritization in the country's sports, and in principle, there is no suitable program for the development of sports. Rather, activities and programs are implemented without a clear vision and rational goals that are accepted at the national level, and the realization of great aspirations is pursued randomly (Keshtidar et al., 2018). However, the development of sport in many countries is being realized with a scientific perspective and the high peaks are being conquered one after another (Australia Volleyball Strategic Plan, 2012; Canada Volleyball Strategic Plan, 2012). Iran is also a sea of human talent and there is a good ground in this regard, but apparently the root of the problem should be sought in the lack of proper planning.

Given the indigenous nature of the sport of Zurkhaneh and Pahlavani and the international influence of this sport, it is very important to know the reasons for its success or failure in a country and to find appropriate solutions to eliminate weaknesses and strengthen the positive points. Moreover, the federation of Zurkhaneh and Pahlavani as a trustee of development and promotion of this sport requires a comprehensive plan and appropriate strategies.

The major goals of a national federation are to expand the Zurkhaneh and Pahlavani Sports Council, domestic tournaments and programs of the national Zurkhaneh and Pahlavani team. In order to develop zurkhaneh and wrestling in the country and move in line with the expected goals of the federation, it is necessary to formulate strategic planning. Therefore this study was set up to develop a strategic plan for Zurkhaneh and Pahlavani federation in Iran.

### **Methodology**

The present research method is descriptive-survey type and the research design is cross-sectional. The statistical population of the research included members of the board of directors of the federation, chairmen of federation committees, chairmen of provincial boards as well as sports and management elites. 50 people participated in this study through total sampling approach. Library resources, literature reviews, and research and interview backgrounds were used to collect data. The research questionnaire was reviewed by sports management specialists and members of the Zurkhaneh and Pahlavani federations and was designed in two parts. The first part contained personal information and the second part was related to examining the strengths, weaknesses, opportunities and threats of the Zurkhaneh and Pahlavani Federation in Iran. To determine the validity of the questionnaire, the opinions of professors, specialists and experts about the designed questionnaire were considered. A researcher-developed questionnaire with appropriate reliability using the contents in the background and closed questions use to identify the strengths, weaknesses and threats of Zurkhaneh and Pahlavani Federation. Regarding the method of collecting the data required for designing the strategic plan of the Zurkhaneh and Pahlavani Federation, the following points are worth mentioning:

1- To evaluate the internal environment factors of the Zurkhaneh and Pahlavani Federation, the internal factors evaluation matrix was used. In this matrix, strengths and weaknesses are placed in a matrix column and scored using specific coefficients and ranks to determine whether the Zurkhaneh and Pahlavani federations have strengths or weaknesses in terms of internal factors.

In this matrix, the strategic or priority factors of the internal environment are listed in the first column in the form of strengths and weaknesses. In the second column, the item code was written to separate the strengths from the weaknesses. In the third column, internal factors were ranked in order of priority measured in the Friedman test. In the fourth column of the matrix (coefficient of importance), based on the experts' opinion about the optimal status of the items, the result of dividing the mean of each item by the sum of the means of all items of internal factors was determined as the coefficient of importance. The sum of the coefficients of importance in the matrix of internal factors was calculated equal to 1. In the fifth column of the table (factor intensity), the average of experts' opinions about the current situation of each item was calculated and placed in the table. These numbers were calculated between 1 and 4, and unlike the usual method in the SWOT matrix, in this method there was no limit to internal and external factors, and these items could include any number from 1 to 4. In the last column, the product of the coefficient of importance in the intensity of the factor was calculated as the score of that item and the position of internal factors was determined from the total scores of the items.

2- To evaluate the external environment factors of the Zurkhaneh and Pahlavani Federation, the external factors evaluation matrix was used. In this matrix, opportunities and threats will be placed in a column and scored using specific coefficients and rankings to determine whether the Zurkhaneh and Pahlavani federations in general have opportunities or threats in terms of external factors.

SWOT analysis and a four-house matrix were used to formulate the strategies of the Zurkhaneh and Pahlavani federations. To do this, two-way comparisons (strengths and opportunities, strengths and threats, weaknesses and opportunities, weaknesses and threats) were used to determine the four strategies of SO, ST, WO, and WT based on analytical and intuitive judgment.

Usually, organizations choose their strategies according to the area located in one of the four inner and outer matrix houses of one of the SO, ST, WO or WT strategies (Khosravizadeh et al., 2012); However, the Zurkhaneh and Pahlavani federation strategies are also selected from adjacent houses. In this regard, it is believed that in choosing a strategy, it is appropriate not to be content with a certain point in one of the four matrix cells, and instead of emphasizing one set of strategies, the organization should undertake several types of strategies simultaneously; This is because it takes the organization's strategies out of the monotonous mode and greatly reduces the likelihood of making mistakes in choosing the right strategies.

### Findings

Internal factors evaluation matrix: The internal factors evaluation matrix was used to evaluate the internal environment factors of the Zurkhaneh and Pahlavani Federation. The results showed that the total scores of the matrix of internal factors are less than 2.5 and indicate that the Zurkhaneh and Pahlavani federation is internally weakness. (Table 1)

**Table 1.** Internal Factors Evaluation Matrix of Zurkhaneh and Pahlavani Federation in Iran

Internal factors	code	Factors	Significance factor (weight)	Agent intensity	Score
Strengths	S1	Interactions and relations of Zurkhaneh and Pahlavani Federation with other delegations of the country	0.0179	2.59	0.046
	S2	Optimal situation of information technology in Zurkhaneh and Pahlavani Federation	0.0186	2.54	0.047
	S3	Focus on developing young teams and talented players at the grassroots level	0.0190	2.73	0.051
	S4	Proper condition of the basic sport of the Zurkhaneh and Pahlavani Federation	0.0190	2.57	0.048
	S5	Optimal status of the organization and structure of the Zurkhaneh and Pahlavani Federation	0.0184	2.48	0.045
	S6	Relatively suitable situation of Zurkhaneh and Pahlavani Federation management	0.0186	2.73	0.050
	S7	Compliance of duties and responsibilities with the organizational structure of the federation	0.0186	2.56	0.047
	S8	Existence of a positive attitude towards development among the federation managers	0.0183	2.46	0.045
	S9	Independence of management of Zurkhaneh and Pahlavani Federation	0.0177	2.91	0.051
	S10	Adequate ability and knowledge of the instructors of Zurkhaneh and Pahlavani Federation	0.0186	2.61	0.048
	S11	Definition of duties and responsibilities in the Zurkhaneh and Pahlavani Federation	0.0186	2.83	0.052
	S12	Quite a good situation for human resources in the Zurkhaneh and Pahlavani Federation	0.0188	2.85	0.053

Weaknesses	S13	Existence of statutes, bylaws and detailed instructions in the Zurkhaneh and Pahlavani Federation	0.0185	2.68	0.049
	S14	Sufficient number of coaches with international degrees	0.0172	2.82	0.048
	S15	Optimal number of judges	0.0188	3.06	0.057
	S16	A large number of clubs of the Zurkhaneh and Pahlavani Federation	0.0179	2.93	0.052
	S17	TV coverage suitable for team games	0.0178	2.91	0.051
	S18	Appropriate ratio of the number of athletes in the country	0.0177	3.20	0.056
	W1	Poor quality of clubs	0.0187	1.61	0.030
	W2	Improper management of teams	0.0175	1.89	0.033
	W3	Poor performance in attracting sponsors	0.0182	1.73	0.031
	W4	Poor performance in marketing	0.0189	1.65	0.031
	W5	Low number of related research and scientific reports	0.0182	1.71	0.031
	W6	Poor organization, financial resources and facilities	0.0180	1.57	0.028
	W7	Strong dependence on government funding	0.0086	3.34	0.028
	W8	Lack of development of halls with appropriate revenue generation approach	0.0187	1.63	0.030
	W9	Low attention of managers to scientific management	0.0182	2.02	0.036
	W10	Poor management of amateur teams	0.0176	1.73	0.030
	W11	Lack of volunteer and charitable organizations committed to development	0.0173	1.44	0.024
	W12	Inability of physical education teachers to teach in schools	0.0187	2.02	0.037
	W13	Bad situation of professional teams	0.0177	2.10	0.037
	W14	Lack of development programs in the teams	0.0174	1.89	0.032
	W15	Poor condition of stadium hardware facilities and equipment in development	0.0188	2.10	0.039
	W16	Low attendance of players in national teams of different age categories	0.0183	2.04	0.037
	W17	Lack of health and financial transparency	0.0192	2.24	0.043
	W18	Lack of access to halls	0.0182	2.75	0.050
	W19	Not employing elite people in management	0.0187	2.35	0.043
W20	A small number of volunteers in the competition	0.0182	2.36	0.042	
W21	Lack of transparency of financial performance	0.0176	2.16	0.038	
W22	Lack of meritocracy in managerial appointments	0.0183	2.36	0.043	
W23	There was no long-term plan	0.0185	2.24	0.041	
W24	Quality of holding leagues	0.0184	2.17	0.039	
W25	Low number of development related programs	0.0187	2.55	0.047	

W26	Lack of attention to workshops and training courses for judges, trainers, etc.	0.0181	2.12	0.038
W27	Lack of space for participatory management and collective decision making	0.0184	2.25	0.041
W28	Lack of attention to cultural and social effects in society	0.0187	2.59	0.048
W29	Lack of skilled manpower in the delegations	0.0187	2.51	0.046
W30	Low use of specialized committees	0.0183	2.61	0.047
The sum of the coefficients of importance of internal factors		$\Sigma=1$		$\Sigma=2.38$

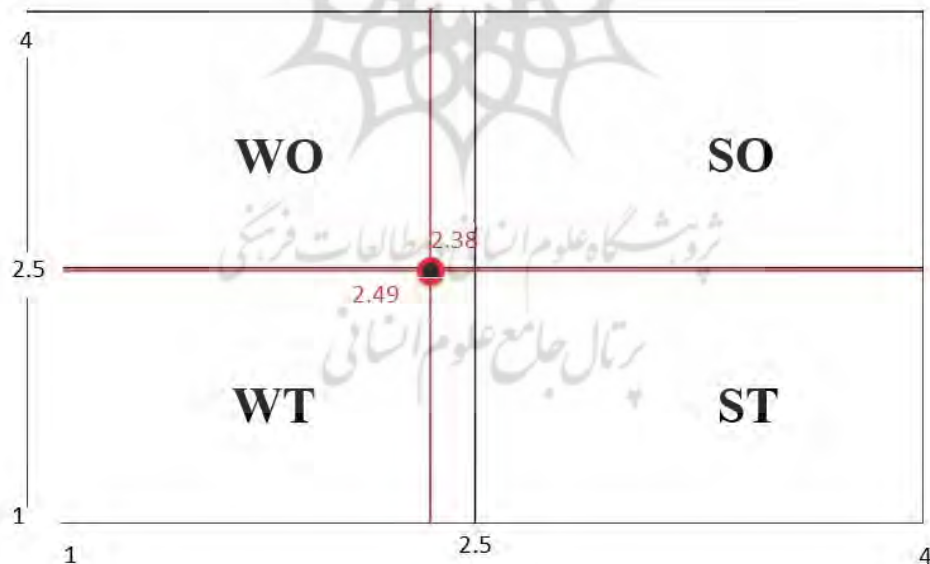
External factors evaluation matrix: The external factors evaluation matrix was used to evaluate the external environment factors of the Zurkhaneh and Pahlavani Federation. The results showed that the total scores of the matrix of external factors are less than 2.5 and indicate that the Zurkhaneh and Pahlavani federation is externally threatened. (Table 2)

**Table 2.** External Factors Evaluation Matrix of Zurkhaneh and Pahlavani Federation

External factors	code	factors	Significance factor (weight)	Agent intensity	score
Opportunity	O1	Government attention to commercialization and privatization of clubs	0.0297	1.89	0.056
	O2	Necessary coherence and cooperation between sports organizations and institutions	0.0291	2.12	0.061
	O3	Support from the Ministry of Sports and Youth	0.0284	2.27	0.063
	O4	Appropriate number of related local newspapers	0.0302	1.91	0.057
	O5	Existence of elite people in sports management	0.0255	2.90	0.073
	O6	Encouragement of people by the media	0.0287	1.76	0.050
	O7	A large number of related radio and television programs	0.0287	1.95	0.055
	O8	Appropriate look and treatment of the media	0.0281	2.48	0.069
	O9	Active participation of the people	0.0304	2.35	0.071
	O10	Popularity among different segments of the population	0.0286	2.61	0.074
	O11	The desire and support of families for their children	0.0296	2.17	0.064
	O12	The young population of the province and the existence of many talents	0.0297	2.91	0.086
Threats	T1	Changing people's lifestyles towards inactivity and machine life	0.0138	3.70	0.051
	T2	Restructuring cities	0.0161	3.56	0.057
	T3	The impact of political issues	0.0138	3.69	0.057
	T4	Delays in the implementation and completion of special projects	0.0139	3.60	0.050
	T5	Increase in the price of related equipment and supplies	0.0153	3.40	0.052

T6	Involvement of groups outside the domain	0.0285	1.79	0.051
T7	Emphasis on consequentialism among top officials	0.0134	3.33	0.044
T8	The presence of political figures in order to attract sponsors	0.0157	3.59	0.056
T9	Few sports venues in deprived villages and areas	0.0120	3.22	0.038
T10	Bad prevailing socio-economic situation	0.0275	1.48	0.040
T11	High involvement and parallelism of the Department of Sports and Youth	0.0280	1.71	0.047
T12	Lack of investors	0.0212	2.84	0.060
T13	Lack of large private sector investment	0.0259	2.83	0.073
T14	Low spectator reception of the tournament	0.0293	1.53	0.044
T15	Lack of funding for related projects	0.0287	1.85	0.053
T16	The inability of the government to pay facilities such as loans, land, tax exemptions, etc. to the private sector	0.0302	1.89	0.057
T17	Occurrence of immoral issues	0.0289	2.02	0.058
The sum of the coefficients of importance of external factors		$\sum=1$		$\sum=2.49$

According to the obtained results, the strategic position of the Zurkhaneh and Pahlavani Federation is in the WT area. Therefore, it must use the strategies related to this region to advance its development programs. Also, due to the proximity of the position of the Zurkhaneh and Pahlavani Federation to other regions, the evaluation matrix of internal and external factors, the strategies of these regions can be used for the development of the Zurkhaneh and Pahlavani Federation. (Figure 1)



**Figure 1.** Internal and External Matrix of the Zurkhaneh and Pahlavani Federation

### SO strategies

The most desirable situation for the organization is to be able to use all the positive points, its advantages to maximize the positions, demands and opportunities. The goal of any organization is to move from any position in the SWOT matrix to this state, ie the SO strategy. If organizations can identify their weaknesses and try to address them, they can even turn them into strengths. In addition, according to Arabi (2006), managers of organizations try to use ST, WO and WT strategies to achieve such a situation and gain the ability to use SO strategies.

**Table 3. SO Strategies**

Strategy
Development of zurkhaneh and wrestling at the basic level using efficient plans
Employing successful managers of other sports at the federation and provincial levels
Privatization of the clubs
Development of wrestling house and wrestling in natural environment
Emphasis on parenting and behavioral aspects in the talent identification system

**ST Strategies**

The goal of these strategies is to maximize the internal strengths of the organization to deal with threats, bottlenecks and environmental damage and minimize them. To this end, the organization must use its strengths in technology, finance, management, operations and production, engineering and marketing to face the threats and bottlenecks facing the organization in terms of new competing products. According to Arabi (2006), legal methods to deal with some actions and activities of competitors are considered as such strategies.

**Table 4. ST Strategies**

Strategy
Creating a special system for training elite people to promote the championship and professional aspect
Managerial intervention to reduce and moderate the destructive political and social effects
Encourage people to play zurkhaneh and wrestling through advertising spaces such as television, media and newspapers
Provide services at a lower cost and better access
Development of infrastructure and equipment of basic level and clubs

**WO Strategies**

The goal of these strategies is to reduce and minimize the weaknesses and vulnerable aspects of the organization and to maximize opportunities, situations and demands. Therefore, the organization must be able to address its weaknesses and vulnerabilities within the organization and take advantage of the external environment such as new technology, facilities to improve existing technology or specialized staff with high skills to solve its problems.

**Table 5. WO Strategies**

Strategy
Strengthen the financial independence of clubs and the Zurkhaneh and Pahlavani Board by using the financial power of the private sector
Increase financial resources and credits
Develop detailed and operational plans
Quantitative and qualitative development of the country's halls
Improving human resource management in federations and provincial hits
Using the power of the province's media to develop zurkhaneh and wrestling sports



### WT Strategies

Their goal is to reduce and minimize the vulnerable aspects and weaknesses of the organization and external threats and bottlenecks. In the worst case scenario, in this case, the organization must strengthen, restructure, or merge with another organization by restructuring and re-evaluating. According to Arabi (2006), reducing activities and merging with other organizations are also among these strategies.

**Table 6.** WT Strategies

Strategy
Use of specialized committees to hold competitions and training courses
Modeling the successful approaches and plans of other federations in the development of the federation
Using innovation and concluding better contracts in the manufacture of tools and equipment that have a high price (appropriate marketing)

### Discussion

#### Strengths

A total of 18 strengths have been identified for the Zurkhaneh and Pahlavani Federation, which include the interactions and relations of the Zurkhanehi and Pahlavani Federation with other delegations of the country, the favorable situation of information technology in the Zurkhanehi and Pahlavani Federation, focusing on the development of young groups and talented players. Basic levels, suitable status of basic sports of Zurkhaneh and Pahlavani Federation, favorable condition of organization and structure of Zurkhaneh and Pahlavani Federation, relatively suitable status of Zurkhaneh and Pahlavani Federation management, compliance of duties and responsibilities with the organizational organization of the federation, positive attitude towards development Managers of the federation, independence of the management of the Zurkhaneh and Pahlavani Federation, sufficient ability and knowledge of the Zurkhaneh and Pahlavani Federation instructors, clarity of duties and responsibilities in the Zurkhaneh and Pahlavani Federation, quantitative status of human resources in the Zurkhaneh and Pahlavani Federation, existence of statutes, regulations And detailed instructions in the Zurkhaneh and Pahlavani Federation, a sufficient number of coaches with international rank, the desired number of referees, a large number of clubs of the Zurkhaneh and Pahlavani Federation, television coverage suitable for games. Teams were the right proportion of the number of athletes in the country.

Regarding the determination of strengths, the ability of the referees of the Football Federation, developing a new organizational structure for the Football Federation by determining duties and responsibilities, ability and knowledge instructors of the Iranian Football Federation, were found by Naderi (2011) as strengths factors. By studying the handball issues in Semnan, Aghaei et al. (2013) achieved similar strengths such as management stability in the provincial handball board, proper interaction of the provincial board with city boards, and the presence of teams from the province in the men's and women's super league subgroup. Khabiri (2012) in SWOT analysis of Taekwondo in Iran, mentioned the relatively good level of quality of judging Taekwondo competitions in different categories, and the existence of more than 5,000 instructors and 3,500 Taekwondo referees in the country as strength factors of this sport in Iran. To design and develop the strategy for the development of public sports in Kerman, Goudarzi et al. (2013) recognized the construction of health stations in parks and green spaces, the presence of the province's youth and adolescents in public sports, public access to sports spaces and places, participation of the people of the province in public sports, and participation private sector in public sports in the province, as the strength factors. In a study conducted by Ghofrani (2010) entitled Designing and compiling a strategy for the development of championship sports in Golestan province, the professional and technical ability of high-level coaches in the province was identified as one of the strength factors. Razavi (2013) found that public access to public sports facilities is one of the strength factors for designing Mashhad's public sports

development strategy. In the study conducted by Khosravi Zadeh (2009), governance of discourse, participatory management and collective decision-making, and the existence of statutes, bylaws and written instructions, have been identified as strengths for designing and formulating the strategy of the National Olympic Committee.

Research has also been conducted abroad, the results of some of which are consistent with the results of the present study.

For example, in the study of Chinese football (2001), the focus on the development of young teams and talented players in grassroots football was considered as a strength. Identifying the strengths, weaknesses, opportunities and threats, New Zealand football (2006) considered the interactions and communication of football committees in different parts of the country as a strength. Also, the state of television coverage of football matches in this country was considered as a strength. A large number of international referees were among the strengths of football in Wagawaga, Australia (2012), which was consistent with the findings of the present study.

### **Weaknesses**

Based on the research findings, a total of 30 weaknesses have been identified for the Zurkhaneh and Pahlavani Federation, which include poor club quality, poor team management, poor performance in attracting sponsors, poor marketing performance, low research and scientific reports, respectively. Moreover, poor organizational status, financial resources and facilities, severe dependence on government funding, lack of development of halls with appropriate revenue-generating approach, low attention of managers to scientific management, poor management of amateur teams, lack of volunteer organizations and charities committed to development, inability of physical education teachers in school, poor organization of professional teams, lack of development plans of teams, poor condition of facilities and hardware equipment of stadiums in development, low presence of players in national teams of different age groups, lack of health and financial transparency, lack of access to halls, limited number of volunteers in competitions, lack of transparency in financial performance, lack of meritocracy in managerial appointments, lack of long-term plans, quality of leagues, low number of development-related programs, lack of attention to workshops and training courses for referees, coaches, etc. Lack of attention to cultural and social effects in society, lack of skilled manpower in the delegations, low use of specialized committees, are among the recognized weakness. In this regard, Khabiri (2012), with SWOT analysis of Iranian Taekwondo, identified weaknesses similar to the present study. Weaknesses similar to the current study include the lack of proper use of sponsors as a source of income, lack of budget and financial resources in the Taekwondo Federation, and lack of knowledge-raising classes for referees and coaches. Naderi (2010) in his research entitled "Determining the strategic position of the football in Iran, stated that severe dependence on government financial resources and weakness in attracting sponsors and marketing, lack of facilities and hardware equipment in the development of Iranian football, lack of skilled manpower in the Football Federation, lack of scientific research in the field of football and lack of database, lack of attention to women's football, lack of meritocracy in the football management appointments, and lack of a comprehensive program to be implemented in the football setting, were the weaknesses of football setting in Iran. Aghaei et al. (2013) introduced the over-reliance on the financial receipts of the federation and the General Directorate of Physical Education, poor marketing of handball, lack of research relationship with scientific-research-sports centers for the development of handball, and lack of system Attracting and planning volunteer human resources for the development of handball in the province as the weaknesses of handball in Semnan.

Goudarzi et al. (2013) in his research entitled Designing and formulating a strategy for the development of public sports in Kerman province, identified severe financial dependence on the government, lack of cheap access to sports space and facilities, and lack of efficient experts and specialized forces in the field of public sports in the province as the great weaknesses of public sports. Ghofrani (2010) by designing and formulating a strategy for the development of championship sports in Golestan province, concluded that the lack of specialized personnel in the championship sports

base of the province, and the lack of attention of school officials to school sports as the basis of championship sports are among the weaknesses of championship sports in Golestan province .

Research has also been conducted abroad, the results of some of which are consistent with the results of the present study. In this regard, the results of the study of Chinese football (2001), the weak structure and financial resources and adequate facilities of clubs, the weakness of physical education teachers in the field of basic football education in schools and girls, and the lack of research and scientific studies in Chinese football. Confirmed the title of the country's football weaknesses. Haringey Sports Officers (2012) identified the internal and external factors of football in their area. The low number of football pitches compared to regional and national averages, the poor quality of football pitches in Haringey, and the lack of adequate access to football pitches in Haringey were the explored weakness of this sport. In the design of the football strategy of the city of Waga Vaga Australia (2012), the lack of volunteers, and the poor condition of football facilities and football fields in this area were found as weaknesses. Low economic strength and lack of successful and profitable marketing events were also among the weaknesses of New Zealand football (2006), which was consistent with the findings of the present study.

### **Opportunities**

A total of 12 opportunities have been identified for the Zurkhaneh and Pahlavani Federation, respectively, in which the government pays attention to the commercialization and privatization of clubs, the necessary cohesion and cooperation between sports organizations and institutions, the support of the Ministry of Sports and Youth, the appropriate number of relevant local newspapers. Top and elite in sports management, encouragement and persuasion of the people by the media, a large number of related radio and television programs, appropriate media view and attitude, active participation of people, popularity of different segments of the people, enthusiasm and support of families for their children, young population and There were many talents.

In this regard, studies have been conducted inside and outside the country that have achieved similar cases with the present study. Naderi Nasab (2010) in his research entitled to study the current situation of football in the Islamic Republic of Iran and determine the strategic position of football in the country achieved similar opportunities to the opportunities of the present study. Including the government's attention to the commercialization and privatization of clubs, the country's young population and the presence of many talents, and the presence of women in Iranian football.

Nazari (2012) in a study entitled explaining the strategy of beach volleyball pointed to opportunities such as the presence of talented youth in the country, and the support of the Ministry of Sports and the National Olympic Committee. The analysis of Iranian taekwondo SWOT conducted by Khabiri (2012), the support of sports research and universities in the field of Taekwondo, support of the country's top sports management for Taekwondo due to international success, relatively large number of mass sports media in the country, increasing the number of graduates and sports science professionals in the country and the possibility of using them , and the young population of the country were identified as a number of strength factors. Aghaei et al. (2013) identified 8 opportunities in the study of handball in Hamedan province, such as the existence of potential handball talents throughout the province, the youth of Semnan province, and the positive view of the provincial physical education department to the provincial handball board. Goudarzi et al. (2009) designed and compiled the country's comprehensive wrestling system. Government and organization support for the wrestling, people's desire and interest in wrestling, the impact of mass media including radio and television and the press on wrestling, the existence of talents in the country, and the existence of young people in the country were found as opportunities factors. In a study on the design of the strategy of the National Olympic Committee of Iran by Khosravi Zadeh (2008), the young population of the province and the rich talents in the country, the positive attitude of top officials to championship sports, the presence of specialized and experienced sports scientists, and growing interest of the public, especially women in sports, were identified as the well-known opportunities for the National Olympic Committee of Iran.

## Threats

The results showed that a total of 17 threats were identified for the Zurkhanehi and Pahlavani federations, which included changing people's lifestyles towards inactivity and mechanized life, changing the structure of cities, the impact of political issues, delays in implementation and completion of special projects, and increasing equipment prices, the involvement of groups outside the constituency, the emphasis on consequentialism among top officials, the presence of politicians to attract sponsors, the small number of sports venues in villages and deprived areas, the poor socio-economic situation, the involvement and excessive parallelism of the sports administration and Youth, lack of investors, lack of large private sector investment, low audience reception of competitions, lack of funding for related projects, inability of the government to pay facilities such as loans, land, tax exemptions, etc. to the private sector.

Naderi (2010) in his research found the similar threats. Lack of large private sector investment, parallelism and involvement of the Physical Education Organization, the impact of political issues and the presence of political figures in the football setting, a consequential view of top officials, the emergence of immoral issues, violence and doping in sports, and changing people's lifestyle were the identified threats. Goudarzi et al. (2009) pointed to 9 threats in the country's wrestling. Among the threats identified in this study, we can mention the unnecessary interference of the country's politicians, and the attention paid to results by the country's sports officials.

In designing the strategy of the National Olympic Committee by Khosravi Zadeh (2008), the emergence of immoral issues and doping in some sports fields, and the impact of political issues on the performance of sports organizations were identified as threats. Findings of Ghofrani (2010) revealed that politicization of sports in the province in championship sports, increasing the price of sports equipment and supplies, and changing the structure of cities as well as the destruction of open spaces in the province in the field of championship sports, were among the threats of championship sports in Golestan province.

In the case of foreign research, in 2012 the sports authorities of the city of Haringey, England, designed the football strategy of this region, and considered the limited supply of football fields in highly urban areas as a threat to football in this region.

## Recommendations

- It is suggested that the Zurkhaneh and Pahlavani Federation, according to the SO, ST, WO, and WT strategies, define the vision statement, the long-term goals of the Zurkhanehi and Pahlavani Federation, and the necessary activities for at least the next 5 years through a program.
- It is suggested that due to the high wealth of the Zurkhaneh and Pahlavani Federation in the field of natural places, planning be done for the optimal use of these places for development.
- Due to the prioritization of internal and external factors of the Zurkhaneh and Pahlavani Federation, it is suggested that managers pay special attention to the items that have been scored higher by experts, while maintaining strengths and reducing the effects of important weaknesses and turning effective threats into opportunities, to be able to take a positive step towards the development of the Zurkhaneh and Pahlavani Federation.
- It is suggested that future research on the development of zurkhaneh and wrestling federation strategies, such as research abroad, be done separately for different cities.
- It is suggested that researchers continue their research to find the best strategy for the development of the Zurkhaneh and Pahlavani Federation based on the QSPM matrix.
- It is recommended that a thorough qualitative study be performed to identify more opaque spots.

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