

Codification of Development Strategies of Public Sport in Ardebil Province

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ABSTRACT: The present research has been performed with the purpose of the codification of development strategies of public sport in Ardebil province. The study population includes all managers and experts in the sports sector. Inventories of strengths and weaknesses and the opportunities and threats are used in order to formulate development strategies of the public sport in the province. Total scores of internal factor matrix are less than 2.5 (2.09) and indicate overcoming weaknesses to strengths. This means that the public sport in Ardebil province has some weaknesses in terms of internal factors. Total scores of external factor matrix are less than 2.5 (2.61) and indicate overcoming opportunities to threats. This means that the public sport in Ardebil province has some weaknesses in terms of external factors. According to the score of assessment matrix of internal factors (2.09) and assessment matrix of external factors (2.61), it was specified that the public sport in the province is situated in the region of WO. Therefore, the conservative strategy can be used. The most important development strategies of the public sport are the promotion of the culture of the public sport and mobility in the region, the quantitative and qualitative development of access to public spaces and sports facilities, encouragement of people to participate in the public sport.

Keywords: Sports Strategy, Public Sport, Ardebil Province.

INTRODUCTION

Today, with expansion of urbanization, common commercial systems and automation of activities has increased the level of public access to the various services required, the activities have become more specialized and physical activity of people is greatly reduced. Promoting the public sport appropriate with the kind of personal and professional activities and living conditions at the community level could cover some of the effects of physical inactivity and result in increasing social vitality and national productivity (Qolinia et al., 2008).

At present, sport as a multidimensional instrument with the adverse impacts has emerged its valuable role in the economy, health of people, vibrant and enjoyable leisure activities in education of people especially the adolescent and young generation, in social relationships among people, in the prevention of diseases, prevention of many social ills and moral deviations in society growing and many other applications (Qareh, 2004).

As it is clear from the name of the public sport, this sport is for all age groups of the population aged 3 and over seventy years and is called to a variety of physical activities and games, including spontaneous and irregular games to regular physical exercises which are group, non-competitive, no-cost and low-cost, such as morning exercise of walking etc., to address the physical and emotional needs with the purpose to meet health and vitality of people and improve social relations in a deliberate, systematic and accurate, either formal or informal, they should be considered to the development of the public sport and development of a comprehensive strategy to achieve the mentioned goals. The public sport results in changing the world vision to the country and in the macro vision results in strengthening national unity and cohesion of the country in addition to the benefits mentioned. Due to the potential of Ardabil province in the public sport and with regard to the well-known slogan which sport is created for humans, the importance and necessity of investing in the public sport are felt that they reached to sustainable and all-round development at different levels with the development and sports strategic planning. Lack of macro strategy and plan in sports makes to the lack of the use the existing potentials available.

Razavi et al (2014) in their research showed that the public sport in Mashhad is in the situation of WT which should use defensive strategy of changing or dropping. Alodoust et al (2014) in a research entitled "design and development strategy of championship sport in Kermanshah province" after the formation of internal and external evaluation matrix concluded that the state of championship sport in Kermanshah province is in the situation of leaving David's model and Department of Youth and Sports of Kermanshah province should abandon the strategy of leaving.

Darbani et al (2013) in a research entitled "design and development of the public sport strategies of Zanjan province" concluded that the public sport of Zanjan province in internal dimension included 7 weaknesses and 9 strengths and in external dimension included 8 threats and 8 opportunities which the place of the public sport in Zanjan province was situated in the region of WT in the model of Savat and that the organization was forced to take a defensive state. Finally, according to the position of the province in the model of Savat, it was measured to the development of applicable and appropriate strategies. Jahanbini (2009) in his research discussed on the codification of development strategy of the public and championship sport in Qom province. The results of his research after the analysis of the weaknesses, strengths, opportunities and threats in championship sport and the public sport by establishing the evaluation matrix of each of the internal and external factors of the public sport in the province were specified that the sport of Qom province should use the growth strategy and development in championship and public sport. Yarahmadi (2009) discussed on studying the current status of championship and public sport in Doroud. The results of his research after the analysis of the weaknesses, strengths, opportunities and threats in championship sport and the public sport by establishing the evaluation matrix of each of the internal and external factors of the public sport in the province were specified that the sport of the city should use the growth strategy and development in championship and public sport. Nasirzadeh (2008) in his research dealt with studying the current status of championship and public sport in Kerman province. The results of his research after the analysis of the weaknesses, strengths, opportunities and threats in championship sport and the public sport by establishing the evaluation matrix of each of the internal and external factors of the public sport in the province were specified that Department of Physical Education in Kerman should use the growth strategy and development in championship and public sport. Ghafouri (2006) in a research entitled "the study of kinds of the public sport and good entertainment of the community and providing the model for future planning performed concluded that the most important obstacles to the exercise are as follows: "lack of motivation", "high cost of exercising", "lack of space and facilities", "lack of time".

Mitchell F. Collins (2002; quoted by Nasirzadeh, 2008) performed a research entitled "the study of the public sport in England". The results showed that the sport was not common in this country until 1982 and the participation of men by men was more than women and the youths participated more than people over 85 years in the public sports.

Sports policy making is a strategy that requires a broad vision of forming the society and policy making whether global or regional should be driven by the needs of the community so that they can result by appropriate decisions with those needs (Ghafouri et al., 2005). The results of the research performed in Denmark showed that the motivation of people to participate in sports activities was not to achieve high levels and achieve the Olympic motto (faster, higher, stronger), but it was health, vitality and social relationships important reasons for participating in sports activities (Ghafouri et al., 2005). The researchers stated that the twentieth century was the century of the public sport and recreation (Girginov, 2001). Vinther in 2001 has presented useless investment in championship sport instead of discussing the health of the society (the public sport) (Vinther, 2001). However, local and regional needs should not be sacrificed for global needs. It is clear that when these needs are not recognized and do not perform for them proper planning, local culture of the sport will be surrendered against global culture and occurring such conditions mean fading and the destruction of indigenous culture. Proper planning, along with the global

development trend and in line with local values, leads to dynamics and persistence of native culture (Ghafouri et al., 2005). The development of the public sport and advance in achievement of this realization is in the result of principles and proper management of sports organizations because sports include all ages and walks of life issues which benefit from it and they are related to it (Goudarzi et al., 2004).

Ardebil province is as one of the prone provinces of the country in the field of sport and including the public sport is lack of comprehensive and long-term plan for the development of the public sport. For this purpose, in this research, it is attempted that while studying internal and external environment of Physical Education Department of Ardabil Province in the field of the public sport, this question is answered that what is appropriate strategies for the development of the public sport in Ardebil province?

MATERIALS AND METHODS

The present research is based on applied studies in terms of descriptive strategy, strategic studies and purpose. The study population includes physical education teachers, experts and sports officials in Ardebil province. The population number was about 130 people who 100 people were selected using Morgan sample Table randomly as a sample. The data collection tool is the questionnaire of the researcher. The reliability of the questionnaire is the public sport 0.86.

Statistics such as mean, median are used to assess the strengths and weaknesses etc., in data analysis. In the section of descriptive statistics, the frequency of the variables was described in the samples studied. Kolmogorov-Smirnov test is used for normality of the measurement data and Friedman test was used for ranking purposes.

In making matrix of weaknesses, strengths, opportunities and threats of championship sport in Ardabil province, 8 phases are passed.

1. Making a list of the main causes of internal strength;
2. Making a list of the main causes of external strength;
3. Making a list of opportunities which are out of the organization;
4. Making a list of threats which are out of the organization;
5. Internal strengths of the organization have been compared with external opportunities and the result is written in SO strategies;
6. Internal weaknesses of the organization have been compared with external opportunities and the result is written in WO strategies;
7. Internal strengths of the organization have been compared with external threats and the result is written in ST strategies;
8. Internal weaknesses of the organization have been compared with external threats and the result is written in WT strategies.

RESULTS

1. Overall, respondents in this study were 100 people. The average age of those surveyed was 42. 65 ±6.87 years old. 72% of respondents were male and 28 percent female. The average duration of the study experts with 11-20 years of experience has the highest frequency and persons under 10 years have the lowest prevalence of 17 percent. 48 percent have a bachelor's degree, 30 percent master's degree, 15 percent doctoral degree and 7 percent associate degree. The field of study for 54% was physical education experts and 46% is other fields.

2. The results of the research on data natural test showed that distribution of data was not natural; this means that according to the significance level of $P < 0.05$, the null hypothesis cannot be confirmed. Therefore, the distribution of data was not natural. This means that normality of variables cannot be confirmed.

3. Based on the results of Friedman test for the public sport in Ardebil province, the following results were obtained:

- The results of Friedman test showed that none of the weaknesses or strengths had the same rank and also, none of the opportunities available with threats had the same rank. ($P < 0.05$).
- The strengths of the public sport in Ardebil province assigned the highest ranking in the activities of the public sport on various occasions and the programs of encouraging and promoting people to the public sport in the lowest ranking.

- Weaknesses of the public sport in Ardebil province assigned the highest ranking in failure to comply with organizations and institutions from a certain strategy in the field of the public sports and board activities in the public sport in the Physical Education Department in the lowest ranking.
- Opportunities available of the public sport in Ardebil province assigned the highest ranking in the mass media and the Internet to inform and sports credits of center for drug in the lowest ranking.
- Threats available of the public sport in Ardebil province assigned the highest ranking in lack of activities for women in the public and increase of addiction in the lowest ranking.

Internal factors matrix of the public sport

To assess the inner factors, internal factors evaluation matrix was used. In this matrix, strengths and weaknesses identified are located in a matrix column and they are scored using coefficients and certain ratings so that it was specified that the development of the public sport in Ardebil province had strengths and weaknesses overall in terms of internal factors. In this matrix, internal strategic or priority factors in internal column and the first column in the form of strengths and weaknesses are listed and then, in the second column due to the importance and sensitivity of each factor by comparing these with each other, the importance factor includes from zero to one to them. Allocation of these coefficients should be such that the sum of the coefficients of all the internal factors is not more than one. In the third column according to the importance, strengths and weaknesses are allocated to ranking 3 or 4 and ranking 3 or 4 to weaknesses. Allocation of rankings is such that strengths normally are in ranking 4 and normally ranking 3 and if weaknesses are in the usual mode, ranking 2 and if they are critical, ranking 1 is received. In the fourth column, the coefficients are in the second column and third rankings column for each factor is multiplied so that the factor rating (strong or weak) is determined. In the end, this column from the sum of points obtained regarding the strengths and weaknesses of the final score is determined. If the sum of the final score in this matrix is more than 5.2, this means that according to the forecasts done, strengths of the public sports development in Ardebil province overcome weaknesses and if they are less than 2.5 indicate overcoming strengths.

Table 1. Internal factors matrix of the public sport in Ardebil province.

Row	Internal factors	Coefficient	Ranking	Score
Strengths				
1	Access to public spaces and sport facilities	0.03	3	0.09
2	Manufacturing and construction of health stations in parks and green spaces	0.06	3	0.18
3	Public sport activities on various occasions	0.07	3	0.21
4	Cheerful nature of public sports	0.02	3	0.06
5	The young population of the province in Sports	0.03	3	0.09
6	Allocation of morning exercise as one of television programs	0.03	3	0.09
7	Recognition of people from the role of public sport as a social and individual needs	0.04	3	0.12
8	The use of specialists and experts in the field of sport	0.04	3	0.12
9	Quality of bases of morning exercise	0.06	3	0.18
10	Programs to encourage people to sport	0.05	3	0.15
11	No age limit in participation of public sport	0.04	3	0.12
12	Private sector participation in public sports of the region	0.04	3	0.12
13	Sports cultural development and mobility in society	0.05	3	0.15
Weaknesses				
14	Public sports facilities	0.03	2	0.06
15	Interaction and coordination among departments in public competitions	0.04	2	0.08
16	Failure to comply with organizations and institutions from a certain strategy in the field of public sports	0.04	2	0.08
17	The quantity of spaces of public sport	0.05	2	0.10
18	Media programs on education and promotion of public sport	0.03	1	0.03
19	Board activities in public sport in the Physical Education Department	0.06	1	0.06

20	The attention of officials to the public sport for the disabled	0.02	2	0.04
21	Date of public sport facilities and infrastructure	0.07	1	0.07
22	Lack of attention to women's sports in the province.	0.05	1	0.05
23	Lack of access to resources and information systems	0.02	2	0.04
24	Lack of attention of different bodies to the public sports	0.03	2	0.06
25	The culture of public sport in the province	0.04	2	0.08
26	Proper information in the field of public sport	0.03	2	0.06
27	Equality of opportunities in public sport for women and men in the province	0.01	2	0.02
28	The budget allocated to the public sport in the province	0.02	2	0.04
Total		1	-	2.09

To determine the strategic position of public sport, Factors of inner matrix were used. The results showed that the sum of the scores of matrix of the factors is less than 2.5 (2.09) and indicates overcoming weaknesses on strengths. This means that public sport in Ardebil province includes some weaknesses in terms of internal factors.

Matrix of external factors of public sport

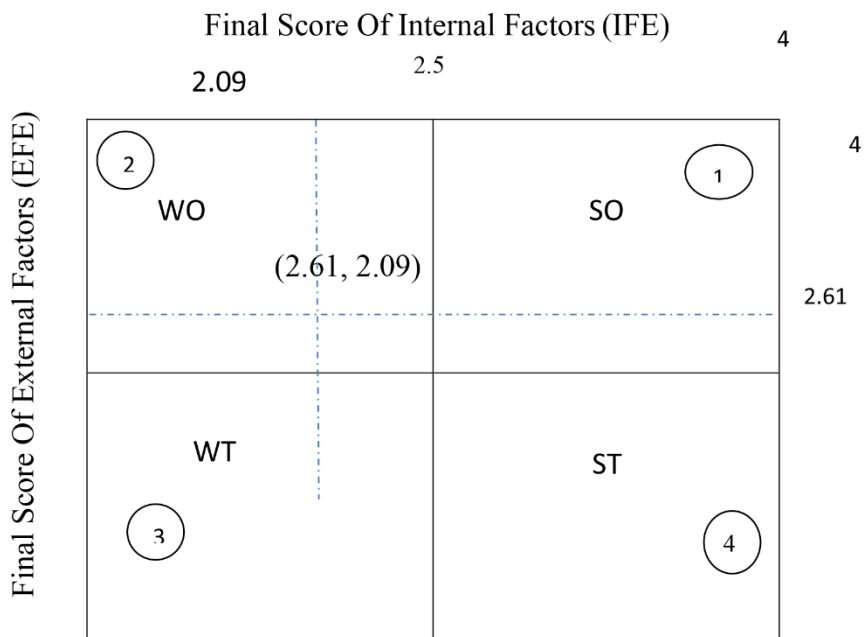
To assess internal factors, internal factors evaluation matrix was used. In this matrix, the above-mentioned process is used. If the total sum of final score in this matrix is more than 2.5, this means that according to the forecasts done, the opportunities on the development of public sport in Ardebil province will overcome on the threats and if this score is less than 2.5 indicates overcoming the opportunities on the threats.

Table 2. Matrix of external factors of public sport.

Row	External factors	Coefficient	Ranking	Score
Opportunities				
1	Sports credits of center for drug	0.07	3	0.21
2	Emphasizing religious teachings to deal with sports	0.06	3	0.18
3	Emphasizing constitution of Islamic Republic of Iran on free sport for all segments	0.05	3	0.15
4	Platform for the development of sport in the province.	0.05	3	0.15
5	Interest of people from all walks of life from conferences of family walking	0.07	3	0.21
6	interest of people to athletes	0.05	3	0.15
7	The mass media and the Internet to inform	0.04	3	0.12
8	Athletes of sports presence in the neighborhood as exercise patterns	0.04	4	0.16
9	Emphasizing doctors on the role of sport in public health	0.06	3	0.18
10	Premature deaths due to lack of sport	0.05	3	0.15
11	Increasing investment in the field of public sport sponsorship	0.04	3	0.12
threats				
12	Adverse weather conditions	0.03	1	0.03
13	Unemployment rate	0.02	2	0.04
14	Machine life and non-activity of people	0.03	2	0.06
15	Increasing in the prices of equipment and sporting goods	0.04	2	0.08
16	The cost of maintaining indoor venues	0.02	2	0.04
17	Changes in the structure of cities, especially the destruction of the city open houses	0.05	2	0.10
18	Economic problems	0.03	1	0.03
19	Lifestyle changes of people (prevalence of sedentary life, recreation inactive)	0.03	2	0.06
20	Lack of awareness about the benefits of physical activity and sedentary loss	0.02	1	0.02

21	Increasing addiction	0.02	2	0.04
22	Western-friendly influence of youth culture	0.02	1	0.02
23	The politicization within sport the province	0.02	2	0.04
24	Multi-job of some people	0.03	2	0.06
25	Lack of activities for women in the public	0.02	1	0.02
26	Low right time to do sports activities	0.03	2	0.06
Total		1	-	2.61

The results showed that total scores of matrix of the factors was more than 2.5 (2.61) and indicated overcoming opportunities on threats. This means that the public sport in Ardebil province included some opportunities in terms of external factors.



According to the score of matrix of internal factors of public sport (2.09) and the score of matrix of internal factors of public sport (2.61) and also forming internal and external evaluation matrix, it was specified that the public sport in Ardebil was situated in the region of WO; therefore, conservative strategy can be used.

Totally, the results of Tables of 3 and 4 and also internal and external matrix indicate that the public sport in Ardebil province was situated in the region of WO. This means that the public sport in Ardebil province includes some weaknesses in terms of internal factors and some strength in terms of external factors. Also, the public sport in Ardebil province should use the strategies of WO since the final score of internal and external evaluation matrix has taken conservative region.

In Table 3, weaknesses, strengths, opportunities and threats to the public sport in Ardabil province are provided. As it can be seen, this matrix has 9 homes. Four sections are main factors. Four parts show the strategy and the top home on the right is determined as internal and external factors. Four sections representing the strategies include SO, WO, ST and WT and after the completion of four parts including the main factors (T, O, W, S), this matrix is completed.

Table 3. Matrix of weaknesses, strengths, opportunities and threats in the public sport of Ardebil province.

		<i>Weaknesses</i>		
	<i>Strengths</i>			
Internal factors	<ul style="list-style-type: none"> — Access to public spaces and sport facilities — Manufacturing and construction of health stations in parks and green spaces <ul style="list-style-type: none"> — Public sport activities on various occasions — Cheerful nature of public sports <ul style="list-style-type: none"> — The young population of the province in Sports — Allocation of morning exercise as one of television programs — Recognition of people from the role of public sport as a social and individual needs <ul style="list-style-type: none"> — The use of specialists and experts in the field of sport 	<ul style="list-style-type: none"> — Public sports facilities — Interaction and coordination among departments in public competitions <ul style="list-style-type: none"> — Failure to comply with organizations and institutions from a certain strategy in the field of public sports — The quantity of spaces of public sport — Media programs on education and promotion of public sport — Board activities in public sport in the Physical Education Department <ul style="list-style-type: none"> — The attention of officials to the public sport for the disabled — Date of public sport facilities and infrastructure <ul style="list-style-type: none"> — Lack of attention to women's sports in the province. — Lack of access to resources and information systems <ul style="list-style-type: none"> — Lack of attention of different bodies to the public sports 		
	External factors	<ul style="list-style-type: none"> — Programs to encourage people to sport — No age limit in participation of public sport — Private sector participation in public sports of the region 	<ul style="list-style-type: none"> — The culture of public sport in the province — Proper information in the field of public sport <ul style="list-style-type: none"> — Equality of opportunities in public sport for women and men in the province — The budget allocated to the public sport in the province 	
		<i>Opportunities</i>	<i>Strategies (SO)</i>	
		<ul style="list-style-type: none"> — Sports credits of center for drug <ul style="list-style-type: none"> — Emphasizing religious teachings to deal with sports — Emphasizing constitution of Islamic Republic of Iran on free sport for all segments — Platform for the development of sport in the province. 	<ul style="list-style-type: none"> -Strategy development of public sport in the province <ul style="list-style-type: none"> -expansion of health stations -protection and promotion of physical and mental health of the population through the development of sport for all -expansion of participation of institutions in the development of sport for all -strengthening and expansion of 	<i>Strategies (WO)</i>
				<ul style="list-style-type: none"> -Strategy development of public sport in the province -development of sports facilities with the public approach -Promotion of the culture of the public sport through popular media, especially radio and television in the province -development of the sport in neighborhoods and villages -qualitative and quantitative

<ul style="list-style-type: none"> - Interest of people from all walks of life from conferences of family walking - interest of people to athletes <ul style="list-style-type: none"> - The mass media and the Internet to inform - Athletes of sports presence in the neighborhood as exercise patterns - Emphasizing doctors on the role of sport in public health - Premature deaths due to lack of sport - Increasing investment in the field of public sport sponsorship 	<ul style="list-style-type: none"> morning exercise in the offices, schools and universities -the development of sport for all women -planning to increase public meetings 	<ul style="list-style-type: none"> development of public access to space and sports facilities -development of the donors and the private sector to strengthen the public sport
<hr/> <p><i>Threats</i></p> <hr/>		
<ul style="list-style-type: none"> - Adverse weather conditions <ul style="list-style-type: none"> - Unemployment rate - Machine life and non-activity of people <ul style="list-style-type: none"> - Increasing in the prices of equipment and sporting goods - The cost of maintaining indoor venues <ul style="list-style-type: none"> - Changes in the structure of cities, especially the destruction of the city open houses - Economic problems - Lifestyle changes of people (prevalence of sedentary life, recreation inactive) - Lack of awareness about the benefits of physical activity and sedentary loss <ul style="list-style-type: none"> - Increasing addiction - Western-friendly influence of youth culture - The politicization within sport the province <ul style="list-style-type: none"> - Multi-job of some people - Lack of activities for women in the public - Low right time to do sports activities 	<p style="text-align: center;">Strategies (ST)</p> <ul style="list-style-type: none"> -Strategic developing the public sport -Encouraging people to participate in the public sport -Institutionalizing and promoting mobility in society -Providing the public easy access of people to public sport -Planning for the acquisition of land for the construction of sports complexes -Using credits of drugs, health and care for the development of public sport -Subsidies to help sports of people, income support and underserved areas 	<p style="text-align: center;">Strategies (WT)</p> <ul style="list-style-type: none"> -creation of management of public sport in the province -development of the strategy for public sport in the province -Promotion of the culture of public sport in society -creation of the enabling environment to attract financial funds of sports -a comparative study of sport in other provinces -increase of the quantity and quality of programs of public sport in the province

DISCUSSION AND CONCLUSION

In today's world, the ability of the high analysis is considered one of the most important factors in achieving an organization's goals and success of many projects. Determination of appropriate strategy and subsequent analysis of honest and predictable external factors ensure maximum productivity and success of an organization. Determination of the appropriate strategy can lead it to maximum success according to the conditions of an organization. Therefore, the key to success of many organizations and projects management can be proper analysis of existing internal resources (strengths and weaknesses) and external opportunities (opportunities and threats) (Yarahmadi, 2009).

One of the most prominent features of the developed countries is to emphasize the undisputed knowledge management as a precondition for progress, development, economic and social growth which in the meantime, what is discussed as the main functions of the management of each country is planning and efforts to achieve the goals envisaged. The extent of the public sport and its impact on public health and the promotion of countries in the world require the systematic, strategic and programmatically to govern it (David, 2009). This is of particular importance in experts and director of the Department of Youth and Sports in Ardebil province as an effective component which are in charge of planning and development and strategic planning for the public sport.

In this regard, it can be noted that demographic characteristics (such as age, gender, education) are among the factors that affect the expectations of experts and executives and they should be emphasized to forecast the planning and development and strategic planning for the public sport (Yarahmadi, 2009). In this study, the mean age of subjects (66.42 years old) indicates their experience. Therefore, it can be said that they may have enough experience and this is important in the quality of planning and development and strategic planning for the sport of the province which is consistent with the results of David (2009). On the study, about 30 percent were graduate students and 15 percent doctoral degree which showed high academic experts from the Directorate General of Youth and Sports in the province and on work experience, about 48 percent had experience work from 11 to 20 years indicating good record and on the major, 54% are physical education which they are consistent with the results of Qanbari Arbabestan (2013), (Darbani, 2013).

The strategic place of the public sport in Ardebil province is in the region of WO. These results are inconsistent with studies of Razavi et al (2014) stated the public sport in Mashhad was in the situation of WT which should use the defensive strategy of change or drop. Also, they are consistent with Safania (2014) and the studies performed by Knud Larsen (2004) and inconsistent with the research of Darbani et al (2013) (Razavi, 2014). Therefore, sports officials in the province, especially Physical Education Department, should focus their apps on overcoming the weaknesses and threats to the public sport. It is worth noting that the department regarding its internal weaknesses can more easily react and their program should be based on meeting the weaknesses. Given that the Office has no control over the threats, it should help departments and other organs so that the threats available can be reduced.

The researchers such as Farmer and Rnoden (1996) by studying the challenge among the development of championship sport believed that in most countries, the balance among success in the level of championship sport did not always establish. In addition, there is also the challenge between investment in global competitions and championship production for public health and social-economic benefits. But there is a challenge on affecting or relationship between the public sport and championship sport. Therefore, there is a relationship between this public sport and championship sport and their common points should be considered to develop the strategy. Also, since today, the public sport is the base of championship sport, this requires that all facilities be provided in order to create the right atmosphere, skilled manpower and funding to grow the public sport. Due to the strategic position of the public sport in the province of SWOT matrix and adjustment of the position of the model of David, it can be concluded that Ardebil province has the ability to get better situations.

There are some suggestions for the growth and development of the public sport derived from the most important internal and external factors in the analysis of SWOT. The recommendations will be presented as follows:

— According to the findings of the investigation for the strategy of the public sport, we find that on the development of the strategy for the public sport and the importance of the strengths of the public sport, it is proposed that more strengths be considered in the medium-term and long-term planning.

— Another important thing that the provincial sports authorities do not pay attention to is the importance of basic exercises (athletics, swimming and gymnastics and wrestling) in the development of championship sports and this should be considered by the officials which infrastructure development of other sports will be provided with advances in these fields.

— Paying less attention to women's sports is another thing of sports major weaknesses in the province which the provincial officials should perform the necessary steps in order to fix the shortcomings and obstacles in the development of women's sports with more attention to this important issue.

Conflict of interest

The authors declare no conflict of interest

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