



Strategic Planning for Iranian Veterans and Disabled Championship Sports Using Combined SWOT and AHP Analysis

Mahdi Armandnia^{1*}, Hossein Akbari Yazdi², Alireza Elahi²

¹Ph.D. in Sport Management, University of Art, Iran.

² Assistant Professor, Kharazmi University, Iran.

ABSTRACT

In the study, the researcher used a researcher-made questionnaire along with SWOT analysis for data collection, examining documents, literature review, surveying, and holding strategic council meetings. Concerning this, after identification of the effective factors and determining the strengths, weaknesses, opportunities, and threats, IFE and EFE matrices were formed, and proper strategies were determined according to SWOT matrix to assess long-term goals of Veterans and Disabled Championship Sports. Given the findings of this paper, after a survey of the experts of veterans and disabled championship sports, seven elements were identified as strengths, eight factors as weaknesses, eight factors as opportunity, and eight factors as a threat. However, to achieve these goals, lack of identification of the importance of ranking for environmental analysis factors made the researcher suggest SWOT analysis using a multi-criteria decision-making process (hierarchical analysis process). This method brings about the possibility to compare factors or criteria to prioritize and apply them as data and calculate values; the aim of implementing this combination (combined method) is to improve the quantitative planning strategy. Given the results obtained from AHP analysis, the independence of the National Paralympic Committee (NPC) and its organizational structure were the best strengths; the participation of vital stakeholders in decision-making was among the weaknesses; the support of the three bodies from NPC was the best opportunity. Moreover, economic condition of veterans and disabled people's families was among the threats of NPC and relevant federations. Finally, proper strategies were proposed after determining the strategies and comparing them with the prioritization of effective factors in planning via Analytical Hierarchy Process (AHP).

Keywords: strategic planning, environmental analysis, AHP

Corresponding author: Mahdi Armandnia

INTRODUCTION

The actual development and progress of countries have various indices, the most important one of which is sport. The importance of physical education and sports is boosting day by day. The relationship of sport with cultural, social, political and economic issues shows the importance of this phenomenon and its role in the nation's national development programs. Overall, the development and advancement of sport in each country is closely associated with its authority and power. This point has caused great investments in sports development in most countries (Vrontis et al., 2006). As an effective power in socioeconomic development, sport has direct and indirect effects on the economy and politics of the countries. Sport performance is a phenomenon associated with management analysis where sport has to be considered as a system and its key features as an integrated part of this system for better sport performance and superiority in its management (Lyle & John, 1997).

Arranging and assessment of execution in brandish associations has been one of the vital classes of enthusiasm among numerous specialists and directors

of these associations (Lyle & John, 1997; Chadwick, 2009).

In addition, the far-reaching nearness of veterans and handicapped individuals in the field of sports is a wellspring of satisfaction, delight, mental and otherworldly support of them and family and an appropriate stage for cultivating ability and flourishing, and more compelling interest in group exercises and imagination and accomplishing high national rankings. As Gottman (2000) showed, physical activity and exercise can increase the lifespan of disabled people. In their research, they found that the average age of people with disabilities rises from three to ten years, if their physical activity and exercise are their main source of life (Gottman, 2000).

Sports associations of Iran, as games specialists, assume a noteworthy part in the advancement, progress and development of sports in both game and title sports. The prerequisite for acknowledgment of the objectives said in the games associations in Iran is that these associations work adequately and on the off chance that they do, they will have the capacity to effectively deal with the nation's games framework and turn out to be near the coveted viability. Given the boundless changes in this day and age and the strengthening of rivalries, numerous analysts have been attracted to the plan of suitable techniques for the adequacy of associations and their quick and viable

execution. The games associations of the nation are not barred from this administer (Vinitwatanakhun, 1988). In the age of information and communication, all organizations of any size encounter fast changes and developments and have to try to plan and manage their actions in a highly competitive market and survive. According to strategic planning, this issue needs using this kind of planning. This is because on the one hand, it is prospective and by proper prediction of the future developments, it adjusts the proper measures. On the other hand, it has a tendency towards the environment and is closely connected with it. Concerning this, it can be informed of the changes in the environment and provide a quick and accurate response (Aghazadeh, 2015).

This is the case in the Iran's sports organizations, especially NPC and its sub-federations. Thus, having a scientific view, one has to confess that the chance to benefit from such benefits is an effective measure. In other words, through strategic planning, besides the benefits in the planning process, it is possible to implement NPC responsibilities more effectively and efficiently, to further develop Paralympics' principles and aspirations, to develop more principled championship and public sports, and to gain a better place in international sports, especially in Para-Asian and Paralympic games. On the other hand, NPC would be able to correctly identify its status, identify the appropriate destination and determine how it can be reached, and face the challenges of the future of sport in its field.

Strategic planning encompasses decisions about long-term strategic goals of the organization. In this type of planning, the goals and objectives of the organization and the long-term objectives are divided into short and short targets that are targeted. In addition, general policies (policy formulation) and operational plans are planned.

Strategic planning cannot predict the future, but can assist managers with the following:

- A) Overcoming issues arising from future requirements
- B) Creating a sufficient opportunity to correct the inevitable errors
- C) Making the right decisions at the right time
- D) Focus on the pursuit of the necessary activities to achieve the desired future (Rezaei, 2006).

AHP is one of the most well-known multi-purpose decision-making techniques that was first introduced by Thomas L. Saaty Al-Iraqi Alasl in the 1970s. AHP method as a multi-criteria decision method is applied more than any other method in management. AHP is one of the most popular multi-purpose decision-making techniques. AHP shows natural behavior and human thinking (Xia & Wu, 2007). This technique examines complex issues based on their interactions and while making simpler tries to solve them. In general, each AHP problem deals with three general levels: the first level is the general objective of the problem, the second level is evaluation criteria, and the third level is the options. The components are compared pairwise at each level of the hierarchy, so that the relative preference of each one is determined in line with the options (Pohekar & Ramachandran, 2004). In this method, the total weight ratio for each option is achieved according to the main goal. The option with the highest weight should be selected as the best option. Thus, the goal of the study is to use AHP method to solve the problem of weighting strategies.

In their study, entitled "Combined SWOT and AHP in the outsourcing of sports marketing using an interdisciplinary sport," Sungbom and Walsh (2012) concluded that decision makers value strengths or potential positive outcomes more than the weaknesses, opportunities, and threats, especially since return on investment is the most important factor for decision makers, whereas minimizing costs is not important.

In an article entitled "Using SWOT matrix as a common tool used to analyze internal and external factors," due to non-determination of the importance of prioritizing and to increase the accuracy in selection of strategies, Gorener, Toker, and Ulcay (2012) used AHP process, whose purpose was to use a combined method to improve the quantitative planning of strategic planning. In his research on the strategic planning of the Islamic Republic of Iran's Hockey Federation using the SWOT and AHP combination method, Mehrek Ahmadi (2013) indicated that championship in Asia with a relative weight of 0.218 had the highest importance in the threats. opportunities and inadequate variables section. Inadequate informing of hockey with a relative weight of 0.222 had the highest importance in the threats, the regular holding of competitions with a relative weight of 0.227 had the highest importance in the strength, and weaknesses of the financial federation with a relative weight of 0.209 had the highest importance in the weaknesses of the Iranian Hockey Federation. From the perspective of Iran's hockey experts, the external-factors in evaluation matrix were opportunities (3.12) and threats (3.03), and the internal factors in evaluation matrix were strength (3.01) and weaknesses (3.29). The status of the federation of hockey is in SO offensive strategy.

It is worth noting that in the previous research, the focus was on strategic planning and the status quo, and evaluating and implementing the strategies were less tackled. In the present study, due to the lack of principal rating scores objectively and also the fact that in the objective rating of the data, the evaluation group rates the data without testing, and these may lead to non-integration between the data, the researcher combined AHP and SWOT methods regarding the opinions and the comments by Tiela et al., as well as Stewart and Mohammed. In specifying priorities, in order to overcome constraints, SWOT analysis is used combined with other quantitative methods of AHP (in order to prioritize and weigh strategies).

METHOD

The study was combined (quantitative and qualitative) considering data collection, where the needed information in the quantitative part was collected using specific matrices of strategic studies, and in the qualitative part using individual interviews and brainstorm.

The population was members of the Strategic Council including representatives of the main stakeholders in the veterans and disabled championship, which included the following groups. They were members of the General Assembly of NPC, heads of relevant associations, representatives of ministries and organizations, representatives of athletes, representatives of coaches and club, representatives of sports media, managers of NPC, the heads of relevant provincial councils and elites (including sports and management elites), and managers of the Federation of Veterans and Disabled who were surveyed.

At the beginning of the questionnaire, an explanatory letter was used to collect data using a questionnaire and the necessity of responding to the required data supply was explained. To this end, the value of the data from the questionnaire was stressed, so that the respondent was willing to answer the questions. To formulate responses, a seven-option Likert scale was used (scale 1 completely ineffective or weak, and 7 fully effective and powerful) that is one of the most commonly used measurement scales for closed responses. In this method, the respondent should read each item, and then specify his agreement with its content on the spectrum.

For identification of the relationships and determination of the weight of the criteria, we utilized multi-criteria decision making and AHP models. SWOT technique was used to formulate strategies, and AHP technique to prioritize strategies. To analyze the data obtained, Excel software and Expert Choice for solving the problems of multi-criteria technique and the hierarchical analysis process were used.

In this study, the hierarchical analysis process technique was used to prioritize the main criteria and to select the optimal option. Saaty (2002) believes that ten experts are enough for pairwise comparison studies.

Chart 1: The overall process of research components Research findings

In this research, the researcher formulated the strategies related to research SWOT analysis in the part of the strengths, weaknesses, opportunities and threats after analyzing various aspects of the strategic plan of championship sport in the National Paralympic Committee and related Federations of the country. Accordingly, the matrix from intersecting research strategies is formulated in the strategies' areas of strength-opportunity (SO), weakness-opportunity (WO), strength-threat (ST), weakness-threat (WT); and it is separately visible in the matrixes of Figures 1 and 2.

The final score of evaluation matrix of internal and external factors identified that the position of championship sport strategy of veterans and disabled people of the country is in the region of SO (Figure 1). According to these results, it should be noted that these conditions imply the use of aggressive strategies and the closeness to the center region. To access this mode, the researcher developed a matrix and plan of the country strategy championship sport of veterans and disabled people by using the perspective of studied society and the 5-point responding spectrum to the four factors (strengths and weaknesses of 2.51, opportunities and threats of 2.54).

According to the research findings of scholars and experts as well as previous studies and the determination of the strategic position of championship sport of veterans and Disabled people (SO), this case shows the focus on the strategies in this field, including the promotion of international relations in order to develop championship sport, increasing participation of veterans and disabled people in sport activities, strengthening talent-identification in veterans and disabled people sports, the development of income sources by taking advantage of potential supporters and donors.

Findings

Final items of SWOT were determined by the survey and completion of the questionnaires by the members of the Strategic Council and using descriptive statistical test. Table 1 contains the strengths and weaknesses of the inner environment, and Table 2 the opportunities and threats facing the Veterans and Disabled Championship.

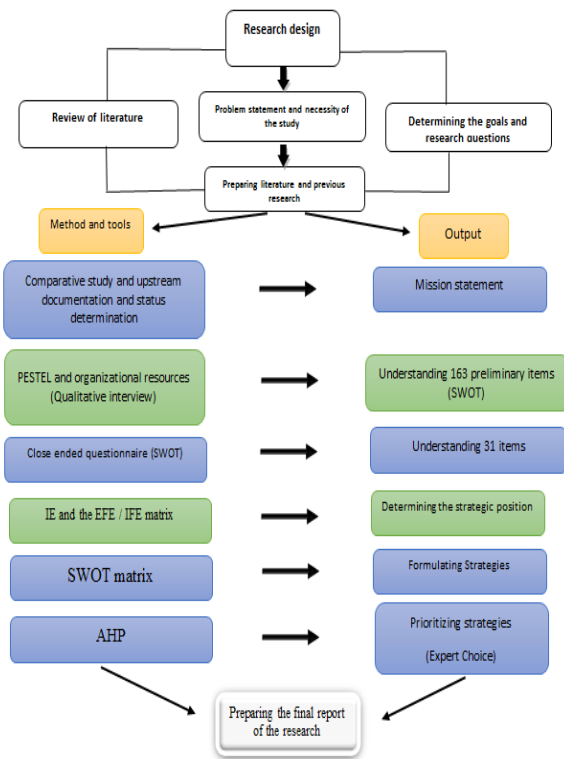


Table 1: Final items of strengths and weaknesses

Internal factors	Code	Factors
	S1	Independence of NPC and its organizational structure

Strengths	S2	Experienced and knowledgeable personnel at the head of the Veterans and Disabled Association
	S3	The quality of the international relations of the federation and the relationship with other international institutions
	S4	The status of the management of sending sports caravans
	S5	Codification and approval of facilitating and incentive laws for champions
	S6	Facilities and amenities at national level
	S7	The motivation of the human resources of the organization (staff, athletes, and so on)
Weaknesses	W1	The establishment of women's veterans and handicapped sports halls
	W2	Per capita sport space in comparison with non-disabled sport fields
	W3	Volunteerism and the use of volunteers
	W4	The level of awareness of the sports or non-sports population covered by the relevant organizations
	W5	Qualitative and quantitative sports equipment and infrastructure
	W6	Stakeholder participation in decision making
	W7	Distribution of Human Resources in the Provincial Councils
	W8	Technology-based education in various sports

Those with high average were identified as strengths and those with a low average as weaknesses.

Table 2: Final items of opportunities and threats

External factors	Code	Factor
Opportunities	01	Support of three bodies of NPC
	02	The possibility of women's participation in most disciplines (especially medal getting sports)
	03	International seats for managers, coaches and athletes
	04	Reviving the Legal Status of NPC
	05	The motivation for the presence of the disabled in the championship sport
	06	The number of organizations sponsoring the sport of veterans and disabled
	07	Sports credits for veterans and disabled people in Iran
	08	The status of international relations of the country and interaction with other countries
Threats	T1	Unemployment status in society
	T2	The state of inflation and recession in society
	T3	The influence of inflation, sanctions and economic issues on the sport of veterans and disabled
	T4	Presidential elections being ahead
	T5	The level of domestic technology compared to the global average

	T6	The economic status of veterans and disabled families and the cost of disabled people
	T7	The price of special equipment for veterans and disabled people
	T8	Veterans getting out of the loop of championship sport and the entry of the disabled in this cycle

Those with a high average were identified as opportunities and those with a low average as threats. The findings of this part are for determining the strategy considering the position of the weight rating in the external and internal factors. The total score of the weight of the internal factors evaluation (IFE) obtained as 2.51 in the corresponding location, and the weighting of the weight of the external factors evaluation (EFE), which was obtained at 2.54, is placed in the corresponding location. The results in this section show the strategy of the sports of veterans and disabled people in an offensive position.

Formation of Strategic Management of Veterans and Disabled Championship Sports

After determining the strategic location using the TOWS matrix, the strategy corresponding to each area was set up by the Strategic Council, and strategies from other areas can be used because of the adjoining strategic area of the Veterans and Disabled Championship with neighboring houses. As shown in Table 3, according to SWOT analysis, 10 strategies, 4 SO strategies, 1 ST strategy, 3 WO strategies and 2 WT strategies were developed for veteran and disabled veteran championship sports.

The final score of internal factors evaluation (IFE)

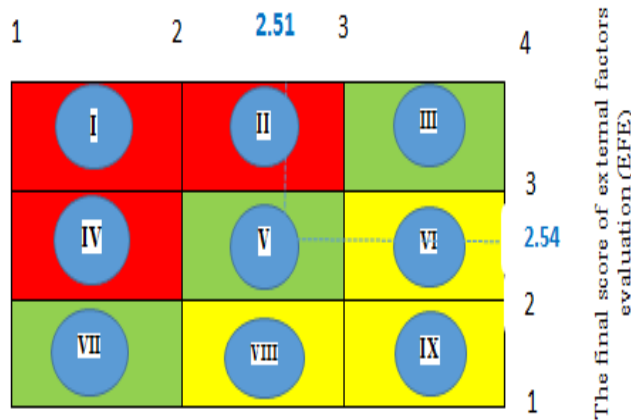


Figure 1: The strategic window of championship sport of veterans and disabled people

Table 3: TOWS matrix for the formulation of development strategies of championship sport of veterans and disabled people

Internal factors	<p>S1: Independence of National Paralympic Committee and its organizational structure</p> <p>S2: Skilled and knowledgeable experts at the head of the Associations of Veterans and Disabled people</p> <p>S3: Quality of Federation International Relations and communication with other international institutions</p> <p>S4: Dispatch management status of sport convoys</p> <p>S5: Formulation and enactment of facilitating and encouraging laws for champions</p> <p>S6: Training facilities at the national level</p> <p>S7: Motivation of human resources in organization (employees, athletes, etc.)</p>	<p>W1: Existence of veterans and disabled people gyms for women</p> <p>W2: Sports space per capita compared with non-disabled fields</p> <p>W3: Volunteer movement status and the use of volunteers</p> <p>W4: Awareness of sporting or non-sporting population covered by relevant agencies</p> <p>W5: The quality and quantity of sports equipment and appropriate infrastructure</p> <p>W6: Important stakeholder participation in decision-making</p> <p>W7: Distribution of human resources in the provincial delegations</p> <p>W8: Technology-based training in different sport fields</p>
External factors		

<p>External factors</p> <p>O1: Supporting the three branches of NPC</p> <p>O2: The possibility of participation of women in most fields (particularly medal-producing fields)</p> <p>O3: International seats for managers, coaches and athletes</p> <p>O4: Restoring the role of the National Paralympic Committee of legal status</p> <p>O5: Motivations of persons with disabilities to participate in championship sport</p> <p>O6: Utilization of supporters and donors in veterans and disabled people sport</p> <p>O7: Independent credits for country's veterans and disabled people</p> <p>O8: Country's international relation status and interaction with other countries</p>	<p>SO: Promotion of international relations in order to develop championship sport (S3, O3, O8)</p> <p>SO: Promotion of the participation of veterans and disabled people in sports activities (S6, S2, S7, O5, O2)</p> <p>SO: Strengthening the talent-identification in veterans and disabled people sport (S2, S7, O5)</p> <p>SO: Developing income sources by utilization of supporters and donors potential (S5, O6)</p>	<p>WO: Utilization of external supports in order to develop infrastructures (W1, W2, O1, O6)</p> <p>WO: Development of voluntary movement (W3, O4)</p> <p>WO: Development of human resources by education-centered approach, diversity and new technologies (W7, W8, O7, O8)</p>
<p>T1: Unemployment situation in society</p> <p>T2: Inflation and recession situation in the society</p> <p>T3: Effects of inflation, economic sanctions and problems on the championship sport of veterans and disabled people</p> <p>T4: Upcoming the presidential election</p> <p>T5: Domestic technology level compared to the global average</p> <p>T6: The economic situation of the families of veterans and disabled people and their costs</p> <p>T7: The price of special equipment for veterans and disabled people</p> <p>T8: Excluding veterans from the cycle of championship sport and entering disabled people to the cycle</p>	<p>ST: Optimized communications with various institutions in order to develop disabled people sport culture (S1, S7, T8)</p>	<p>WT: Improving the efficiency of facilities, equipment and processes (W5, W6, T7)</p> <p>WT: Optimized allocation and distribution of resources (financial, human, equipment, etc.) based on medal-producing, being active and audiences (W8, W7, W6, T7, T3)</p>

Quantitative findings

The related questionnaire was prepared and made available to the experts to quantify and calculate the weight of the identified strategies. Then decision hierarchy tree was formed in the first step. For this purpose, each of the ten identified criteria, which had a sub-criterion set (strategies), was encoded for Expert Choice software.

A) Calculating the final weight of the strategies as a whole

Expert-Choice software output-chart indicates the priority of the veterans' and disabled championship sports strategy, considering the weight of the components and items.

infrastructure," and "Boosting the efficiency of the places, equipment, and processes," are the most important strategies for championship sports development of veterans and disabled people in Iran. Moreover, the chart shows that, according to the experts, "Establishing optimal relations with different organizations to develop veteran sports culture," "Boosting the participation of veteran and disabled in sport activities," and "Boosting international relations for development of championship sports" are other strategies of great importance for the development of the veterans' and disabled people's championship sports.

Identification of strategies, strategic objectives, measures, quantitative objectives, and actions and initiatives

To use the presentation of the implementation model of the NPC and relevant federations, they must be broken into smaller components. As can be seen in Tables 4 through 11, in the first step, the strategies obtained have to be translated into strategic goals, and in this study, 26 strategic goals were formulated. Strategic goals are relevant to any of the NPC's and relevant federation's strategies measured by some criteria where the results of the study show 107 measures in the relevant tables.

Actions and operational plans to run the strategic guidelines and strategic goals of NPC and the related federations were formulated in the end 113 actions and initiatives are presented in Tables 4 through 11.

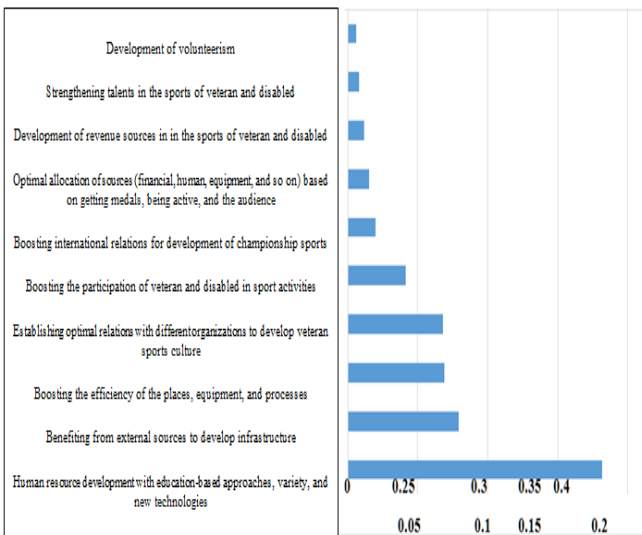


Chart 2: Weight and overall ranking of strategies

As shown in Chart 2, "Human resource development with education-based approaches, variety, and new technologies," "Benefiting from external sources to develop

Table 4: Strategies, Strategic Objectives, Measures, Status quo, Quantitative Objectives, and Measures and Initiatives

Strategies	Strategic Objectives	Measures	Status quo (2016)	Quantitative Objectives					Measures and Initiatives
				2017	2018	2019	2020	2021	
Optimal allocation of sources (financial, human, equipment, and so on) based on getting medals, being active, and the audience	Allocation of resources based on land use	The level of standardization of human resources status, sports venues of the provinces with the country's sport development approach	20%	60%	70%	80%	90%	100%	1. Investment in each province based on existing talents and capabilities 2. Focusing more on sports with a higher medal chance 3. Establishing database of each province according to the three principles of the capabilities, resources and natural factors
	Increased attention to sports with medal and low-cost sports	The number of quotas obtained (men and women) in Paralympic Games	88 people and a soccer team	----	----	----	100 people and two teams	----	1. Effort to earn quotas in the Paralympic Games 2. Continuous presence in competitions with high score (factor) 3. Effort to get quotas in Para-Asian Games 4. Continuous presence in competitions with high score (factor) 5. Identifying the factors of the success and failure of the teams and sports heroes of the country 6. Prioritization of influential sports (with high score) and athletes participating in several disciplines 7. Possibility of separate holding of international women's competitions hosted by Iran
		The number of teams and athletes deployed (men and women) to Paralympic games	111 people	----	----	----	150	----	
		The number of teams and athletes deployed (ladies and gentlemen) to Para-Asian Games	203 people (54 women and 149 men)	----	250	----	----	----	
		The amount of resources and resources allocated to provinces according to the number of athletes		5% ↑	10% ↑	15% ↑	20% ↑	25% ↑	
Fairness in allocating resources to provinces		400 million to 31 provinces	100% resource allocation regulation					1. Designing and development of incentive policies for host teams 2. Designing and planning of human resources recruitment optimal and appropriate for the federation's businesses 3. Help train educators, judges and elite managers in all provinces 4. Correcting organizational structure	

Strategies	Strategic Objectives	Measures	Status quo (2016)	Quantitative Objectives					Measures and Initiatives
				2017	2018	2019	2020	2021	
Boosting the participation of veteran and disabled in sport activities	Per capita increase in sports space for disabled people	Per capita Sport Capacity (m ²)	One meter	1.05	1.1	1.25	1.4	1.5	1. Acquisition of credit from state institutions for the establishment and equipping of sport venues of veterans 2. Establishing the necessary credits and facilities from the internal banking system for the construction of sports halls
		Per capita Sport Exercise Space (m ²)	Zero	2	2	5	7	10	
	Increasing the participation rate of disabled people in veterans and disabled sports	Number of disabled people using sports venues	16000 people	10% ↑	5% ↑	5% ↑	5% ↑	5% ↑	1. Preparation of welfare facilities 2. Participation in the results of other research on the development of veterans and disabled people 3. Assisting purchase of training equipment in the provinces
		Number of sports matches between disabled people	40 thousand people	5% ↑	5% ↑	5% ↑	5% ↑	5% ↑	
		Percentage of increase in disabled people's participating in club competitions	30 clubs	35 clubs	40 clubs	45 clubs	50 clubs	55 clubs	
	Making the available spaces and facilities for the disabled applied	The number of sporting venues fitted with veterans and disabled	20	20	20	23	23	25	Use change of other unused spaces for sporting venues dedicated to veterans and disabled people. 2. Participants' enjoyment in the use of places 3. Maximize the capacity of veterans and disabled people 4. Concluding a Memorandum of Understanding with relevant organizations
		Hours of use of veterans and disabled from sporting venues in Tehran and other provinces	1300 hours per week	1500	1700	2000	2100	2500	
	Institutionalizing the culture of sports among the disabled	The number of cultural-sports celebrations held in Tehran and other provinces	90 programs	100	105	105	108	115	1.Participation in the development and improvement of welfare services to employees 2. Holding tourism tours 3. The use of items, such as clothing, hats, shirts, and other equipment, such as the brand and color of NPC 4. Physical presence of senior officials in competitions and camps to persuade staff and families 4. Emphasizing the provision of quality services to sports veterans and disabled people 5. Preparing advertising videos and other information related to the sports of veterans and disabled people at special times 6. Absorption of financial resources from outside 7. Participation in the development and improvement of welfare services to employees
		The number of people participating in the cultural and veteran celebrations of veterans and disabled people	50 thousand people	55	60	60	65	80	
		The number of promotional messages broadcast in the Voice and Radio to strengthen the culture of disabled sports	30 (10-minute) educational programs	2000 minute	3000 minutes	5000 minutes	7000 minutes	10,000 minutes	
The budget allocated to the sports culture of disabled people		4 billion	4 billion	4 billion	5 billion	6 billion	6 billion		

									8. Designing and developing strategies for the general development of veterans and disabled people throughout the country
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Table 5: Strategies, Strategic Objectives, Measures, Status quo, Quantitative Objectives, and Measures and Initiatives

Table 6: Strategies, Strategic Objectives, Measures, Status quo, Quantitative Objectives, and Measures and Initiatives

Strategies	Strategic Objectives	Measures	Status quo (2016)	Quantitative Objectives					Measures and Initiatives
				2017	2018	2019	2020	2021	
Developing volunteerism movement	Establishment of the Candidate Committee at the National Paralympic Committee and relevant federations	The extent of drafting of existing regulations on the organization of volunteer movement	Zero	20%	50%	100%	100%	100%	1. Use of volunteerism for holding tournaments 2. Organizing gatherings of veterans and disabled sports volunteers 3. Establishing a comprehensive bank of volunteers
		The number of existing provinces defining the volunteer movement in the organizational structure	Zero	3	10	20	25	31	
		The number of volunteers in holding provincial and national competitions	Zero	50	150	300	400	600	
		Formation of volunteers committee at NPC	Zero	100%	100%	100%	100%	100%	
	Connecting with Target Organizations in the volunteer Movement	Meetings with target organizations to recruit volunteers	Zero	3	5	5	7	7	1. Organizing meetings with target organizations 2. Joint meeting with the goal of furthering involvement
		The number of enterprise volunteers attracted	Zero	50	150	250	350	500	
Number of memoranda of understanding agreed with target organizations		Zero	2	3	3	4	5		
Strengthening talent identification in veterans'	Design, deployment and development of talent scout system	The number of scouting studies conducted in some sports	6 fields	2	2	2	2	2	1. Cooperation and synergy of relevant organizations in the field of talent scout 2. Identification of research needs and priorities 3. The material and spiritual benefits of projects in the
		The number of integrated, executive and structural designs in the field of talent identification in various disciplines	A plan	----	A plan	----	A plan	----	
		The degree of research support and the dissertations of graduate and postgraduate	Zero	5 milli	5 millio	7 milli	8 millio	9 millio	

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	students in the field of aptitude							sports of veterans and disabled
	The number of training courses held in the field of talent scout	Zero	2	2	2	2	2	4. Increased funding for applied research projects
	Number of trainees in sport for the disabled	Zero	10	20	35	50	75	5. Contracts with translators specializing in translating educational and scientific talks 6. Regular tournament in the category of teenagers and youth 7. Paying attention to the training of skilled and skilled personnel training 8. A comprehensive training system for development 3. The material and spiritual benefits of projects in the sports of veterans and disabled 4. Increased funding for applied research projects 5. Contracts with translators specializing in translating educational and scientific talks 6. Regular tournament in the category of teenagers and youth 7. Paying attention to the training of skilled and skilled personnel training 8. The comprehensive system

									of compilation of talent scout
Establishing and developing talent scout bases in provinces			Zero	1	----	1	----	1	1. Establishing facilities and amenities for talent scout
	The number of special camps and nominees in the provincial center for physical education	Zero	20%	40%	60%	80%	100%		2. Use of experienced Iranian and foreign coaches in provincial councils
	The standardization and compilation of criteria and indicators of talent in various sports fields								3. Creating a reward system and upgrading trainers and players
									4. Proper cooperation between the camps and the camps with the relevant sporting boards in the province's physical education
									5. The existence of a talent scout office at NPC

Table 7: Strategies, Strategic Objectives, Measures, Status quo, Quantitative Objectives, and Measures and Initiatives

Strategies	Strategic Objectives	Measures	Status quo (2016)	Quantitative Objectives					Measures and Initiatives
				2017	2018	2019	2020	2021	
Establishing optimal communication with various institutions to develop the culture of disabled sports	Strengthening media and advertising capacity in sports for the disabled	The number of veteran and disabled live broadcasting competitions	Rio the whole tournament		Asian para-Olympics		Paralympic		1. Inviting visual media and continuous communication 2. Legitimizing the presence of audio and visual media for reporting and news 3. Comparative studies on the relationship between sport and the media 4. Organizing multiple sessions with relevant experts
		The hours of broadcasting of national and Paralympic and Paralympic Games of Veterans and Disabled from Radio and Television	Every 20 minutes	30 minutes	60 minutes	90 minutes	120 minutes	180 minutes	
		The number of interviews distributed among officials, athletes and coaches and supervisors in television and radio	Over 800 pieces of news	1000	1200	1500	1500	1600	
		Number of special programs for TV and radio with the sport-disabled approach	A program in two weeks and one hour per week on the radio	A weekly program and an hour per week on the radio	Two programs a week and two hours a week on the radio	Two programs a week and two hours a week on the radio	Three programs per week and three hours a week on the radio	Three programs per week and three hours a week on the radio	
		The amount of advertising revenue	Zero	100	300	500	700	1 billion	

Developing income sources using the potential of supporters and charities	Attracting sponsors for veterans and disabled people sports	The amount of income received from the benefactors	Zero	10%	20%	30%	35%	40%	<ol style="list-style-type: none"> 1. Identification of new opportunities and methods for income generation 2. Establishment and strengthening of marketing unit 3. Identification of centers and manufacturing plants to attract their financial support 4. Investigating the areas of absorption and financial support 	
		Percentage of sponsor recruitment program	Zero	100% regulations						
	Developing income sources using the potential of supporters and charities		The income received from sponsors	Zero	10%	20%	30%	35%	40%	<ol style="list-style-type: none"> 1. Attracting sponsors to purchase standard facilities 2. Attracting sponsors and using advertisements during various events 3. Participation of the private sector in the development of sports facilities and amenities 4. Attracting sponsors to increase the number of competitions 5. Establishing the Marketing Committee at NPC and the relevant federations and employing marketing specialists.
			The credits attracted from the private sector for the construction, equipping, renovation, etc. of sports facilities for the development of the sports of veterans and disabled	350 million toman	500	700	900	1 billion	1.5 billion	
			Number of organizations supporting disabled sports activities	3 organizations	5	7	10	12	15	

Table 8: Strategies, Strategic Objectives, Measures, Status quo, Quantitative Objectives, and Measures and Initiatives

Strategies	Strategic Objectives	Measures	Status quo (2016)	Quantitative Objectives					Measures and Initiatives
				2017	2018	2019	2020	2021	
Human resource development with education-based approaches, variety, and new	Empowering human resources	The number of sessions held for co-thinking in a year	24 times a year in the Board of Directors	24	24	24	24	24	1. Designing and development of a long-term plan for enhancing technical knowledge of instructors 2. Extension of advanced training courses in the country with the presence of foreign instructors 3. International coaching courses within the country 4. Identification of motivational and problems of coaches 5. Reviewing and revising of the headings of coaching theory courses 6. Sending elite trainers abroad to participate in advanced coaching classes overseas 7. Compilation of advanced training courses and promotion for referees 8. Transparency and facilitation of the improvement and advancement of referees 9. Improving human resources of the federation for the management of important occupations and management positions 10. Identifying staff motivation and job
		The number of courses offered for staff and managers	Zero	2	4	6	8	10	
		The number of first-level coaching courses held	2	4	4	4	4	4	
		The number of second-level coaching courses has been held	6	4	4	4	4	4	
		The number of third-level coaching courses	3	4	6	8	10	12	
		The number of briefing training courses held	Zero	2	4	6	8	10	
		The number of first degree arbitration courses held	5	4	4	4	4	4	
		The number of second degree referees courses held	5	4	4	4	4	4	
		The number of third degree referees courses held	7	4	6	8	10	12	
		The number of courses of referees held	Zero	2	4	6	8	10	
		The number of participants in first-level coaching courses	26	30	40	50	60	70	
The number of people participating in second-level coaching courses held	85	100	120	130	140	150			
		The number of people participating in third-level coaching courses	70	80	90	100	120	140	problems 11. Providing job security for managers, staff and trainers 12. Employers introduced to continue education 13. Comprehensive education system of the federation 14. Developing the project of course syllabus lessons of coaching and refereeing
		The number of people participating in the training course is justified	Zero	20	40	60	80	100	
		The number of people participating in first-degree arbitration courses held	75	100	120	140	150	160	
		The number of participants in second degree refereeing courses	60	80	100	120	140	160	
		The number of participants in grade three refereeing courses	33	50	70	90	100	120	
		The number of participants in grade three refereeing courses is held	Zero	20	40	60	80	100	
		The number of human resources (managers, staff, coaches and teachers) in training courses and scientific meetings held at other national organizations	1	5	10	10	10	10	
		The number of human resources (managers, staff, coaches and teachers) in training courses and scientific meetings held at other international organizations	1	2	4	6	8	10	

Table 9: Strategies, Strategic Objectives, Measures, Status quo, Quantitative Objectives, and Measures and Initiatives

Strategies	Strategic Objectives	Measures	Status quo (2016)	Quantitative Objectives					Measures and Initiatives
				2017	2018	2019	2020	2021	
Human resource development with education-based approaches, variety, and new technologies	Development of information technology in veterans' sports	The number of memoranda of cooperation with universities and national and international educational centers	2	4	6	8	10	12	1. Providing films, brochures, posters and more regarding the training of veterans and handicapped aphids from champions and medal countries by the Federation Education Committee 2. Establishing site by the special education training committee of veterans and disabled 3. Developing a strategic plan in the education committee on the production of training packages 4. Production and preparation of films, brochures, posters and so on concerning the training of veterans and disabled people in the field of veterans and disabled by the domestic experts at the National Paralympic Committee and the relevant federations training
		The number of books and theses and articles published on the subject of disabled sports per year	Zero	5	6	7	8	9	
		Percentage of electronic archiving and administrative correspondence	80%	80%	85%	90%	95%	100%	
		The number of IT training courses held	Zero	2	4	6	8	10	
		Average users of NPC website and relevant federations	8179 monthly NPC	12,000 people	15,000 people	25 thousand people	30,000 thousand	30 thousand people	
		The federation's news and information updates (percentage)	100%	100%	100%	100%	100%	100%	
		The use of computer use in specialized training	Zero	1	3	5	7	9	
	Implementation of	The number of sports fields covered at championship level	18	18	18	18	18	18	

								disabled
	The ratio of female athletes to disabled people	11622 male and female 3716 (0.31)	0.4	0.4	0.4	0.5	0.5	2. Training the target community for readiness for change 3. Estimating budget requirements in the program headings
	The ratio of male-female instructors	585 males and females 229 (0.39)	0.5	0.5	0.6	0.6	0.6	
	The ratio of women-to-male handicapped judges	236 males and 115 women (0.48)	0.5	0.5	0.6	0.6	0.6	

Table 10: Strategies, Strategic Objectives, Measures, Status quo, Quantitative Objectives, and Measures and Initiatives

Strategies	Strategic Objectives	Measures	Status quo (2016)	Quantitative Objectives					Measures and Initiatives		
				2017	2018	2019	2020	2021			
Improving the productivity of places, equipment and processes	Target programs and processes	Percentage of review of processes in the year	NA	10%	30%	50%	70%	100%	1. Strengthening the role of provincial governments in the decision-making processes of the NPC and relevant federations 2. Designing and development of operational programs 3. Systematization of competitions, camps, and dispatches		
		Percentage of program-oriented activities of NPC and the relevant federations	NA	10%	30%	50%	70%	100			
		The extent of realization of the developed programs	NA	10%	30%	50%	70%	100			
		Percentage of protocol formulation and instructions for each process	NA	10%	30%	50%	70%	100			
	Making spaces and equipment multipurpose	The number and construction of multi-purpose sports spaces for disabled people	5	6	7	8	9	10		1. Meeting the needs and equipping the spaces and sports facilities of the veterans and disabled in accordance with the mission of the places and spaces cited 2. Feasibility study of the equipment available for more efficiency	
		The number of disabled participants in use changed sports spaces	Zero	50	100	200	300	400			
	Reducing waste in venues and processes	The ratio of employee to athlete	165 employees (0.01)	0.05	0.09	0.14	0.19	250.250		1. Providing job descriptions of different departments of veterans and disabled people 2. Holding in-service courses	
		Coach to athlete ratio	0.05	0.07	0.09	0.11	0.15	0.18			
			The average response time to the client in the NPC and the relevant federations	Under 10 minutes	9 minutes	8 minutes	7 minutes	7 minutes		7 minutes	3. Establishment of financial discipline in the federation
			Reduction of the cost of consumption for similar activities	NA	10%	10%	10%	10%		10%	
The ratio of athletes with disabilities to the area of athletics			1 to 1	1 to 1.5	1 to 2	1 to 2.5	1 to 3	1 to 4			
Compilation of duties of committees and boards (percent)			80%	80%	85%	90%	95%	100%			

Table 11: Strategies, Strategic Objectives, Measures, Status quo, Quantitative Objectives, and Measures and Initiatives

Strategies	Strategic Objectives	Measures	Status quo (2016)	Quantitative Objectives					Measures and Initiatives
				2017	2018	2019	2020	2021	
Utilization of external support for infrastructure development	Synergy in using the facilities and infrastructure of sports organizations and non-sports organizations in the country	The number of letters of cooperation with government agencies and organizations	3	5	7	9	11	13	1. Preparing a plan for cooperation with physical education faculties in the field of coach training, referee and director 2. Participation of the private sector in the development of sports facilities 3. Involvement of stakeholder organizations such as the Welfare Organization, the Martyr Foundation and ... In order to develop the spaces and facilities of veterans and disabled people
			3				7	8	
		The number of agreements between government institutions at implementation stage	2	4	5	6	10	12	
	Developing the Role of Disabled Sports in Major Programs and Executive Agencies	The number of national conferences devoted to the issue of veterans and disabled people					4	4	
Percentage of budget increase allocated to disabled sports		Zero	4	6	8	10%	10%	1. The number of acculturation programs to increase physical activity and promote healthy activities with movement in order to increase the participation of veterans and disabled people. 2. Providing SWOT analysis of veterans and disabled people 3. Correspondence and involvement in relevant authorities in developing country development programs	

DISCUSSION AND CONCLUSION

In the study, for implementation of a five-year period from 2017 to 2021, through formulation of a strategic planning for the sport of veterans and disabled of the Islamic Republic of Iran, the researcher tried to use the results to eliminate internal weaknesses and external threats, using the internal strengths and opportunities put forward by the veterans and disabled championships in line with the objectives of the NPC and relevant federations. The researcher also used hierarchical analysis to prioritize and implement the strategies properly. Moreover, using AHP, the researcher tried to make decisions concerning proper prioritization and implementation of the strategies. This method analyzes the issues. AHP enables recipients to determine the simultaneous and interactive effects of many complex and uncertain situations. This process assists decision-makers adjust priorities according to their goals, knowledge and experience; AHP is placed on three principles as follows:

A) Plotting hierarchical tree: analysis of a larger problem into smaller ones that delineates the relationships between the smaller elements

B) Developing and determining the priorities: Given the specific criteria, they make "pairwise comparisons" and determine the superiority of an option to the others.

C) Logical regulation of judgments: Adaptation is used in two senses

1) Similar ideas and objects fall into one group based on their relationship.

2) The rate of communication between different ideas depends on their specific criteria

FINDINGS

A: Descriptive:

The findings of the study indicated that 73.3% (22 subjects) of the participants were male and 26.7% (8 subjects) were female. The highest frequency of education was bachelor's degree (36.7%), and the lowest was education less than bachelor's (6.7%). Concerning the work experience, the highest frequency (41.4%) belonged to those who with more than 26 years of work experience. The lowest (20.7%) was related to those between 6 and 15 years, only 2 (6.9%) of subjects had less than 5 years of experience in management and the highest frequency was for the participant with more than 26 years of management experience.

The outlook of a veteran and disabled championship sports is being among one of the three top Para-Asian teams and seven top Paralympic teams. Thus, it is required to use the best of the strategic position and capabilities mentioned above to get to this stage: with optimal utilization of the strategic positions and the capabilities mentioned, one can have the ability to cope with environmental threats and the maximal use of the opportunities. Therefore, the adoption of such an approach in implementing strategies with a vision of the macro-goals, strategic goals, quantitative objectives, annual goals and executive actions per year, this research appears to be in the field of infrastructure and cultural field. Nowadays, the presence of effective quantitative and qualitative factors in organizational decisions asks managers to make proper decisions while using these new approaches (Ebrahimi & Azadeh, 2010) and one of the new devices matched with the management

systems is the balanced scorecard model with a strategy implementation view (Teimuri et al., 2002).

In order to obtain an analysis of the internal and external environment of the veteran and disabled sports, we had to analyze that environment. First, to specify the opportunities, threats, strengths, and weaknesses of the veterans and disabled handicapped sports championships in both the preliminary and final stages, we got the initial qualifications and then through the surveys and completed questionnaires by the main and sport elite, reviewing existing documents, using descriptive statistical test, we identified the final analysis, and ultimately the internal and external position of the veterans' and disabled championship status. The internal and external matrix shows that championship sports of veterans and disabled are strategically located in the SO area. In other words, one can use strengths and opportunities well and use them to address the weaknesses and reduce the effects of threats.

B: Inferential findings:

For quantification and calculation of the weight of identified strategies, we prepared the related questionnaire and gave it to experts. Later on, in the first step, the hierarchical decision tree was formed, and for this purpose, each of the identified criteria (landscapes), with a subset of the criteria (strategies) were encoded to make calculations in the Expert choice software, and then the importance and weight of the strategies of each of landscape was attained.

The operational budget, heavy workload and the release from mixing up on how to manage strategic planning effectively are all among the factors enabling nonprofit organizations managers require strategic planning. Nonetheless, regardless of the central value of short and long-term strategic planning decisions for decision making, the capabilities of a nonprofit organization to increase operational capacity, budget allocation, and boosting employee skills may compromise the organization's basic needs. Like any other systems, championship sport needs management and planning. The scope of the activities of the championship sports needs a comprehensive, strategic and codified system. Nowadays, in organizations, the priority is to reduce work and resources by lowering staff costs, reducing costs and achieving these goals with an effective way of planning and implementing strategies. Since no organization can have unlimited resources, management should decide which of the different strategies can make the most benefit for the organization.

Championship sport - especially the championship of veteran and disabled people of Iran in the study - needs comprehensive strategies to operate efficiently, without being affecting by the managerial environment

CONCLUSION

One of the most prominent features of this study was the use of AHP to make decisions safer, to determine the weight of each of the outlooks and strategies, and to interfere with these weights in assessing the performance of the veteran and disabled veteran championship. Therefore, one can recommend the National Paralympic Committee and the relevant federations consider the weight and priority of each strategy in planning and future decisions, in view of the limited resources and conditions, in prioritizing their goals and specifying proper recovery projects to take an effective step for better performance.

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