

Development of a strategic plan of the Handball Federation of Iran

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Alireza Davari¹
Rasool Nazari^{2*}
Masoud Naderian³

¹ PhD Student, Sports Management, Islamic Azad University, Jahrom Branch, Jahrom, Iran

² Associate Professor of Sports Management, Islamic Azad University, Isfahan Branch (Khorasgan), Isfahan, Iran.

³ Associate Professor of Sports Management, University of Isfahan, Isfahan, Iran

*Correspondence: Rasool Nazari ,
Associate Professor of Sports Management, Islamic Azad University, Isfahan Branch
Email: r.nazari@khuif.ac.ir

Abstract

Background: The purpose in this applied research was to develop a strategic plan for the Iranian Handball Federation.

Methods: The statistical population included experts in the field of sports of the Iranian Handball Federation. Two methods of theoretical sampling and snowballing, until reaching theoretical saturation (30 people), were employed. A combination of qualitative and quantitative methods was used to collect and analyze the data. The research instrument was an open questionnaire. The data for this study came from interviews as well as data obtained from meetings of the Strategic Council. Logical induction method was used to analyze the information in the quantitative part of the situation assessment while strategic action matrix and the qualitative matrix and the logical induction method were used to analyze the information in the qualitative section.

Findings: The findings show that the Iranian Handball Federation has five major programs including promoting handball in the community, developing sports teams in six age groups, launching a professional handball league, and participation of all provinces in competitions approved by the federation in six age groups of men and women and deepening and strengthening the principles of fair play and ethics through handball. The strategic approach of the Iranian Handball Federation based on the situation assessment matrix and strategic action was placed in the offensive position.

Conclusion: In general, managers can use the present compiled program to set the major goals of the Iranian Handball Federation as the priorities of the federation and provide the conditions for achieving the approved goals.

Keyword: Strategic, Program, Federation, Sports, Handball

Introduction

The concept of development is understandable to many people, it is known to some extent that social welfare, life satisfaction, freedom and justice will be higher with development. Development is a type of social change that human beings create to fulfill their needs and wants in the environment. People are always trying to transform their environment and society in order to meet their needs (Nazari, 2018). Development means the reconstruction of society based on new ideas. These new ideas in modern times include the three ideas of believing in science, human, and future (Laitinen & Meristö, 2018). In an age of uncertainty, organizations need to identify future opportunities and threats in a timely manner and prioritize them in their strategic planning process (Khazaei Moghadam and Aslanian, 2017). The main feature of today's society is a lot of complexity and fluctuations, so the approach and planning patterns have changed and not only in strategic literature but also in practical methods, they are moving towards strategic planning in conditions of uncertainty. Strategic planning methods in conditions of uncertainty have the ability to consider key variables, complexities and environmental uncertainties, and provide various and multiple analysis of possible future developments and trends based on future analysis (Wolf and Maybenner, 2010). Future thought-based Strategic Planning provides a framework for strategic management in conditions of uncertainty (Christina and Alcio, 2018). Futuristic thinking affects making the right decisions and may link the future to the present (Thorstad & Wolff, 2018). Many futuristic thoughts and decisions about development and strategies to achieve them are influenced by imagining of the future (Darabi et al., 2017).

Foresight is a systematic, participatory, and collectivist process of future perceptions that builds a medium-to-long-term perspective with the aim of making up-to-date decisions and mobilizing common actions (Goigan, 2001). One of the constructive concepts of futurism is strategic planning. From this perspective, futurism and its consequences are seen as input for strategy compilation and policy-making, which seeks to manage strategic planning and executive programs. The term forward planning is also one of the concepts considered in this type of futurism and is known as a process of planning for future. This process can introduce and analyze possible futures. In addition, it deals with the analysis and identification of social and economic effects of decisions, aims, and focuses on the identification of effective key elements of the future (Santagada, 2012). The dynamics and drastic environmental developments of the present era have further disclosed the need for planning to encounter these developments. A review of organizations' progress and development during recent years shows organizations had been successful which were able to compile effective strategies with the correct understanding according to their mission and provide the proper platform for implementing them. (Nazari et al., 2017). Strategic planning is the process by which organizations analyze their internal and external environment and gain insight, in addition to establishing their strategic path and creating strategies (Nazari and Pour-Abedi, 2013). In this regard, strategic thinking means the mental and executive readiness of the individual to adapt to the conditions and the temporal and semantic priority for environmental change. Strategic thinking is not predicting the future; it is about recognizing the competitors' characteristics and noticing opportunities that rivals

neglect. (Shapira et al., 2017). In this regard, creativity and a high level of autonomy accompanied by low control cause an increase in tension and consequently the effectiveness of strategic planning (Elbanna, 2016).

Today, responsive organizations successfully interact with external environmental conditions and effectively guide the organization towards its main goals and objectives (Nazari et al., 2014). As we are witnessing developments and changes in different fields, the environment is facing lots of turbulence and competition has intensified, organization systems for success should use a kind of planning that is futuristic and considers the environment (Victor & Agamuthu, 2014). If we consider the basis of strategic planning for predicting the internal environment (strengths and weaknesses) and the external environment (opportunities and threats) for future analysis, where there is a big difference between forecasting and reality, its effectiveness is eliminated. In such a situation, strategic thinking, especially when this type of thinking is distributed among middle managers throughout the organization, improves the efficiency and effectiveness of the organization (David, 2010). Strategic thinking is not future foretelling, but it is recognizing the characteristic of the competition field in time and looking for the opportunity that rivals neglect. It seems having strategic thinking and, consequently, strategic plan is an important issue because strategic thinking makes managers able to understand what objects are effective in achieving success and how these are creating value for the client. In the business atmosphere, only success maker factors play a key role to create value for the customer, in a situation where competitive advantage factors are rapidly evolving, the only advantage of stable competition is under-

standing and insight of continuous identifying of these factors (Lashgar Blooky, 2012). In this field, in order to respond meaningfully and survive in a competitive environment, leaders of organizations must have strategic skills that can adapt their organization with the environment, and by proper and timely responding, protect the organization from damages arising from the environment. (Nazari and Colleagues, 2017).

With such a mindset, some sports federations have compiled an organizational strategy, to succeed in their mission. Today, it is clear that the structure of organizations is so complex that they cannot survive without careful planning, and sports federations are no exception. Therefore, any system that wants to succeed should have distinguished aims and specify how and when to achieve those aims. This kind of planning is actually the same strategic planning that identifies the internal weaknesses and strengths and environmental opportunity and threats by reviewing the internal and external environment of the organization, and by considering the view and the mission of the organization, adjusts long term aims for organization and selects strategies to achieve them (Gohar Rostami et al., 2013). Managers face potential strategic challenges (Oboyle, 2015). In the third millennium, the importance of sport to achieve stable development as one of the most important basics of development is obvious (Nazari et al., 2017). In recent decades, sports industry is experiencing a new era, which is one of the most profitable economic sections producing sports goods and services in the 21st century (Salimi et al., 2015). Therefore, various elements and fundamentals involved in sports are considered as effective factors in today's society because the need for sports is felt more and more and has great importance.

What needs to be considered is that the development of sports and physical education is an important part of socio-economic development in any society; and the presentation of strategic plans in different parts of it is of particular importance. The achievements of sports development are wide-ranging and lead to economic and social prosperity.

Thus, many sports organizations in different countries have prepared their necessary strategies according to their missions, and by implementing them have achieved good success. With the dominance of such thinking, some sports organizations have developed their own organizational strategy to succeed in their mission. Given the importance of strategic planning in the development of various categories, including sports, the need to pay attention to this issue is even more important. Without a doubt, one of the reasons for the lack of development in sports is paying little attention to this important issue by officials and the private section. It seems with managers' strategic planning and by managing competition variables, the performance of sport organizations in providing service, achieving their specified goals, and beating their rivals would improve. The Iranian Handball Federation was established in 1975 and it seems it has not had a well-written strategic plan during previous years and it has operated mostly according to the managers' opinions. Consequently, since the Iranian Handball Federation has the responsibility of training the current and the next generation of sportspeople in handball, it has a unique role to play. A review of the literature on the identification of external environmental factors affecting the Iranian Handball Federation shows that no comprehensive research has been conducted on the identification and analysis of these factors in the Iranian Hand-

ball Federation. Therefore, it seems necessary to conduct a comprehensive research with a strategic approach and use the opinions of experts in this field. Because if these factors are known, the Iranian Handball Federation will achieving its goals more successfully and this in turn has special importance in the growth, progression, and relatively stable development of the Iranian Handball Federation in today's competitive and disturbed conditions and environment. Therefore, the main purpose of this research is to identify the components of the internal and external environment affecting the Iranian Handball Federation based on the opinion of handball experts and specialists. The results can hopefully help the Iranian Handball Federation achieve its goals and deal with the factors that affect them. According to the hypotheses above, the question that needs to be answered is: what are the strategic issues of the futuristic development of sports in the Iranian Handball Federation?

Materials and Methods

With regard to the purpose and the method of data collection, the present study was a descriptive-analytical research. In order to collect data by quantitative and qualitative ways, documents, surveying audiences and elites, interviewing, and information from meetings of the Strategic Council were employed. Then, the information was given to the managers and staff of the Iranian Handball Federation as forms, and based on intuitive judgment, they explained the conditions for the development of the Iranian Handball Federation considering various hardware, software, and human indicators. In the qualitative part, logical induction method was used to analyze the data. The process of data analysis was as follows: conducting and transcribing the interviews, coding of opinions, classification of

opinions in the same conceptual groups, interpretation of concepts derived from the research, composition of concepts and finally arriving at a conclusion by intuitive judgments. Then, the researchers extracted the strengths, weaknesses, opportunities and threats of the Iranian Handball Federation by comparing the various indicators arrived at with the existing standards and summarizing the opinions of managers and experts. The statistical population included 8 managers of the federation's staff, 12 coaches working in the handball premier league, 14 referees with international rank, 8 players of the national handball team, and 10 protagonists of handball (in 1397). Sampling was performed using the targeted sampling method until achieving theoretical saturation. A combination of qualitative and quantitative methods was used to collect and analyze the data. The research tools included a checklist, interviews and information from the strategic council meetings. The checklists' face and

content validities were confirmed by experts. In order to analyze the required information the situation assessment and strategic action matrix (SPACE) and the quantitative strategic planning matrix (QSPM) were used in the quantitative part and in the qualitative part, the logical induction method was used..

Results

In the theoretical stage of creating a strategic plan for the future development of the Iranian Handball Federation, the mission of the Handball Federation was stated as: "developing championship handball in all provinces of the country and creating a professional handball league in Iran." the vision of the federation until 1404 was stated as: "the Iranian Handball Federation's excellent performance and having a significant share of the authority and sports honors of Iran until 1404." and finally the macro policies were stated as: "A balanced distribution of resources in proportion to population in geographical areas" ..

Table 1 Evaluation of internal factors of Iran Handball Federation

Invoice title	Weight	Score	Weighted score
Existence of capable sports managers in the headquarters of the Iranian Handball Federation	0.10	3	0.30
Existence of sufficient specialized human resources (coach and referee) in the Iranian Handball Federation	0.10	3	0.30
Existence of hardware resources (quality halls) in handball	0.10	3	0.30
Holding coherent sports events in the field of handball	0.10	3	0.30
Balanced and justice-oriented view in providing services to men and women handball	0.05	3	0.15
Having 16 sports teams in the Iranian Handball Federation League	0.10	3	0.30
Successes in Asian tournaments	0.05	3	0.15
Ability of the Iranian Handball Federation to hold major sports competitions	0.05	3	0.15
Lack of strategic plans in the Iranian Handball Federation	0.10	1	0.10
Inadequate income generation of the Iranian Handball Federation	0.10	1	0.10
Inadequate interactions of federation managers with educational fields	0.05	1	0.05
Lack of a stable sponsor in handball	0.10	1	0.10
Total	1	-	2.30

The results in Table (1) in the matrix of internal factors of the Iranian Handball Federation show the total weight score of 2.30. Findings shown in Table (2) in the matrix of internal

factors show the strengths and weaknesses of the Iranian Handball Federation with a total weight score of 2.25. Based on Figure No. (1), the results in this section are to determine the

Table 2. Evaluation of External factors of Iranian Handball Federation

Invoice title	Weight	Score	Weighted score
Young and handball-loving population in the country	0.10	4	0.40
The attractiveness of handball for people	0.05	4	0.20
Positive image of the country's sport gained from the Iranian Handball Federation	0.05	3	0.15
Emphasis on the development and promotion of sports in the law of the sixth program (opportunity) paragraph 44	0.05	3	0.15
Extensive sports infrastructure of other sports authorities	0.05	3	0.15
Existence of rich sports talents in the society	0.05	3	0.15
Existence of professors, coaches, referees, managers and specialists in handball in the provinces	0.05	3	0.15
Existence of sports charity in the provinces	0.05	3	0.15
Positive attitude of high-ranking officials to sports	0.05	3	0.15
Increasing the tendency to unhealthy recreation and drugs among young people	0.05	2	0.10
Social and cultural barriers to women's participation in sports	0.05	1	0.05
Rising prices of sports products and services	0.10	1	0.10
Inadequate and unstable economic conditions in the country	0.10	1	0.10
Unwillingness of public and private companies to sponsor handball	0.05	1	0.05
Improper coverage of handball sports news by the media	0.05	1	0.05
Improper interaction and cooperation of the country's sports organizations with the Iranian Handball Federation	0.05	1	0.05
various barriers to attracting the support of sponsors and the right to broadcast events in television	0.05	1	0.05
Total	1	-	2.25

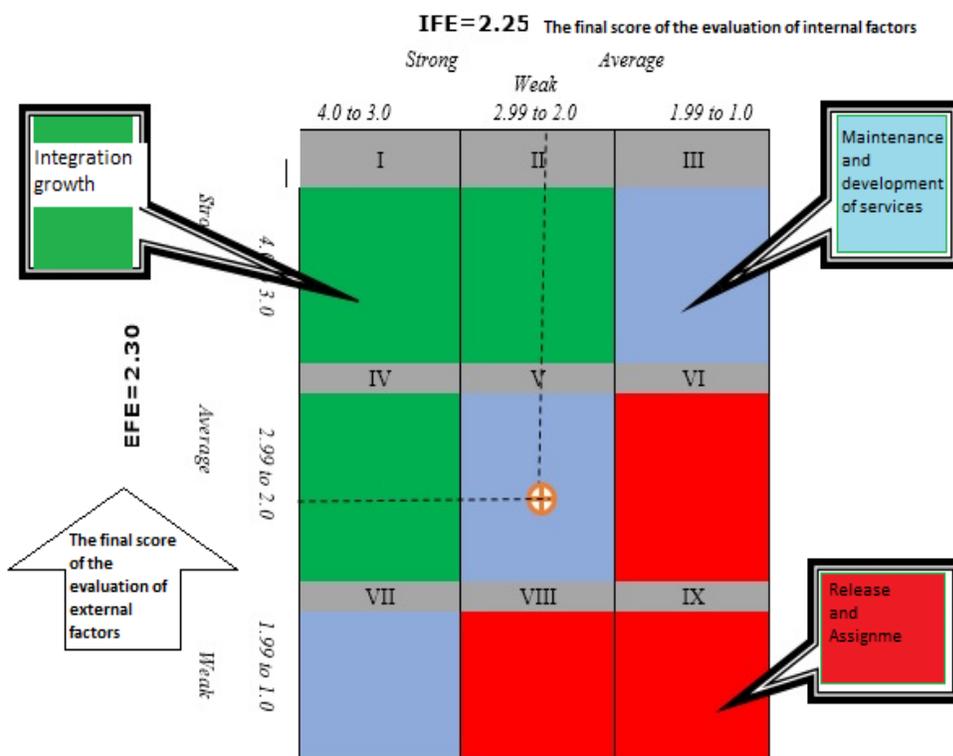


Figure 1. Internal and External Factors Evaluation Matrix (IE) of the Iranian Handball

strategy according to the position of the weighted score of external and internal factors of the development of the Iranian Handball Federation. The sum of the weighted scores of the Internal Evaluation Factors (IFE), which was 2.25, is in the relevant

place, and the sum of the weights of the External Evaluation Factors (EFE), which is 2.30, is also placed in the relevant place. The result in this section shows the Iranian Handball Federation in the position of maintaining and developing services.

Table 3. Competitive advantage of the Iranian Handball Federation

Variable	Factors title	Score	Average
Competitive Advantage	Existence of capable sports managers in the field of staff of the Iranian Handball Federation	-2	-2.5
	Having 16 sports teams in the Handball Premier League	-4	
	Elite athletes in teams from foreign and European countries	-3	
	Existence of specialized human resources (coach and referee) in the Iranian Handball Federation	-2	

Table 4. Environmental stability of the Iranian Handball Federation

Variable	Factors title	Score	Average
Environmental stability	The young population of the country	-3	-2.5
	Existence of many sports talents in the community and handball applicants	-2	
	Existence of a positive attitude of the Ministry of Sports towards the development of handball	-3	
	Existence of professionals, coaches, referees, managers and handball experts	-2	

Table 5. Power of appropriate services of the Iranian Handball Federation

Variable	Factors title	Score	Average
Power of service	The attraction of handball for people	5	3.5
	Positive view of high-ranking officials of the country on the development of handball	2	

Table 6. Financial capacity of the Iranian Handball Federation

Variable	Factors title	Score	Average
Financial capacity	Existence of regulations and instructions for financial support in the Ministry of Sports and the National Olympic Committee and the Federation	2	1.5
	Existence of sports charity in the provinces	1	

In Table (3), the score of each strategy identifies the competitive advantage that is one of the internal factors of the Handball Federation. Thus, according to the importance of each condition, we insert a negative score from (-1) to (-6).

Findings in Table (4) determine the score of each of the environmental sustainability strategies that are considered as external factors of the federation. Findings in Table (5) determine the score of each of the industry and service power strategies that are considered as external factors of the federation. Given the importance of each of the existing conditions, we enter a score from 1 to 6. Findings in Table

(6) determine the score of each of the federation's financial strength strategies, which are considered as internal factors.

Competitive x axis = advantage + appropriate services

$$x \text{ axis} = (2.5) + (3.5) = (1)$$

Financial axis y = power + environmental stability

$$y \text{ axis} = (1.5) + (-2.5) = (-1)$$

Rankings obtained from appropriate service strategies show competitive advantage, financial strength, and environmental stability to determine the sum of the strategies. The values of X and Y are then specified and finally transferred to the position evaluation matrix and strategic action to determine the type of strategy.

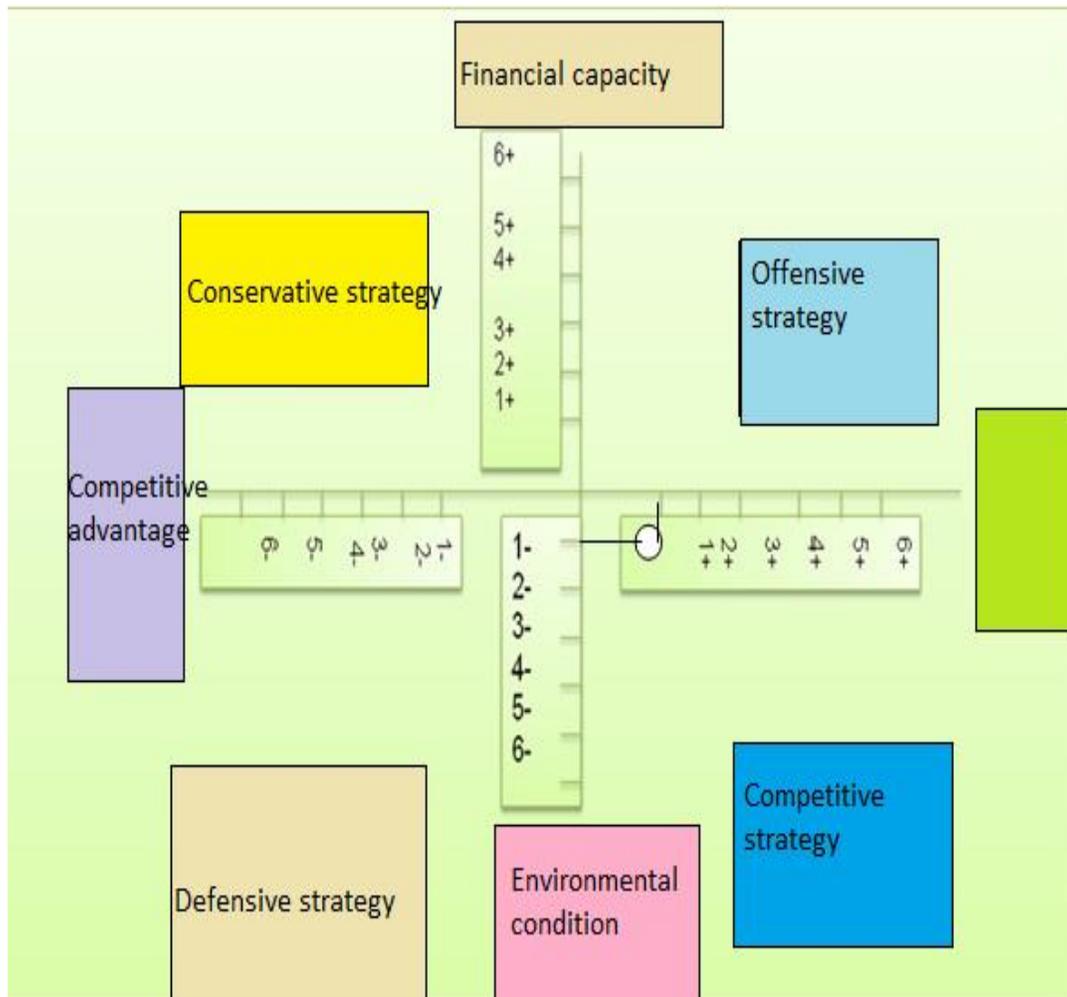


Figure 2. Matrix for evaluating the position and strategic action of the Iranian Handball

The findings in Figure (2) show the selected strategy in a competitive strategy position based on the ranking of internal and external factors strategies of stable development of the Iranian Handball Federation. The generalization of recreational handball among the community, the development of handball in all provinces, the promotion of professional handball, the promotion and consolidation of the organizational position of handball in all provinces, the deepening and strengthening

of the spirit of fairness and ethics, were through handball. Based on the findings of Table (7), a total of 15 strategies were considered in accordance with the goals of the Iranian Handball Federation as the goal of developing handball with the integration of five strategies and the goal of generalizing handball with a basic handball approach with four strategies accounted for the largest share of the strategies of the Iranian Handball Federation.

Table 7. Strategies appropriate to the main objectives of the Iranian Handball Federation

Macro goals	strategies	
Generalization of handball among the community	1	Emphasis on the development and generalization of handball sports activities and events
	2	Highlighting the activities and performance of the Handball Federation
	3	Emphasis on reflecting the weaknesses and clarifying the strategic shortcomings of sports to the authorities
	4	Attention to the use of endogenous capacities to set up and manage a comprehensive handball portal
Development of sports teams in six age groups	1	Emphasis on the development and generalization of activities and championships
	2	Emphasis on maximum interaction between the Ministry of Sports and the National Olympic Committee with the federation
	3	Improving the level of systematic interaction with the media
	4	Emphasis on productive management along with adherence to contractionary fiscal policies in unnecessary activities
	5	Highlighting and attention to the central program and review of strategies and approaches with an emphasis on the compiling of a preparatory document
Launching a professional handball league	1	Highlighting the activities and performance of professional sports teams of the Handball Federation of Iran
	2	Encourage and gain maximum support from the Ministry of Sports in order to promote the brand of the Iranian Handball Federation
	3	Emphasis on maximizing revenue from the resources available to the Handball Federation
Participation of all provinces in the competitions approved by the federation in the six age groups of men and women	1	Highlighting the position and importance of sport in order to stabilize and sustain handball according to paragraph 44 of the general policies of the Sixth Development Plan
Deepen and strengthen the indicators of the principles of chivalry and ethics through handball	1	Facilitating the conditions for the maximum presence of sports fans in the Iranian Handball Federation
	2	emphasis of institutionalization and maximum use of volunteer movement in competitions

Table 8. Priority strategies of the Iranian Handball Federation based on the QSPM matrix

label	Score	Strategy title
SO3	2.81	Emphasis on the development and generalization of activities and competitions
ST1	2.71	Improving the level of systematic interaction with the media
SO2	2.58	Highlighting the position and importance of sport in order to stabilize and sustain handball according to paragraph 44 of the general policies of the Sixth Development Plan
WO1	2.51	Highlighting and attention to the central program and review of strategies and approaches with emphasis on the compiling of a preparatory document
ST2	2.50	Highlighting the activities and performance of the Iranian Handball Federation
SO1	2.48	Emphasis on maximum interaction between the Ministry of Sports and the National Olympic Committee with the federation
WT1	2.46	Emphasis on productive management along with adherence to fiscal contractionary policies in unnecessary activities
SO7	2.30	Facilitating the conditions for the maximum presence of sports fans in the Iranian Handball Federation

WO5	2.10	Emphasis on maximizing revenue from handball resources
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Based on the findings of Table (8), the three essential strategies of the Iranian Handball Federation include: Emphasis is placed on the development and generalization of handball activities and competitions, improving the level of systematic interaction with the media and highlighting the position and importance of sports in order to stabilize and sustain handball according to Article 44 of

the general policies of the Sixth Development Plan. Based on the findings of Table (9), the most important executive policies of the Iranian Handball Federation include: Providing more opportunities for the community of the Iranian Handball Federation, identifying and training top talents by provincial boards, and emphasizing elite training by professional clubs proportional to the capacities.

Table 9. Executive policies of the Iranian Handball Federation

Executive policies
Providing more opportunities for the family of the Iranian Handball Federation
Identifying and training top talents by provincial boards
Emphasis on elite training by professional clubs

Discussion

The influence of environmental factors on the social phenomenon is undeniable because the environment is the context in which the social phenomenon occurs and is influenced by environmental factors and affects it. The increasing speed of change in today's world has led to the emergence of an age of uncertainty and has made today's complex systems face an environment full of opportunity and. Because the handball federation, like all sports federations, provides the same services to athletes and applicants, the competition is to attract talents and, most importantly, to retain them. Managers of the Handball Federation should use their strategic intelligence to achieve this goal and use market orientation and entrepreneurship to compete with other federations and meet the needs and desires of young athletes. Accordingly, the managers of the Handball Federation should use the strategic intelligence approach as part of their job and use it as the main key to decision making. What is certain is that the Handball Federation, like most organizations and institutions, must be transformed into a strategy-oriented organization to survive and compete glob

ally. Many sports organizations have developed the necessary strategy based on their mission and achieved good success with its implementation. The Handball Federation, in addition to having a strategic plan and a clear vision, seeks a successful presence in the national and international arenas and hopes to achieve its goals with minimal energy and resources by implementing these strategies. According to strategic models, one of the important matrices that help managers to adapt the processes and activities of the organization based on the current conditions in organizations is the internal and external matrix. This matrix is obtained by summing up two internal environmental assessment matrices and the external environmental assessment matrix. According to the rank and effective weight given to the strengths and weaknesses of the indoor environment of the Iranian Handball Federation, the score of the matrix of internal factors is 2.25. This number shows that the condition of the indoor environment is relatively appropriate and indicates the Iranian Handball Federation has good strengths in terms of internal factors. It seems that the

strategies, processes and activities adopted by experts and managers are appropriate. With regard to existing potentials and capacities and with careful planning, we will witness a significant development and progress in this project with a focus on production and transfer of knowledge. Therefore, it is necessary to adopt optimization strategies in accordance with the goals set by strategists and experts in order to achieve the desired conditions. After ranking and weighting the opportunities and threats of the Iranian Handball Federation, the matrix score of external factors was 2.30. This number shows that the situation of the external environment is relatively good, although there are threats in terms of external factors. So by taking advantage of opportunities and external, out-of-control factors, it faces serious problems. In general, from the analysis of the score of internal factors (2.25) and the analysis of the score of external factors (2.30), it can be concluded that in order to achieve a more desirable situation, the situation should be improved by exploiting the strengths. Although sometimes there are very good opportunities outside the federation, but the structure of the handball federation cannot take advantage of these opportunities due to internal weaknesses. In this strategy, we should try to minimize weaknesses and maximize opportunities. As it can be concluded from the interpretation of the matrix to determine the state of the internal and external environment, the current situation of the Iranian Handball Federation is in the range of maintaining and developing effective and satisfactory services. The strategies that are mostly used in this situation include providing new services and updating past services in accordance with the needs of athletes and handball teams at different national levels. It seems that this federation should develop the type and influence

of its sports services in the internal and external environment in line with its mission (especially for national teams at the youth level). Considering that, in order to formulate a strategic plan, the perspectives and goals of the federation must first be determined. Thus, according to the findings, the major goals of the Iranian Handball Federation include promoting handball in the community, developing handball championships along with winning championships in order to maximize the brand of the Iranian Handball Federation, promoting the professional handball league, promoting and stabilizing the organizational position of handball in Iran and deepening and strengthening the spirit of fair play and ethics in society. considering the position of handball in the country's sports, the goals and macro policies and effectiveness of the Iranian Handball Federation should be interpreted correctly in the form of perspectives, and then long-term and strategic goals, metrics, quantitative goals, annual goals and executive measures should be designed so that the background for the correct implementation of the developed strategies can be provided. Based on the findings, the strategic position of the Iranian Handball Federation in the position evaluation matrix, the strategic action as a competitive strategies has been obtained. It should be noted that the position evaluation and strategic action matrix are derived from financial power, service power, environmental stability, and competitive advantages. Finally, based on the current situation, the necessary strategies must be adopted regarding all aspects of offensive strategies, conservative strategies, competitive strategies, and defensive strategies and the approach of Handball Federation should be determined. The results indicate that the Handball Federation must maintain its competence and authority in the optimal implementation

of handball programs. According to the findings, the most important strategies include emphasizing the development of systematic handball competitions at all levels of adolescents, youth, hope team, and adults in all provinces, improving the media coverage, highlighting the position and importance of sport in order to stabilize and sustain handball according to paragraph 44 of the general policies of the Sixth Development Plan, emphasis on the central program and review of strategies and approaches with emphasis on drafting a preparatory document, highlighting the activities and performance of the Iranian Handball Federation, emphasis on the maximum interaction of the Ministry of Sports and the National Olympic Committee with the Handball Federation, emphasis on productive management along with implementing contractionary fiscal policies in unnecessary activities and facilitating the conditions for the maximum presence of sport charities in the Iranian Handball Federation by supportive and facilitative laws and bylaws and emphasizing the maximum revenue generation available to handball. It should be noted that the Handball Federation can well define its roadmap in this way in order to focus on the strategies needed to achieve its goals. By focusing on each of these strategic goals, the conditions for achieving the grand goals of the Handball Federation will be facilitated. Therefore, it seems necessary to institutionalize strategic thinking among the managers of the Handball Federation in order to further develop the sport of handball. Brand excellence of the federation in maintaining the current situation in the competitive market as one of the market leaders was selected as a priority strategy. Managers can use the current program to target the major goals of the Handball Federation and provide the conditions for the realization of the vision.

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