

## Identify the Strengths, Weaknesses, Opportunities and Threats of Iranian Karate through the SWOT Matrix

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### Abstract

**Purpose:** The purpose of this study was to develop strategic themes of Iranian karate territorial planning.

**Methods:** The present study is a survey study with a developmental approach in accordance with the critical paradigm, which was conducted in the field. The participants of the study were Iranian experts. A total of 100 people were selected through targeted snowball sampling. A combination of qualitative open-ended questionnaire and interview methods and quantitative coefficient and ranking methods were used for data collection and analysis. The research tool was a checklist derived from the approaches of land management analysis of Iranian karate, the face and content validity of which was approved by 10 sports management experts. Respondents were asked to list the strengths, weaknesses, opportunities and threats of this sport.

**Results:** The overall result of karate planning studies showed that there is an unbalanced distribution of karate places and spaces in Iran, while according to the position matrix and strategic action, the approach of Iranian karate strategies were competitive.

**Conclusion:** In order to balance the distribution of resources in the country, it seems to create and deepen the educational attitude to balance the beauty factors of Iranian karate, synergizing the sports activities of governmental, non-governmental and private organizations and organizations, and finally for the success of each the more Iranian karate focused.

**Keywords:** Land use planning, program, karate, strategic

## Introduction

In today's world, where we are witnessing dramatic changes and developments in various fields, the environment is facing a lot of turmoil and competition has intensified, organizational systems to succeed must use some kind of planning that is forward-looking and environment-oriented (Victor, Agmota, 2014). Organizations are strongly influenced by the rapid changes of the present century. To this end, organizations need to examine processes and methods in order to play a significant role in the environment and to organize operational processes in order to achieve missions, values and desirability (Jankwart et al., 2017). What is certain is that one of the most important and fundamental activities in the organization to positively synchronize with change and the ability of healthy competition in society is to use accountability improvement systems to achieve the desired and constructive goals of the organization (Nazari et al., 2014).

Rapid and far-reaching environmental changes have challenged traditional planning and management systems, and strategic foresight has been increasingly welcomed by companies due to their flexibility in the face of changing future alternatives (Shirvani Naghani, Fazli, & Keshavarz Turk, 2018). Strategic foresight has certain links with strategic management and should be understood as processes that assist decision makers in planning the future actions of companies (Eden, Mottley, Gunnar, & Christensen, 2016). Theoretical and managerial implications are that Strategic foresight puts organizations in a state of readiness and expands their vision for emerging social advancement (Sarpang and McLean, 2015). Strategic foresight allows for the analysis of potential futures (Dorset, Dorset, Kolonko, Neff, & Griff, 2014). Planning based on the current state of the environment for the long term with the presumption that the conditions or changes are constant and compensable is no longer responsive, and anticipating reactions as

well as being reactive to future changes, taking into account a kind of foresight and future-making demands strategic management. Therefore, the use of strategic foresight has become increasingly important and its application at various levels, from individual to international, is increasing (Shirvani Naghani, Fazli & Keshavarz Turk, 2018).

Today, responsive organizations successfully interact with the external environment and effectively guide the organization toward its core goals and objectives. In this regard, in order to respond meaningfully and compromise in a competitive environment, the leaders of organizations must have strategic skills that can adapt their organization to the environment and protect the organization from environmental shocks by responding in a timely and appropriate manner (Nazari et al., 2017). In this regard, strategic thinking means the mental and executive readiness of the individual to adapt to the conditions and the temporal and semantic precedence for environmental changes. Strategic thinking is not predicting the future, but timely identifying the characteristics of the competition field and seeing the opportunities that competitors are unaware of (Shapira et al., 2017).

Karate, as one of the disciplines that has always played an important role in the country's sports, should provide the ground for the continuation of these successes more than before. Therefore, it seems that the results of this study can provide the information needed for strategic and operational planning to the relevant managers. Therefore, scientific and cultural activities with the support of research projects is a fundamental movement and providing solutions in a scientific and fundamental way can play a valuable role in adapting the achievements to real needs. The present study was conducted with the aim of determining the status of karate. Iran should be analyzed using GIS and according to the information, the desired pattern of attention to a priority sport in

geographical distribution should be obtained, while providing strategic themes for the development of karate in the country for optimal planning. It seems that the position of karate in the country multiplies the need for land management studies of karate with a strategic approach. Therefore, the main purpose of this study was to analyze the distribution of karate with a land use planning approach through GIS in Iran as one of the prerequisites for developing a strategic macro-sports plan, so the purpose of this study is to present karate development strategies through programming. It is a strategy with a land management approach in the country.

Planning is the process of formulating goals and deciding on how to implement them (Khosravi Zadeh, 2008). According to Belo et al. (2004), planning is a process in which the organization integrates all its activities and efforts about the expected situation, the way to achieve it and how to go along. In general, there are many other definitions of planning that the selection and formulation of correct goals as well as appropriate methods to achieve them can be seen in most of these definitions (Khosravi Zadeh, 2008).

According to Rezaian, programs are set for various purposes and are tailored to each situation (Khosravizadeh, 2008). One of the basic actions in organizations is strategic planning, which is of particular importance today; so that since the second half of the twentieth century until now has caused the growth and development of many organizations (Azar, 2001). Methodical strategic planning was introduced from 1950 to 1970; in this regard, researchers such as Steiner call it 1950 (by companies and manufacturing complexes), Mintzberg calls it 1960 (by company leaders to fight in a competitive environment), and Rosenberg & Shaw calls it 1970 (attributed by organizations to respond to the turbulent environment) (Yousefi, 2003). According to Mintzberg (1994), the concept of strategy arises

from the various theories and attitudes that have been proposed about strategy and developed based on the schools of strategy. However, some of these definitions differ from the traditional writings and definitions of strategy from the military or commercial literature.

Shojaeian et al. (2015) also conducted a study entitled strategic sports planning (General Directorate of Sports and Youth of Hamadan Province). Their research findings indicate that the highest weakness includes the low utilization rate of sports facilities and the highest strength includes the impact of the success of some disciplines in the development of sports and the highest threat of non-compliance with the requirements of sports and the highest opportunity to use one of the roles of the media and young talents and the most important strategy is to increase standard sports facilities and support the private sector. Using David's strategic planning model as a comprehensive model and considering the existing conditions in government organizations, a comprehensive method can be provided to formulate the strategy of such organizations, the results of which will increase productivity and, consequently, increase the efficiency of the organization.

Khair al-Din (2014) in his research entitled Land use planning and its goals in Iran, first defines the word land management and then refers to the most important characteristics of land management. Also, with reference to the policies of the resistance economy, it examines the strategies of using land management in order to implement the policies of the resistance economy. Nazari et al. (2014) in his research, he compiled the perspectives and strategic plan of the General Directorate of Sports and Youth of Isfahan Province for a period of five years from 2011 to 2015 and while identifying five long-term goals and five macro strategies, the position of strategies of the General Directorate of Sports and Youth of Isfahan Province identifies the offensive position based on the

position evaluation matrix and strategic action.

Sami Nia et al. (2013) also examined the public sport of the country and stated that this sport is on the axis of SWOT coordinates in terms of internal factors in the area of strengths and in terms of external factors of the organization in the area of opportunities. Accordingly, an offensive and developmental strategy for grassroots sports is recommended. Hosseini et al. (2013) in presenting a research report using SWOT technique found that finding talent in national championship sports with bottlenecks and challenges such as the view of school principals and officials on school sports as the basis of championship sports, the activity of championship bases and the talent search centers, the presence of the private sector in the championship sports talent search, the activity of sports clubs in cultivating talent is facing.

Hong Chang Li (2013) worked on swot analysis and Chinese wushu development strategies and achieved the following results: planning and organizing in the form of an upgrade system with Chinese characteristics, formulating the technical standard of wushu, sending instructors and staff educational according to these standards, innovative teaching methods and integration of wushu in the student curriculum, launching a column on the popularity of wushu through the media, creating a wushu association in schools and imitating the taekwondo discipline (which in several Olympics The title of a play was present). Kokoi (2013) in a study on the management of sports organizations using SWOT analysis concluded that the management of sports organizations needs new ideas in redesigning the management system in order to optimize business performance management. Also, the problems faced by sports organizations can be improved depending on the capacity of the manager (strategist with an economic perspective and management knowledge). Reference to scientific management ensures the survival and

development of the team. Karate is a fun and enjoyable sport that has attracted many fans of men and women. Iran's karate has taken a special place in different fields in the past years in the country and the world. But it should be acknowledged that only a few provinces have a significant contribution in gaining the current status of karate at the level of the country, so the purpose of the present research is to present strategies for the development of this sport through the formulation of a strategic plan with a territorial development approach at the level of Iran.

Although karate will be held in the 2020 Olympics, karate is not considered as a profitable and income-generating sport in Iran, and the economic wheel in this sport moves slowly, unlike other countries that are prominent in karate. The lack of financial resources and the strong dependence of the country's karate clubs on the government are the most important reasons for this. The reliance of the clubs on the government's budget has made them costly and loss-making groups that, economically speaking, even with government aid, they are unable to present a positive financial balance sheet at the end of a sports year. In terms of performance indicators in the field of karate, Iran has a special place among other sports. However, the general results of studies conducted by Iran's sports sector show that the per capita ratio of athletes to the total population is below 10%. As it was mentioned, land preparation is the regulation of relations between humans, land and human activities, for the proper and sustainable use of all the human and spatial facilities of the land in order to improve the social situation over time for all generations. In fact, Amish goes as far as determining the assignment for the type of land use and demands that for each specified type of use or use, a management plan for the implementation of exploitation by relevant organizations be planned within the framework of the regional plan. The information obtained from the land preparation plans can be used to

provide a trial map based on the economic and social conditions of different regions. One of the most important current problems of karate in Iran is the lack of formulation of strategic themes for the development of the sports sector based on the ideal model of the development of places, suitable processes and suitable for human resources and geographical conditions, in such a way that many people in the society do not have access to them due to lack of access to them. They can use sports services optimally, and their solution requires planning and management in the field of locating and organizing sports spaces, appropriate processes and appropriate to human resources and geographical conditions. In the meantime, karate is one of the most effective martial arts that has made a significant contribution to gaining the current status of Iranian sports. Karate is a fun and enjoyable sport that has attracted many fans of men and women. Iran's karate has taken a special place in the country and the world in different fields in the past years. But it should be acknowledged that only a few provinces have a significant contribution in gaining the current position of karate in the country, so the aim of the current research is to provide priority strategies for the development of this sport through the formulation of a strategic plan with a territorial approach at the national level. It is Iran.

## Materials and Methods

The present study is descriptive in terms of applied purpose and in terms of data collection method and a combination of qualitative and quantitative methods were used to collect and analyze data in order to achieve the strategic perspectives of Iranian karate. The statistical population of this study was Iranian karate experts and experts including prominent managers and experts in this sport. According to the methods of data collection, it is a descriptive-analytical research that was conducted as a case study by examining the current situation and drawing the desired

situation in the field of strategic studies.

In order to collect data and opinions of sports experts, in the first place, by forming members of the Strategic Council and holding symposiums with experts and experts in the field of karate in Iran, internal and external factors were identified. External factors were to identify the strengths, weaknesses, opportunities and threats of karate in Iran; This information and data were used in different stages of the research.

The research sample was selected in full. In total, the opinions of about 100 people were selected through purposive snowball sampling in 2019. After the check list of strengths, weaknesses, opportunities and threats was obtained in the strategic council, 100 expert karate experts were asked for their opinions on these issues and their opinions were applied. A combination of qualitative open-ended questionnaire and interview methods and quantitative coefficient and ranking methods were used for data collection and analysis. The research tool is a researcher-made checklist in which respondents were asked to list the strengths, weaknesses, opportunities and threats of karate, the validity of which was confirmed by 10 experts in the field of sports management and used.

Based on the strategic issues of the research, the following checklists, forms and questionnaires were used to collect the required information:

1. Swot identification form containing open questions: This form uses the contents of the background literature and is researcher-made in the first place to prepare a checklist of internal and external factors and in the later stages to compile a mission statement, vision statement, values. Axis, macro goals, key areas of performance, key performance indicators and general identification of strengths, weaknesses, opportunities and threats to the development of karate in Iran were designed and included 4

open-ended questions in which respondents expressed their views. In the case of the above factors, this form was used for a swot-based checklist.

2. Demographic characteristics questionnaire research samples: This questionnaire included personal and occupational characteristics of individuals such as gender, degree, level of education, age and relevant service history, which included 5 questions.

3. Internal factors checklist: This checklist is designed using the contents of the background literature, materials taken from the meetings of the members of the strategic council and also a researcher-made Swot identification form with closed questions to identify the strengths and weaknesses of karate in Iran. It should be noted that the basis for evaluating the internal environment of any organization is: organizational resources, including human, financial, material, information and technology resources along with organizational structure and culture. The internal factors checklist of this research consisted of 35 4-choice questions in which the respondents expressed their opinions about the relevant questions to determine the effect of each of the factors with one of the options for, for, for and against. Each of the answers was given scores of 4, 3, 2, and 1, respectively, and the status of that factor in terms of its strengths or weaknesses in the internal environment of the organization was determined. It should be noted that after confirming the content validity by several professors in the field of strategic management and making corrections on it, the checklist was provided to statistical samples.

4. Checklist of external factors: This checklist was used to more accurately identify various factors of the external environment affecting the performance of Iranian karate; as this organization will use it to identify key areas of its performance. This checklist uses the contents of the background literature, materials taken from the meetings of the members of the

strategic council and also a researcher-made Swot identification form with closed questions to identify opportunities and threats of karate in Iran to identify political, economic, geographical factors. Social, technological, legal and environmental influences on the performance of Iranian karate were designed. The checklist consisted of 23 4-choice questions in which respondents expressed their views on the relevant questions to determine the effectiveness of each factor with one of the options strongly agree, agree, disagree and strongly disagree, and again to each which of the answers were given scores of 4, 3, 2, and 1, respectively, and this time the status of that factor in terms of opportunity or threat in the external environment was determined. Like the previous questionnaire, this questionnaire was provided to the statistical community after confirming the content validity and making corrections.

1. In order to analyze the current situation, the outcome of the matrix of internal factors and the matrix of external factors, the matrix of internal factors (IEM) was used to describe the current situation of karate in Iran from four perspectives of growth and integration, maintenance and development of services, transfer or marked the dissolution.

2. Strategic positioning matrix of the organization: the application of this matrix was based on the strategic positioning model to identify the strategic position of Iranian karate (in terms of internal status and external status), which includes determining the coefficient of importance (weight), intensity of factors and internal factors score (strengths and weaknesses) as well as for external factors (opportunities and threats) and finally determining the final position of Iranian karate sport internally and externally in the position of SO, ST, WO and WT, which for the position evaluation matrix and strategic action (SPACE) and Quantitative Strategic Planning Matrix (QSPM) were used.

**Results**

For strategic studies, strategic matrices will be

designed based on SWOT indicators, and these strategic matrices will be presented.

**Table (1) Internal Factor Evaluation Matrix (IFE) strengths and weaknesses**

Invoice title	Weight	Score	Weighted points
Optimal location to build a karate field using GIS	0.067	2	0.134
Cohesion between sports organizations and institutions of the country for the sustainable development of karate	0.017	3	0.051
Appropriate number of manpower in terms of quantity and quality-athlete	0.047	3	0.141
Appropriate number of manpower in terms of quantity and quality-coach	0.047	2	0.094
Appropriate number of manpower in terms of quantity and quality -referee	0.047	2	0.094
Number of active clubs in karate	0.057	2	0.114
Karate delegations active in the cities	0.057	2	0.114
Karate is considered at the basic level	0.027	2	0.054
Financial resources are well distributed	0.057	2	0.114
There is a good talent identification system	0.057	2	0.114
Existence of a written program for employing karate elites	0.027	1	0.027
There are private karate places for public use	0.047	2	0.094
A fair and balanced look at the development of gentlemen karate	0.047	3	0.151
A fair and balanced look at the development of women's karate	0.047	3	0.151
Ability to hold international events	0.077	2	0.154
Ability to hold international events	0.017	1	0.017
Existence of a written plan for the development of private places	0.077	1	0.077
Existence of a written program to increase the number of coaches	0.037	2	0.074
Existence of a written program to increase the number of referees	0.047	2	0.094
Existence of a codified program to increase the number of organized athletes	0.047	2	0.094
Potential for creating sustainable job opportunities	0.050	3	0.150
Total	1	-	2.15

The results of Table (1) explain the findings of the matrix of internal factors, the main strengths and weaknesses of the country's karate sport. The sum of the weights should be 1, and according to the importance of each and its effect on the sport, we multiply from zero, ie insignificant, to 1 very important. 1 For a very weak person, whose weight is finally written in

multiplication points and in the weight points section, the result in the internal factors evaluation matrix shows the state of the country's karate sport in the sum of weight points of 2.15.

**Table (2) External Factors Evaluation Matrix (EFE) opportunities and threats of Iranian Karate**

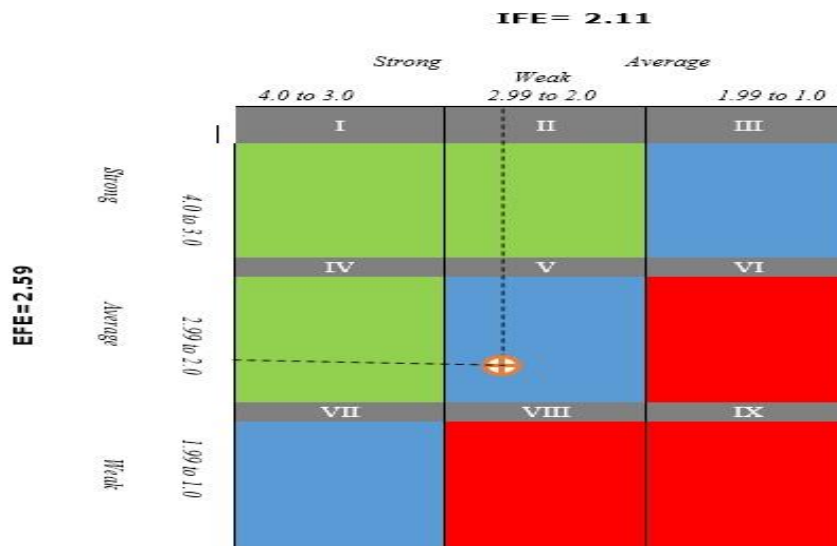
Invoice title	Weight	Score	Weighted points
Irregular migration to cities has hampered the development of karate	0.042	4	0.168
Interest of teenagers and young people in the sport of karate	0.065	3	0.185
Lack of strategic document in this sport	0.055	3	0.165
Geographical location of Iran causes the development of karate	0.066	3	0.198
The country's transport infrastructure	0.056	3	0.168
General development of karate	0.065	2	0.130
Banking facilities for the development of the sport	0.066	3	0.198
Development into sports in religious teachings	0.055	3	0.165
The growing growth of information and communication technology	0.065	3	0.195
The multiplicity and interest of visual media	0.065	2	0.130
Favorable attention and attitude of the country's officials	0.065	2	0.130
Private sector interest in investing	0.067	2	0.134
The majority of society is interested in sports and believes in sports	0.065	2	0.130



Changing people's lifestyles	0.015	3	0.45
Cultural and social barriers to women's sports	0.015	3	0.45
Rising inflation and economic poverty	0.054	2	0.108
Existence of parent industries	0.064	2	0.128
Restructuring cities and destroying usable space in sports	0.055	3	0.165
Total	1	-	2.55

Based on the findings of Table (2), the results in the external factors evaluation matrix show the state of karate sport in the country in the

sum of the weight of external factors in the number of 2.55.



Shape (1) Internal External Matrix

The result of this part is to determine the strategy according to the position of the weighted points of the external and internal factors of the sports development of Karate. The weighted sum of internal evaluation factors (IFE) which was obtained as 2.11 is placed in the corresponding place and the weighted sum of external evaluation factors (EFE) which is 2.59 is placed in the corresponding place. The result shows the sports development strategy of Karate in the position of maintaining and developing services. This means that the goal

setting of the sports department should be more development goals and strategies rather than competitive strategies so that this department can reach the predetermined goals as best as possible.

Therefore, the current strategic situation of Iran's karate is in terms of maintaining and improving services. For this situation, a combination of competitive and aggressive strategies is used.

Table (3) Quantitative Strategic Planning Matrix of Comprehensive Strategies (SO)

Strength (S)	Coefficient	Strategies (SO)					
		SO <sub>1</sub>		SO <sub>2</sub>		SO <sub>3</sub>	
		As	TAS	As	TAS	As	TAS
Optimal location to build a karate field using GIS	0.05	4	0.20	4	0.20	3	0.15
Cohesion between sports organizations and institutions of the country for the sustainable development of karate	0.04	4	0.16	4	0.16	3	0.12

Appropriate number of manpower in terms of quantity and quality-athlete	0.04	2	0.08	3	0.12	2	0.08
Appropriate number of manpower in terms of quantity and quality-coach	0.02	1	0.02	1	0.02	2	0.04
Appropriate number of manpower in terms of quantity and quality -referee	0.04	2	0.08	2	0.08	3	0.12
Multiple clubs active in karate	0.04	1	0.04	3	0.12	4	0.16
Karate delegations active in the cities	0.03	3	0.09	3	0.09	2	0.06
Karate is considered at the basic level	0.02	4	0.08	3	0.06	2	0.04
Financial resources are well distributed	0.03	4	0.12	3	0.09	4	0.12
There is a good talent identification system	0.02	1	0.02	1	0.02	2	0.04
Codified program for employing karate elite	0.03	3	0.09	2	0.06	4	0.12
A fair and balanced look at the development of gentlemen karate	0.02	3	0.06	4	0.08	1	0.02
A fair and view on the development of women's karate	0.03	2	0.06	2	0.06	3	0.09
Ability to hold international events	0.02	1	0.02	2	0.04	4	0.08
Ability to hold national events	0.02	1	0.02	1	0.02	2	0.04
Codified program for the development of private places	0.02	3	0.06	2	0.04	4	0.08
Codified program to increase the number of coaches	0.05	4	0.20	4	0.20	4	0.20
<b>(O) Opportunity</b>							
General development of karate	0.03	3	0.09	3	0.09	3	0.09
Banking facilities for the development of the sport	0.05	1	0.05	2	0.10	2	0.10
Development to exercise in religious affiliation	0.05	1	0.05	3	0.15	3	0.15
The growing growth of information and communication technology	0.05	4	0.20	4	0.20	4	0.20
The multiplicity and interest of visual media	0.03	1	0.03	1	0.03	2	0.06
Favorable attention and attitude of the country's officials	0.05	3	0.15	2	0.10	4	0.20
Private sector for investment	0.02	4	0.08	4	0.08	2	0.04
The majority of society is interested in sports and believes in sports	0.03	2	0.06	1	0.03	3	0.03
	<b>1</b>	-	<b>2.95</b>	-	<b>2.70</b>	-	<b>2.60</b>

Based on the Table (3) QSPM matrix of SO strategies, the scores of these strategies were calculated and will be used in prioritizing the strategies. Development of karate sport with a landscaping approach (2.59), Development of

talent and elite training programs in karate (2.70) & Balanced and equitable development of karate infrastructure commensurate with population transactions (2.60).

**Table (4) Quantitative Strategic Planning Matrix of Comprehensive Strategies (ST)**

Strengths(S)	Coefficient	Strategies (ST)			
		ST <sub>1</sub>		ST <sub>2</sub>	
		As	TAS	As	TAS
Optimal location to build a karate field using GIS	0.05	4	0.20	3	0.15
Cohesion between sports organizations and institutions of the country for the sustainable development of karate	0.03	4	0.12	3	0.09
Appropriate number of manpower in terms of quantity and quality-athlete	0.03	1	0.06	2	0.06
Appropriate number of manpower in terms of	0.02	1	0.04	3	0.06

quantity and quality-coach					
Appropriate number of manpower in terms of quantity and quality - referee	0.03	3	0.09	2	0.06
Multiple clubs active in karate	0.04	1	0.04	4	0.16
Karate delegations active in the cities	0.03	3	0.09	3	0.09
Karate is considered at the basic level	0.02	4	0.08	3	0.06
Financial resources are well distributed	0.03	3	0.09	4	0.12
There is a good talent identification system	0.02	1	0.02	1	0.02
Codified program for employing karate elite	0.03	3	0.09	3	0.09
Private karate places for public use	0.05	3	0.15	3	0.02
A fair and balanced look at the development of gentlemen karate	0.02	2	0.04	1	0.02
A fair and balanced view on the development of women's karate	0.03	1	0.03	3	0.09
Ability to hold international events	0.02	2	0.04	3	0.06
Ability to hold national events	0.02	1	0.02	1	0.02
Codified program for the development of private places	0.02	4	0.08	3	0.06
Codified program to increase the number of coaches	0.05	4	0.20	4	0.20
<b>(T) Threats</b>					
Irregular migration to cities has hampered the development of karate	0.05	4	0.20	1	0.05
Interest of teenagers and young people in the sport of karate	0.03	1	0.03	3	0.09
Lack of strategic document in this sport	0.03	1	0.03	3	0.09
Geographical location of Iran causes the development of karate	0.02	1	0.02	2	0.04
The country's transport infrastructure	0.05	2	0.10	3	0.15
	1	-	2.80	-	2.60

Based on the Table (4) QSPM matrix of ST strategies, the scores of these strategies were calculated and will be used in prioritizing the

strategies. Earn international karate seats (2.80) & Attracting private investors in karate (2.60)

**Table (5) Quantitative Strategic Planning Matrix of Comprehensive Strategies (WO)**

Weaknesses (W)	Coefficient	Strategies (WO)			
		WO1		WO2	
		Facilitate the conditions for the use of new technologies in national karate		Emphasis on reconstruction, re-creation and updating of national karate capacities according to economic conditions	
		As	TAS	As	TAS
Financial resources are well distributed	0.03	3	0.12	1	0.03
There is a good talent identification system	0.03	2	0.06	1	0.03
Codified program for employing karate elite	0.03	2	0.06	3	0.12
Private karate places for public use	0.05	3	0.15	2	0.10
A fair and balanced look at the development of gentlemen karate	0.03	1	0.03	1	0.03
A fair and balanced view on the development of women's karate	0.04	3	0.12	3	0.12
Ability to hold international events	0.05	3	0.15	1	0.05
Ability to hold national	0.02	1	0.02	3	0.06

events					
Codified program for the development of private places	0.03	3	0.09	1	0.03
Codified program to increase the number of coaches	0.04	2	0.08	3	0.12
<b>Opportunity (O)</b>					
Irregular migration to cities has hampered the development of karate	0.04	3	0.12	1	0.04
Interest of teenagers and young people in the sport of karate	0.03	3	0.09	3	0.09
Lack of strategic document in this sport	0.02	3	0.06	1	0.02
Geographical location of Iran causes the development of karate	0.05	3	0.15	2	0.10
The country's transport infrastructure	0.03	1	0.03	1	0.03
General development of karate					
Banking facilities for the development of the sport	0.05	2	0.10	1	0.05
Development to exercise in religious affiliation	0.03	2	0.06	3	0.09
The growing growth of information and communication technology	0.02	1	0.02	2	0.04
The multiplicity and interest of visual media	0.04	1	0.04	1	0.04
Favorable attention and attitude of the country's officials	0.03	1	0.03	2	0.06
Private sector for investment	0.03	2	0.06	1	0.03
The majority of society is interested in sports and believes in sports	0.05	1	0.05	1	0.05
	<b>1</b>	<b>-</b>	<b>1.90</b>	<b>-</b>	<b>1.90</b>

Based on the Table (4) QSPM matrix of WO strategies, Facilitate the conditions for the use of new technologies in national karate (1.90) & Emphasis on reconstruction, re-creation and

updating of national karate capacities according to economic conditions (1.90), the scores of these strategies were calculated and will be used in prioritizing the strategies.

**Table (6) Quantitative Strategic Planning Matrix of WT Comprehensive Strategies**

Weaknesses (W)	Coefficient	Strategies (WT)			
		WT <sub>1</sub>		WT <sub>2</sub>	
		As	TAS	As	TAS
		Emphasis on reflecting the weaknesses and strategic shortcomings of sports to the authorities		Emphasis on fiscal contraction in unnecessary activities	
Financial resources are well distributed	0.03	4	0.12	4	0.12
There is a good talent identification system	0.03	3	0.09	1	0.03
Codified program for employing karate elite	0.03	2	0.06	3	0.09
Private karate places for public use	0.05	3	0.15	3	0.15

A fair and balanced look at the development of gentlemen karate	0.03	1	0.03	2	0.06
A fair and balanced view on the development of women's karate	0.04	3	0.12	4	0.16
Ability to hold international events	0.05	3	0.15	4	0.20
Ability to hold national events	0.02	2	0.04	2	0.04
Codified program for the development of private places	0.03	2	0.06	2	0.06
Codified program to increase the number of coaches	0.04	3	0.12	2	0.08
<b>Threat (T)</b>					
Irregular migration to cities has hampered the development of karate	0.05	3	0.10	1	0.05
Interest of teenagers and young people in the sport of karate	0.03	1	0.03	1	0.03
Lack of strategic document in this sport	0.03	1	0.03	1	0.03
Geographical location of Iran causes the development of karate	0.02	1	0.02	1	0.02
The country's transport infrastructure	0.04	2	0.08	1	0.04
<b>Total</b>	<b>1</b>	-	<b>2.20</b>	-	<b>2.20</b>

Based on the Table (4) QSPM matrix of WO strategies, Emphasis on reflecting the weaknesses and strategic shortcomings of sports to the authorities (2.20) & Emphasis on fiscal contraction in unnecessary activities (2.20), the scores of these strategies were calculated and will be used in prioritizing the strategies.

## Discussion

The purpose of this study was to develop a strategic plan for Iranian karate with a land management approach that was developed during the years 2019 to 2020. Based on the analyzes carried out, the mission of the Karate Federation was considered as a mission in accordance with the strategic approaches of the territorial development of quantitative and qualitative development of Karate in the geographical area of Iran. The mission statement includes: Iran Karate Federation aims to play a role in the development of the universal aspect and championship of Iranian karate by taking advantage of strategic management and optimal use of resources and facilities, and through organizing entertainment, cultural and sports events at the level of Iran. On the one hand, it caused the promotion of health and social vitality, and on the other hand, it provided a suitable platform for the flourishing of talents and the cultivation

of elites and the promotion of the status of Iranian karate to the top power of Asia. Slogan: Social vitality with Iranian karate. Policy: Synergistic and constructive interaction with other organizations and institutions in the direction of karate development and core values: Spreading Iranian Islamic culture in the field of karate, respect for the veterans and elites of karate, strengthening morale. Responsibility and accountability were considered in all elements of karate.

The result in the evaluation matrix of internal factors shows the status of internal evaluation factor Iranian karate in the sum of the weight points of 2.11. In the evaluation matrix of external factors, the status of Iranian karate in the sum of the weight points of external factors shows the number 2.59. In order to determine the strategic position, according to the position of the weight points in the external and internal factors of Iranian karate, the sum of the weight points of internal evaluation factors was obtained and the total weight score of external evaluation factors and it shows the approach of Iran's karate strategies in a competitive situation.

The most important weaknesses of Iranian karate that were identified include: Optimal location to build a karate field using GIS, the right number of manpower in terms of quantity

and quality-coach, the right number of manpower in terms of quantity and quality-referee, the number of active karate clubs, active karate boards in cities, paying attention to karate at the grassroots level, financial resources are well distributed, there is a good talent identification system, there is a written program for employing karate elites, there are private karate places for public use, ability to hold international events, ability to hold national events, program there is a codified plan for the development of dedicated venues, a codified plan to increase the number of coaches, a codified plan to increase the number of referees, and a codified plan to increase the number of organized athletes.

Migration of cities, development of karate, interest of teenagers and youth in karate, geographical location of Iran due to the development of karate, transportation infrastructure, banking facilities for the development of this sport, development of sports in religious education, growing information and communication technology, interest of the majority society is about sports and belief in sports, changing people's lifestyles and the multiplicity and interest of visual media.

Restructuring of cities and destruction of usable space in sports, cultural and social barriers of women's sports, favorable attention and attitude of the country's officials, private sector interest in investing, increasing inflation and economic poverty were considered.

The general result that can be deduced from the studies of Iranian karate planning with a strategic approach indicates that there is an unbalanced distribution of karate places and spaces in the country, while based on studies conducted with a gender perspective on sports spaces; this unbalanced distribution is also observed. In this regard, equal attention, regardless of gender, to male and female athletes to create hardware infrastructure, while observing Iranian-Islamic values can be

effective in creating the necessary platform to create this balanced view. Also, designing enclosed spaces or recreating special spaces for women can be another solution. In the field of sports software, including sports processes and activities, including training, hosting and championship activities should be streamlined. In order to balance the distribution of resources in the country, create and deepen the attitude of balance to balance the beauty factors of Iranian karate, synergy of sports activities of governmental, non-governmental and private sector organizations and finally for the success of this sport concentrated in Iran.

Prioritization of comprehensive strategies based on the QSPM matrix of Iranian karate include:

The development of karate sport with the approach of regionalization in the area of Iran, the development of talent search and elitism programs in karate, the balanced and fair development of karate infrastructure in accordance with the transaction of the population, the acquisition of international karate seats, attracting the attention of private sector investors in karate, Facilitating the conditions of using new technologies in national karate, emphasizing on rebuilding, re-creating and updating the capacities of national karate, emphasizing on reflecting the strategic weaknesses and shortcomings of the sport to the authorities and finally emphasizing on compliance with the financial contraction policy in non-profit activities. It is necessary that it should be implemented in the agenda of the Iran Karate Federation and under the supervision of the Ministry of Sports and Youth of Iran.

Based on QSPM matrix of SO strategies, the scores of these strategies were calculated and will be used in prioritizing the strategies. Development of karate sport with a landscaping approach (2.59), Development of talent and elite training programs in karate (2.70) & Balanced and equitable development of karate infrastructure commensurate with population

transactions (2.60). QSPM matrix of ST strategies, the scores of these strategies were calculated and will be used in prioritizing the strategies. Earn international karate seats (2.80) & Attracting private investors in karate (2.60) QSPM matrix of WO strategies, Facilitate the conditions for the use of new technologies in national karate (1.90) & Emphasis on reconstruction, re-creation and updating of national karate capacities according to economic conditions (1.90), the scores of these strategies were calculated and will be used in prioritizing the strategies. QSPM matrix of WO strategies, Emphasis on reflecting the weaknesses and strategic shortcomings of sports to the authorities (2.20) & Emphasis on fiscal contraction in unnecessary activities (2.20), the scores of these strategies were calculated and will be used in prioritizing the strategies.

## Conclusion

Based on the analysis of the findings of the present study, it was determined that the perspective of Iranian karate is the superior strength of Iranian karate in 1404. The vision statement states that with the balanced development of hardware infrastructure, proper use of human resources expertise and improving the efficiency of Iranian karate software processes by expanding activities in the public dimension, emphasizes the promotion of health and social vitality and also through the discovery of talents and elitism provides the ground for the presence of champions at the national and international levels and in 1404 becomes the top power of Asian karate, so the priority strategies of Iranian karate for the development of karate include; development of karate sport with the approach of land management in Iran, gaining international karate seats, development of talent search and nobility programs in karate, attracting private sector investors in karate and balanced and fair development of karate infrastructure commensurate with population

transactions It should be considered as a priority strategy by the country's top sports managers and karate managers in Iran.

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