


Design and Development of Strategic Plan to Develop Shooting Sports in Iraq

Received: 2024-05-22

Accepted: 2024-08-05

Vol. 7, No.2.2026, 119-127

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DOI:

[10.22098/rsmm.2024.15114.1359](https://doi.org/10.22098/rsmm.2024.15114.1359)

Abstract

Purpose: Having a detailed plan is essential for achieving success and reaching desired outcomes in any organization, so the purpose of this research was to develop a strategic plan for the development of shooting sports in Iraq.

Methods: The method of this descriptive-analytical research was carried out both quantitatively and qualitatively (mixed method). The statistical population of the research in the qualitative part was made of up experts, specialists, informants and knowledgeable population about shooting sports in Iraq and university informants in the field of sports management. The required information was gathered during interviews with 15 people were selected based on the Judgmental-snowball sampling method; Also, the statistical population in the quantitative section included the beneficiaries and the main audience of shooting sports in Iraq, 90 people were selected based on the full number method. For data analysis the Semi-structured interview method was used to the qualitative part and the SWOT analysis matrix and AHP were used for the quantitative part.

Results: According to the findings, 10 items were identified for each strength, 10 weaknesses, 10 opportunities, and 10 threats. Also, the final score of the evaluation matrix of internal and external factors determined that the strategic position in the factors of internal and external matrix of four choices is located in the offensive area (SO).

Conclusion: Therefore, the strategic plan proposed by this research emphasizes the importance of internal capacity building through the modernization of infrastructure, the adoption of technology in education and the increase of administrative competencies.

Keywords: Strategic Plan, Shooting, SWOT Analysis, Iraq.

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Introduction

Governments and dependant organizations, while providing opportunities for citizens, orgnize and implement policies to promote participation in sports activities; This has been stablished in the form of sports development at different educational, general, championship and professional levels (Toomer, 2019); One of these relevant levels is sports development; because engaging in sports can lead to motivation, self-confidence, enthusiasm, emergence of talents, control of emotions, sociability, identification, and national pride of the people of a society (Shahbazi et al., 2018). Until a goal is defined for an organization, that organization does not know where it wants to go, and if the goal is defined but not planned, that organization does not know how to reach that goal (Sharbatzadeh et al., 2022); Therefore, any system that wants to succeed must have specific goals and determine the way and time to reach that goal in order to move towards the desired goals based on the developed plan; Also, the system needs always monitor the movement to identify and adjust possible deviations (Craciun et al., 2018). Undoubtedly, strategic planning can be used as one of the best ways to address this; That is why the mind of every manager or official is involved with the issue of what strategic planning is and why it should be done (Ferkinsc & Shilbury, 2015). In such a way that the answer to this issue can be the beginning of attention to the future of that unit or organization by the managers and preparation to face turbulent environmental conditions (Rashid lamir et al., 2018).

Strategic planning is usually done at the top level of management and is done as a team, and the officials of different levels of operation, supervision, financial management and senior representatives of executive groups discuss long-term goals (Latif et al., 2016). The strategic plan can be developed to solve internal organizational problems such as vague goals, poorly defined roles and responsibilities, lack of necessary unity between activities, and the

need to clearly define priorities (Beatrix, 2020). It is also a tool for unifying the management and internal communication of the organization and encourages the participation of employees and volunteers and effective cooperation between them (Naderi, 2014). Such a program is used as a useful communication tool to improve the organization's image and make its activities fundamental for public and private partners (Meher, 2022). Strategic planning is a process for predicting the needs of an organization (Robertson, 2014), which, in the form of long-term planning, has brought many benefits to the organization, and this tool is used to eliminate all unknown factors in the context of the future needs of the organization (Hami & Mohammad Hassan, 2024). This type of planning requires strong management information systems to prepare a list of organizational needs in the present and future (Jones, et al, 2018). The strategic planning process may improve financial results and effective use of resources in sports federations, and it also helps to develop team building. Considering the need to pay attention to the growth and promotion of sports and in order to respond to the needs and accurately analyze the current challenges and problems and to direct the promotion of sports at the national level, a comprehensive program with a strategic view and approach is needed (Moradi et al., 2022).

On the other hand, nowadays sports as the biggest social phenomenon in the world play a very important role in human life (Hums et al., 2023). Global changes and transformations have made sports to be considered one of the most essential needs and fundamental issues of human societies, so that you can hardly find a country that does not have a sports organization (Sharbatzadeh et al., 2022). Due to the importance of sports for governments, in most countries, many ministries, sports departments and related organizations have been established that are responsible for guiding sports-related issues (Hami & Mohammad Hassan, 2024). Sports can be placed in different categories,

from recreational sports to popular, championship or professional sports. In the meantime, one of the sectors that is favored by the majority of countries in the world in order to benefit from economic, political, social and cultural influences, which is considered a symbol of the stability and all-round capabilities of those countries and is one of the reasons for the high investment of countries in sports, is addressing the issue of sports championship (Melnikov et al., 2021). Therefore, it is necessary for the managers and organizations related to sports in Iraq at different levels to develop a strategic plan as a road map of the organization in order to advance their goals (Ahmed Ameen Altaee, 2023). Winning medals in international games is considered by policy makers and mass media to be the basis of comparison of international success among countries (Slater, 2024), so that by winning titles in major and international sports events, this country can attract many countries' attention. This is why the countries that have made progress in sports have tried to take steps towards its expansion by providing development programs and creating a suitable strategy and structure (Pishva et al., 2021). In countries and sports organizations that are looking for the progress of sports in different dimensions or to win maximum medals for themselves in different events, The use of scientific approaches is considered as a beacon and a road map, and policy makers will make progress in international arenas by relying on scientific knowledge and with the least waste of available resources and capital, both financial and human (Zolghadri et al., 2020); Therefore, international victories and especially success in the Olympic Games in the field of sports have increasingly caused growth and development in many countries. This superiority and success of elite athletes in the international arena gives that country a special identity and personality (Green & Houlihan, 2019). Based on this, governments have a greater desire to provide the success of their elite athletes in the

international arena with a lot of financial investment, which has led to the expansion and development of organizations and systems related to the cultivation and development of elite athletes in the dimension of championship and professional sports (Yinglong, 2017).

Therefore, in the third millennium, sports organizations must become strategic organizations for their survival in global competition (Nugraha & Manuputty, 2022) because planning may be useful in many ways for the sports organization and the development of sports, including shooting sports, whose general purpose is to create and maintain positive relationships between the organization and its environment, and it enables it to be active and independently determine the purpose of existence, mission and direction of its activities in order to independently influence the results of its activities (Moradi et al., 2022). Also, during the last few decades, the sport of shooting has received more attention among the people of Iraq, and clubs in this field have been established and are progressing; However, due to the potential of Iraqi athletes in this field, the importance of receiving a quota in this field is considered very important. Considering the mentioned cases and the existing problems and obstacles, on the one hand, and also the lack of strategic plan in the shooting federation of Iraq, on the other hand, The researcher is trying to an appropriate strategic plan for the development of shooting sports in Iraq to advance its goals at the national and international level.

Materials and Methods

The current research is a type of strategic studies, which is based on research objectives and is in the category of applied research. In addition, this research is considered as mixed research (qualitative-quantitative) according to the information gathering method and it is a descriptive-surveillance type of research after identifying the strengths, weaknesses, opportunities and threats (SWOT) through valuation. , the weight and intensity of each factor, the strategic position of the development

of shooting sports in Iraq is known by forming a strategic council. Then, through the SWOT analysis matrix, the strategies are determined and then the strategies are prioritized based on the Analytical Hierarchy Process (AHP).

The research community in the qualitative part included experts, specialists, informants and people knowledgeable about shooting sports in Iraq, consisting of sports management professors, deputy ministers of the Iraqi Ministry of Sports, heads and officials of shooting federation committees, expert coaches and international shooting referees, who conducted qualitative interviews. It was realized from them that the said interviews were conducted until the saturation of the required information and finally during the interview with 15 people, the required information was saturated, it should be noted that the sampling method in this section was the Judgmental-snowball method.

Also, the statistical population of the research in the quantitative part also includes the beneficiaries and the main audience of shooting sports in Iraq, including the president and vice president of the shooting federation and officials of the shooting federation committees, coaches, referees and active players at the championship level of shooting sports, experts knowledgeable about shooting affairs. And the Faculty Member who were knowledgeable about shooting sports were surveyed. Due to the limitation of the statistical population, the statistical sample is equal to the whole population. These people were a total of 90 people. In the first stage of the research, using a

Results

Description of the characteristics of the interviewees: The personal characteristics of

semi-structured interview using the thematic analysis method (theme); It was tried to determine the perspective, mission statement and SWOT of the development of Iraqi shooting sports with the consensus of the experts. In order to obtain the data required for the research, first a questionnaire was designed to determine the strengths, weaknesses, opportunities and threats and existing goals and was sent to all experts and experts and they were asked to express their opinions about each of the mentioned factors. Then, these questionnaires were collected and an attempt was made to compile items related to SWOT according to the answers of the experts.

After identifying the SWOT components, we created a questionnaire using the Expert Choice software version 11. The questionnaire included questions about the strengths, weaknesses, opportunities, and threats related to the development of Iraq's shooting sports. This was done to gather final opinions on the prioritization of these items.

To ensure the desired validity, a content analysis validity method was utilized. The questionnaire was presented to 10 sports management experts and professors, and their feedback confirmed the content validity of the questionnaire. And to ensure the reliability of the questionnaire, an index known as the inconsistency rate was used. The questionnaire is based on hierarchical analysis. Based on the inconsistency rate obtained for this research (0/76), which is lower than the acceptable limit of (0/1), the questionnaire is deemed reliable with necessary consistency.

the interviewees are described in table 2:

Table 1. Personal characteristics of the interviewees

Number	Post	Age	Sex	Type of Activity	
				Academic	Executive
P1	Faculty Member	45	Male	*	
P2		52	Male	*	*
P3		50	Male	*	*
P4		37	Female	*	
P5		40	Male	*	
P6	Head of Federation	42	Female	*	*
P7		50	Male	*	*
P8	Vice-president	55	Male	*	*
P9	Deputy Minister of Championship Sports	40	Female	*	*
P10	Deputy Minister of Public Sports	52	Male	*	*
P11	Manager of sports facilities	43	Male		*
P12	Federation officials	35	Female		*
P13	Federation officials	44	Male	*	*
P14	International referee	24	Male		*
P15	Former coach of national team	29	Male		*

The results of the evaluation matrix of internal (Table 2) and external (Table 3) factors are presented below.

Table 2. Evaluation matrix of internal factors

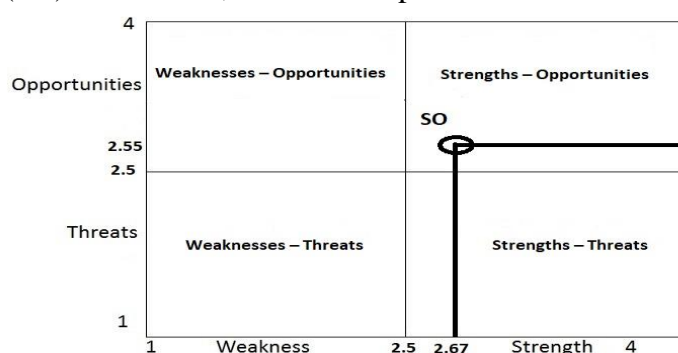
Evaluation of internal factors	Importance factor (weight)	Ranking (factor intensity)	Score
Strengths points			
1. Rich cultural heritage in shooting	0.04	4	0.16
2. Support society and fan base	0.05	3	0.15
3. Expert and experienced trainers	0.05	4	0.20
4. The government's interest in the development of sports	0.08	3	0.24
5. Young people's interest in shooting sports	0.06	4	0.24
6. Strong national identity through sports	0.08	3	0.24
7. Successful athletes in regional competitions	0.04	4	0.16
8. Availability of natural resources for outdoor shooting challenges	0.04	4	0.16
9. Innovative approaches to training and performance	0.06	4	0.24
10. Existing Partnerships with International Shooting Organizations	0.06	4	0.24
Weak points			
1. Limited budget and financial resources	0.04	2	0.08
2. Old infrastructure and facilities	0.04	2	0.08
3. Lack of comprehensive national strategy	0.04	1	0.04
4. Inadequate access to modern educational equipment	0.03	1	0.03
5. Limited exposure to international competitions	0.04	1	0.04
6. Educational challenges in sports	0.05	1	0.05
7. Changes in government policies and budgets	0.04	1	0.04
8. Gender differences in participation	0.07	2	0.14
9. Security concerns at events and facilities	0.05	2	0.1
10. Talent identification challenges	0.04	1	0.04
Total summation	$\Sigma=1$		$\Sigma=2.67$

Table 3. Evaluation matrix of external factors

Evaluation of internal factors	Importance factor (weight)	Ranking (factor intensity)	Score
Opportunities			
1. Global initiatives in sport and sustainability	0.04	4	0.16
2. Expansion of sports education and research	0.07	3	0.21
3. Increasing the availability of sports technology	0.06	4	0.24
4. The opportunity to host international events	0.06	4	0.24
5. Expansion of the sports tourism market	0.04	3	0.12
6. Increasing awareness of sports as a tool for development	0.05	3	0.15
7. Potential to increase media coverage and financial support	0.06	3	0.18
8. Innovation in sports and medical sciences	0.06	4	0.24
9. Global trends in health and fitness	0.06	3	0.18
10. International exchange programs for athletes and coaches	0.05	4	0.2
Threats			
1. Political instability affecting the development of sports	0.05	2	0.1
2. Economic challenges and resource allocation	0.04	1	0.04
3. Increasing competition from other sports fields	0.06	1	0.06
4. The possibility of decreasing interest among young people	0.04	1	0.04
5. The risk of losing traditional values in modernization	0.04	2	0.08
6. Legal changes affecting firearms and equipment	0.04	1	0.04
7. Competition of financial sponsors and media attention	0.04	2	0.08
8. Inability to benefit from technology	0.05	2	0.1
9. Cultural barriers to sports participation	0.04	1	0.04
10. Challenges of aligning with international standards	0.05	1	0.05
Total summation	$\Sigma=1$		$\Sigma=2.55$

The final score of the evaluation matrix of internal and external factors determined that the strategic position in the matrix of internal and external factors (IEM) of four choices is located in the offensive zone (SO). Therefore, the

priority is to implement strategies with this region. In other words, development can be achieved by exploiting the opportunities and strengths available in all directions and components.

**Figure 1. The strategic position of shooting sports in Iraq**

Based on the presented SWOT analysis, the strategies of each category of weaknesses, opportunities (WO), strengths, threats (ST), strengths, opportunities (SO), and weaknesses, threats (WT) are formulated. These strategies

Discussion

A strategic analysis of internal and external factors affecting the development of shooting sports in Iraq provides a detailed understanding of the current situation and potential paths for growth and improvement. This analysis was based on Strengths, Weaknesses, Opportunities and Threats (SWOT) assessment that provides a comprehensive framework for designing a strategic plan tailored to the unique context of Iraq's shooting sports. In connection with the statement of alignments, it should be stated: Moradi et al. (2022) research on shooting sports in Iran and studies on the development strategies of public sports in Mashhad and university sports in Golestan province, all specific obstacles (economic, managerial, social, cultural, etc.) to investigate the development of sports. They also reflect the importance of strategic planning found in previous research by Rashid Lemir et al. (2018) The use of SWOT analysis in strategic planning is a common theme in sports management research, as seen in research on futsal sports in Iraq and strategic sports planning in Malaysia and Qatar. This approach aligns with previous studies that emphasize the importance of understanding internal and external factors to formulate effective strategies, indicating methodological congruence. Also, in terms of strategic planning of information systems, the studies of Faizal et al. (2022) And Nugraha & Manuputty (2022) on the strategic planning of information systems using the Ward and Peppard method shows the growing recognition of the importance of SI/IT in increasing organizational performance in sports organizations. This focus is consistent with the broader literature on strategic planning of information systems in various sectors and highlights the critical role of technology in

are designed to exploit strengths and opportunities, mitigate weaknesses and threats, and explore ways to improve overall performance and competitive advantage in the shooting sports field.

achieving organizational goals. In this regard, also in terms of the comparative sports strategy analysis, the analysis of sports strategies in Malaysia and Qatar by Khan et al. (2022) and the analysis of the strategic plan of the Ministry of Youth and Sports of the Republic of Turkey represents a comparative approach to understand sports development strategies. This approach is consistent with studies that aim to benchmark and learn from different national approaches to sport development, providing insight into best practices and areas for improvement.

Identified strengths, such as a passionate athlete base, rich cultural heritage in shooting, existing infrastructure, and a strong national identity through sports, represent significant assets. These elements not only contribute to a solid foundation for the promotion of shooting sports, but also act as dominant points to increase participation, performance and national pride. In contrast, highlighted weaknesses, including limited financial resources, outdated infrastructure, and inadequate marketing, pose challenges that require strategic interventions. Addressing these weaknesses is very important to create a favorable environment for athletes, attract investment and increase the visibility and attractiveness of sports.

Opportunities such as increased global interest in shooting sports, the potential for international partnerships, and sports technology innovations provide ways for Iraq to enhance its presence on the international stage and improve its competitive advantage. Capitalizing on these opportunities can lead to increased performance, increased funding, and a more exciting sports culture. However, threats such as political instability, economic challenges, and competitive environment

necessitate a proactive and flexible approach to protect the development of sports and ensure its sustainability.

With these interpretations, Involving all stakeholders including athletes, coaches, sponsors, government bodies and the international community is essential for the holistic development of shooting sports. An inclusive approach ensures diverse views and support and enhances the growth and sustainability of the sport. In conclusion, the Strategic Plan for the Development of Shooting Sports in Iraq provides a blueprint for utilizing the sport's potential as a vehicle for national pride, athlete development, and international participation. By addressing key internal and external factors with a clear, strategic and consistent approach, Iraq can aspire to elevate its shooting sport to new heights of excellence and recognition on the world stage.

Conclusion

Therefore, the strategic plan for the development of shooting sports in Iraq should be multi-faceted and its goal should be to empower the strengths and opportunities while effectively reducing the weaknesses and threats. It is essential to develop a clear and impactful mission statement that serves as a guide for all strategic initiatives and outlines the future and values of the Iraqi shooting sports community.

Acknowledgment

We are deeply grateful to all the individuals who contributed to this research.

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