Determining the Strategic Position and Developing Strategies for the Development of Shooting Sports

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Abstract

Purpose: The purpose of the present research was to determine the strategic position and develop strategies for the development of shooting sports.

Method: The current research was one of the descriptive analytical researches, based on the objective, of the type of applied research. The statistical population of the research included shooting athletes, among whom 367 people were selected as a sample. Strategic council meetings, interviews with shooting elites, and the use of researcher-made questionnaires were used to collect data. Descriptive statistics (frequencies, percentages, etc.) and inferential statistics (Friedman's test) were used to analyze the research data. All statistical analyzes were performed using Spss22 software.

Results: The results showed that shooting sport has 10 strengths, 12 weaknesses, 10 opportunities and 10 threats. Also, the score of internal factors was 2.32 and the score of external factors was 2.40. Based on the points obtained, Iran's shooting sport is in the weakness zone in the domestic environment and in the threat zone in the foreign environment; This means that weaknesses outweigh strengths and threats outweigh opportunities.

Conclusion: According to the obtained results, shooting sport of the Islamic Republic of Iran is in a defensive position in the situation evaluation matrix; Therefore, in order to formulate a strategy, defensive strategies should be emphasized.

Keywords: Strengths, Weaknesses, Opportunities, Threats, Shooting.

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Introduction

Today, we are witnessing significant growth and transformation in the world of sports, including the setting of records in different sports fields. With the increasing professionalism in sports, those involved in the sports world are seeking to benefit from the latest scientific and practical achievements (Agha Seyyed Azizolah et al., 2020). Sports has evolved beyond its traditional state, and nations that do not keep up with this progress will struggle to compete on the global stage (Jamshidi, 2011). The growing demand for participation in physical and sports activities has led to the expansion of these activities worldwide. As a response to this demand, various movements, organizations, and institutions have been created, highlighting the importance of physical education and sports in societies for improving public health, vitality, and achieving international success (Khosravi Zadeh, 2008). One of the most significant features of developed countries is their attention to management knowledge as a crucial aspect of progress, development, economic and social growth. The main function of management at different levels in each country is planning and striving to achieve the goals set (Agha Seyed Azizaleh et al., 2016). According to Petkovic et al. (2016), the development of sports in different dimensions and the utilization of its direct and indirect benefits are not possible without proper planning and policy making. Therefore, management and strategic planning are crucial functions in this category. Bonyadifard et al. (2023) reported that the most important issue in the growth and development of sports in the country is the existence of an effective strategic plan. In the third millennium, sports organizations, like most other organizations and institutions, have become strategy-oriented for survival and durability in the global competition arena. Strategic thinking is essential for creating sustainable cycles for the organization. Many sports organizations in different countries have prepared necessary strategies according to their missions and have achieved significant success by implementing them (Keshavarz et al., 2016).

In numerous countries, sports organizations have encountered challenges in developing specific sports programs due to issues with determining financial budgets and securing government support, these circumstances highlight the need for targeted sports research and the establishment of sports development programs (Kołodziej & Kołodziej-Durnaś, 2023). Based on the report from the Australian Sports Commission (2018), studies have shown that top managers worldwide have recognized the importance of strategic planning in achieving organizational goals and shaping the future. Morrisn and Misener (2021) noted that leaders in sports organizations can use strategic planning to navigate complex pressures, allocate resources, and create action plans to accomplish their objectives. Johnson et al. (2019) also pointed out that strategic management enables organizations to act creatively and innovatively, shaping their own future rather than merely reacting to external forces.

The growth of sports at the macro level relies on the advancement of sports disciplines. Shooting is among the most popular sports, with shooting with a weapon holding a special appeal for many individuals. Aiming and hitting the target presents an unavoidable primary challenge. Hitting the target is an exhilarating experience for individuals (Aminzadeh, 2019). The sport of shooting, as a discipline that has the potential to win medals at the national and international levels, can make a significant contribution. Shooting is one of the sports that is particularly endorsed by Islam. The Prophet (PBUH) emphasized the importance of shooting by saying: "Teach your children to shoot, swim, and ride" (Sharbatzadeh, 2022). According to the National Olympic Committee of the Islamic

Republic of Iran, Iranian shooting athletes had not won an Olympic medal until the 2020 Tokyo Olympics, when Javad Foroughi won a gold medal in air pistol, marking the first medal in shooting for Iran. However, after the Tokyo Olympics, the Iranian shooting team faced failure at the Asian Games in Hangzhou, China (2023). The lack of sustained success in shooting sports is a problem that requires investigation and analysis of its various dimensions. A research conducted by Moradi et al. (2022) identified and prioritized the obstacles to the development of shooting in Iran, reporting that the main obstacles are, in order of priority: economic, support, facilities and equipment, and managerial, as well as social, cultural, and human factors. The development of shooting in Iran necessitates that relevant authorities are fully aware of these obstacles and formulate a strategic plan to eliminate and address them.

The president of the federation and experts in various sports disciplines play a crucial role in the development of Iranian sports (Bonyadifard et al., 2023). The Iran Shooting Federation, established in 1958, has experienced both successes and failures in international competitions in recent years, leading to heightened expectations from officials and the public. To meet these expectations, it is essential for the federation to engage in effective and scientific planning at a management level. The research aims to lay the groundwork for the advancement of shooting sports, and its results will be beneficial to coaches, athletes, researchers, and sports officials, particularly those associated with the Iran Shooting Federation. The ultimate goal is to improve Iran's standing in international shooting sports.

Materials and methods

The research method used in this study was descriptive-analytical, and it was carried out in the field. The statistical population for this research consisted of shooting athletes, with a total of 7099 athletes according to the latest official statistics from the Iranian Statistics Center. Based on the population size, the sampling method determined that 367 people should be included. However, 400 people were considered, and 367 completed questionnaires were returned. To collect primary data, the research used SWAT analysis, strategic council meetings, interviews with shooting elites, and open questionnaires to assess the current situation of shooting sports and to identify opportunities for strategic planning. A researcher-made questionnaire was used to collect data, and its formal and content validity were checked by expert professors. The reliability of the questionnaire was confirmed by calculating Cronbach's alpha coefficient, which was found to be (0.89).

The research process involved forming a strategic committee consisting of shooting sports elites and experts to determine the strengths, weaknesses, opportunities, and threats of the country's shooting sports through numerous meetings. A questionnaire was then compiled based on these determinations, and the opinions of the statistical community were gathered. The results were analyzed using the SWOT matrix. Based on the opinions of shooting sports experts and elites, a 42-item questionnaire was designed and prioritized. A comparative matrix of internal and external factors was used to develop strategies for shooting sports. Descriptive and inferential statistics were used to analyze the data, and Friedman's test was employed with the help of SPSS version 22 software to rank the most important weaknesses, strengths, opportunities, and threats of Iran's shooting.

Results

The frequency distribution of the research subjects is shown in Table 1:

Table 1. Frequency distribution of research subjects

	Education	Number	Percent
Education	diploma	63	17/2
	Associate Degree	37	10/3
	Bachelor's degree	163	43/8
	Master's degree	91	24/7
	P.HD	13	4
	total	367	100
	Gender	Number	Percent
Gender	Man	302	81/4
	Female	65	18/6
	total	367	100

The results of Friedman's analysis of internal and external factors are shown in Table 2:

Table 2. The results of Friedman's analysis of internal and external factors

Statistical index / Test item		Chi Square	df	Significance level	sig	Result
Internal factors	Strengths	175/696	9	0/001	0/05	There is a significant difference between the ranks of the strengths, weaknesses, opportunity and threat component
	weaknesses	152/739	11	0/0001	0/05	
External factors	Opportunities	176/553	9	0/015	0/05	
	threats	59/467	9	0/001	0/05	

According to the findings of Table (2), it can be concluded that there is a significant difference between the ranks obtained in each of the investigated factors at the (0.05) level.

Analysis of internal and external factors (strengths, weaknesses, opportunities and threats):

-Ranking the strengths of shooting sports

According to the findings from Table (2) and considering the significance of the ranking of strengths, the ranking results are shown in Table 3:

Table 3. The average rating of strengths in the Friedman test (strengths)

Row	Title	Average	standard	Average

			deviation	rank
S1	Physical, mental and mental mobility in this field, especially in flight purposes	4.08	1.006	6.28
S2	The existence of public competitions to attract hunters to this sport	3.72	1.234	5.23
S3	Permissibility of betting in this sport according to Islam	3.58	1.372	5.02
S4	More medals in this sport compared to other sports	3.79	1.049	5.40
S5	Selection of national team athletes based on the record achieved by the athlete	3.84	1.018	5.51
S6	Strengthening the mind and more relaxation in this sport	4.31	0.842	6.80
S7	Regular participation of national teams in different categories in international competitions	3.73	1.105	5.26
S8	Regular holding of national and provincial competitions in all categories	3.72	1.123	5.29
S9	Compliance with the calendar of competitions based on the calendar of the World Federation	3.67	1.113	5.08
S10	Proper interaction between the Shooting Federation and the Ministry of Sports	3.68	1.139	5.13

-Ranking the weaknesses of shooting sports

According to the findings from Table (2) and considering the significance of the ranking of strengths, the ranking results are shown in Table 4:

Table 4. The average ranking of weaknesses in the Friedman test (weaknesses)

Row	Title	Average	standard deviation	Average rank
W1	A very small contract for professional athletes and the national team in this sport	2.15	1.252	6.46
W2	The high cost of this sport	1.64	0.841	5.31
W3	Lack of optimal use of information and communication technology for the development of this sport	2.17	1.034	6.94
W4	The lack of attention of the Ministry of Sports to some federations, such as shooting, in terms of financial budget	1.91	1.121	5.92
W5	Not holding regular provincial leagues	2.15	1.149	6.70
W6	Lack of meritocracy in the election of heads of provincial and city councils	2.23	1.116	6.96
W7	Absence of a specific marketing plan in the provinces	2.15	1.171	6.69
W8	The meager income of the delegations and strong financial dependence on the federation	2	1.129	6.19
W9	Not having enough theoretical and scientific knowledge in some trainers in the provinces	2.25	1.113	7.16
W10	Lack of expert and certified trainers in discovering and cultivating talents	2.31	1.185	7.19
W11	Lack of sufficient support for trainers and active people in provincial teams	2.09	1.098	6.59
W12	Lack of suitable and standard facilities and equipment in the field of shooting	1.92	1.148	5.89

- Ranking shooting sport opportunities

According to the findings from Table (2) and considering the significance of the ranking of shooting sports opportunities, the ranking results are shown in Table 5:

Table 5. The average ranking of opportunities in the Friedman test (Opportunities)

Row	Title	Average	standard deviation	Average rank
O1	Helping the environment by attracting hunters in this sport	3.89	1.084	5.71
O2	Women participate in this sport with full hijab	3.76	1.093	5.30
O3	Memorandum of Understanding with the Student Sports Federation	3.52	1.108	4.52
O4	There is no age limit and the training of older people in this sport	3.91	1.047	5.70
O5	Using military personnel as athletes in this sport	3.69	1.080	5.04
O6	The presence of world-class and Olympic athletes in this sport	3.77	1.096	5.33
O7	Hunters' interest in this sport	3.94	1.013	5.63
O8	The emphasis of Islam on dealing with this sport	4.25	0.972	6.63
O9	All classes are interested in shooting sports	3.75	1.026	5.08
O10	There is no age limit in this sport	4.04	0.997	6.05

- Shooting sports threat rating

According to the findings from Table (2) and considering the significance of the ranking of shooting sport threats, the ranking results are shown in Table 6:

Table 6. The average rating of threats in the Friedman test (threats)

Row	Title	Average	standard deviation	Average rank
T1	Getting poor results in competitions if peace of mind is disturbed	1.86	0.985	5.52
T2	The equipment of this sports field is more important than other sports fields	1.96	1.048	5.87
T3	Turning people to other sports with lower costs	1.91	0.966	5.76
T4	Lack of guns, cartridges and professional equipment in this field due to sanctions	1.82	1.100	5.29
T5	Increasing the maintenance costs of shooting halls, especially in the electronics sector	1.88	1.052	5.46
T6	Little media support and limited television coverage of national and provincial networks of shooting	2.07	1.188	5.97
T7	Lack of sponsors for financial support of this sport	1.87	1.148	5.27
T8	livelihood problems of most athletes in the field of shooting	1.84	1.053	3.36
T9	Economic problems of the Ministry of Sports and Shooting Federation	1.87	1.001	5.57
T10	The focus of the officials of the Ministry of Sports on some fields such as football, volleyball and...	1.70	1.028	4.93

The strategic location of shooting sports of the Islamic Republic of Iran

In order to determine the strategic position of shooting sports in the Islamic Republic of Iran, the Internal Factors Evaluation Matrix (IFE) and the External Factors Evaluation Matrix (EFE) were used.

Table 7. The final score of internal factors

Row	Title	Importance factor	Score	Final score
S1	Physical, mental and mental mobility in this field, especially in flight purposes	0.05	4	0.20
S2	The existence of public competitions to attract hunters to this sport	0.04	3	0.12
S3	Permissibility of betting in this sport according to Islam	0.04	3	0.12
S4	More medals in this sport compared to other sports	0.05	4	0.20
S5	Selection of national team athletes based on the record achieved by the athlete	0.05	4	0.20
S6	Strengthening the mind and more relaxation in this sport	0.05	4	0.20
S7	Regular participation of national teams in different categories in international competitions	0.04	4	0.16
S8	Regular holding of national and provincial competitions in all categories	0.04	3	0.12
S9	Compliance with the calendar of competitions based on the calendar of the World Federation	0.05	3	0.15
S10	Proper interaction between the Shooting Federation and the Ministry of Sports	0.04	3	0.12
W1	A very small contract for professional athletes and the national team in this sport	0.05	2	0.10
W2	The high cost of this sport	0.05	2	0.10
W3	Lack of optimal use of information and communication technology for the development of this sport	0.04	1	0.04
W4	The lack of attention of the Ministry of Sports to some federations, such as shooting, in terms of financial budget	0.04	2	0.08
W5	Not holding regular provincial leagues	0.04	1	0.04
W6	Lack of meritocracy in the election of heads of provincial and city councils	0.05	1	0.05
W7	Absence of a specific marketing plan in the provinces	0.05	2	0.10
W8	The meager income of the delegations and strong financial dependence on the federation	0.05	1	0.05
W9	Not having enough theoretical and scientific knowledge in some trainers in the provinces	0.04	1	0.04
W10	Lack of expert and certified trainers in discovering and cultivating talents	0.04	2	0.08
W11	Lack of sufficient support for trainers and active people in provincial teams	0.05	1	0.05
W12	Lack of suitable and standard facilities and equipment in the field of shooting	0.05	2	0.10
		∑=1		2.32

According to the final score obtained in table (7) and considering that the number 2.32 is smaller than the number 2.5 in the table, it indicates the existence of weakness in the internal environment of shooting sports in the Islamic Republic of Iran.

Table 8. The final score of external factors

Row	Title	Importance factor	Score	Final score
O1	Helping the environment by attracting hunters in this sport	0.04	3	0.12
O2	Women participate in this sport with full hijab	0.05	3	0.15
O3	Memorandum of Understanding with the Student Sports Federation	0.04	3	0.12
O4	There is no age limit and the training of older people in this sport	0.05	4	0.20
O5	Using military personnel as athletes in this sport	0.06	4	0.24
O6	The presence of world-class and Olympic athletes in this sport	0.06	4	0.24
O7	Hunters' interest in this sport	0.05	3	0.15
O8	The emphasis of Islam on dealing with this sport	0.04	4	0.16
O9	All classes are interested in shooting sports	0.04	3	0.12
O10	There is no age limit in this sport	0.05	4	0.20
T1	Getting poor results in competitions if peace of mind is disturbed	0.04	2	0.08
T2	Equipment being the focus of this sport compared to other sports	0.02	2	0.04
T3	Turning people to other sports with lower costs	0.04	2	0.08
T4	Lack of guns, cartridges and professional equipment in this field due to sanctions	0.04	2	0.08
T5	Increasing the maintenance costs of shooting halls, especially in the electronics sector	0.03	2	0.06
T6	Little media support and limited television coverage of national and provincial networks of shooting	0.04	2	0.08
T7	Lack of sponsorship for financial support of this sport	0.04	2	0.08
T8	livelihood problems of most athletes in the field of shooting	0.02	1	0.02
T9	Economic problems of the Ministry of Sports and Shooting Federation	0.04	2	0.08
T10	The focus of the officials of the Ministry of Sports on some fields such as football, volleyball and...	0.04	2	0.08
		∑=1		2.40

According to the final score obtained in table 8 and considering that the number 2.40 is smaller than the number 2.5 in the table, it indicates the existence of a threat in the external environment of the shooting sports of the Islamic Republic of Iran.

The strategic position of shooting sports of the Islamic Republic of Iran is shown in Figure 1:

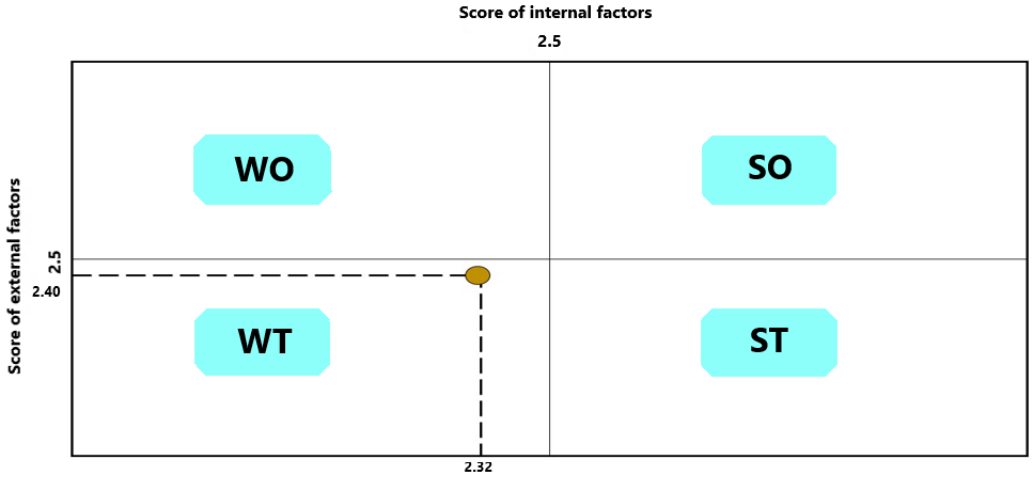

Figure 1. The strategic position of shooting sports of the Islamic Republic of Iran

According to figure (1), the shooting sport of the Islamic Republic of Iran is in a defensive position in the situation evaluation matrix; Therefore, in order to formulate a strategy, defensive strategies should be emphasized.

Table 9. Comparative matrix of internal and external factors for the development of shooting sports

internal factors / External factors	Weaknesses (W)
	A very small contract for professional athletes and the national team in this sport The high cost of this sport Lack of optimal use of information and communication technology for the development of this sport The lack of attention of the Ministry of Sports to some federations, such as shooting, in terms of financial budget Not holding regular provincial leagues Lack of meritocracy in the election of heads of provincial and city councils Absence of a specific marketing plan in the provinces The meager income of the delegations and strong financial dependence on the federation Not having enough theoretical and scientific knowledge in some trainers in the provinces Lack of expert and certified trainers in discovering and cultivating talents Lack of sufficient support for trainers and active people in provincial teams Lack of suitable and standard facilities and equipment in the field of shooting
Threats (T)	strategies (WT)
Getting poor results in competitions if peace of mind is disturbed Equipment being the focus of this sport compared to other sports	Empowerment of officials, trainers and shooting athletes in the country (W1, W6, W9, W10, W11, T1, T8) Development of income generation in the federation and shooting teams (W2, W4, W7, W8, T3, T5, T7, T8, T9)

Turning people to other sports with lower costs Lack of guns, cartridges and professional equipment in this field due to sanctions Increasing the maintenance costs of shooting halls, especially in the electronics sector Little media support and limited television coverage of national and provincial networks of shooting Lack of sponsorship for financial support of this sport livelihood problems of most athletes in the field of shooting Economic problems of the Ministry of Sports and Shooting Federation The focus of the officials of the Ministry of Sports on some fields such as football, volleyball	Development of shooting sports infrastructure (W3, W9, W10, W12, T2, T4, T5, T10) Encouraging the private sector to support shooting sports (W4, W8, W12, T2, T4, T7, T9, T10 General development of shooting sports at the community level (W2, W3, T3, T6, T10)

Also, the quantitative strategic planning matrix is shown in Table 10:

Table 10. Quantitative Strategic Planning Matrix (QSPM)

Score		WT 1		WT 2		WT 3		WT 4		WT 5	
		AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS
S1	0/040	4	0/160	3	0/120	4	0/160	2	0/080	3	0/120
S2	0/050	4	0/200	3	0/150	4	0/200	4	0/200	4	0/200
S3	0/060	2	0/120	1	0/060	2	0/120	2	0/120	3	0/180
S4	0/050	3	0/150	2	0/100	3	0/150	4	0/200	1	0/050
S5	0/040	1	0/040	3	0/120	4	0/160	3	0/120	2	0/080
S6	0/040	3	0/120	3	0/120	3	0/120	4	0/160	2	0/080
S7	0/040	4	0/160	3	0/120	3	0/120	4	0/160	3	0/120
S8	0/040	4	0/160	3	0/120	4	0/160	3	0/120	4	0/160
S9	0/060	2	0/120	3	0/180	4	0/240	3	0/180	3	0/180
S10	0/050	3	0/150	4	0/200	3	0/150	3	0/150	2	0/100
W1	0/050	1	0/050	1	0/050	3	0/150	2	0/100	3	0/150
W2	0/050	3	0/150	2	0/100	3	0/150	3	0/150	4	0/200
W3	0/050	3	0/150	3	0/150	2	0/100	4	0/200	3	0/150
W4	0/060	3	0/180	4	0/240	2	0/120	2	0/120	2	0/120
W5	0/050	1	0/050	2	0/100	4	0/200	2	0/100	1	0/050
W6	0/050	2	0/100	3	0/150	3	0/150	3	0/150	3	0/150
W7	0/060	4	0/240	4	0/240	4	0/240	2	0/120	3	0/180
W8	0/050	2	0/100	3	0/150	4	0/200	3	0/150	3	0/150
W9	0/040	4	0/160	3	0/120	4	0/160	3	0/120	3	0/120
W10	0/050	4	0/200	3	0/150	4	0/200	2	0/100	4	0/200
W11	0/040	2	0/080	1	0/040	2	0/080	1	0/040	2	0/080
W12	0/020	2	0/040	4	0/080	1	0/020	3	0/060	2	0/040
O1	0/050	1	0/050	2	0/100	4	0/200	2	0/100	2	0/100
O2	0/050	3	0/150	4	0/200	3	0/150	4	0/200	3	0/150
O3	0/040	4	0/160	4	0/160	3	0/120	1	0/040	4	0/160
O4	0/040	4	0/160	4	0/160	3	0/120	1	0/040	4	0/160
O5	0/060	3	0/180	3	0/180	3	0/180	2	0/120	2	0/120

O6	0/040	3	0/120	3	0/120	3	0/120	3	0/120	2	0/080
O7	0/040	3	0/120	4	0/160	2	0/080	1	0/040	2	0/080
O8	0/040	1	0/040	1	0/040	3	0/120	1	0/040	3	0/120
O9	0/050	3	0/150	3	0/150	3	0/150	3	0/150	3	0/150
O10	0/060	3	0/180	3	0/180	4	0/240	2	0/120	2	0/120
T1	0/020	1	0/020	3	0/060	1	0/020	1	0/020	2	0/040
T2	0/030	4	0/120	2	0/060	3	0/090	2	0/060	3	0/090
T3	0/040	3	0/120	2	0/080	2	0/080	2	0/080	2	0/080
T4	0/060	4	0/240	4	0/240	3	0/180	1	0/060	4	0/240
T5	0/030	4	0/120	2	0/060	4	0/120	2	0/060	4	0/120
T6	0/040	3	0/120	2	0/080	4	0/160	2	0/080	3	0/120
T7	0/040	1	0/040	1	0/040	2	0/080	3	0/120	3	0/120
T8	0/020	2	0/040	4	0/080	1	0/020	3	0/060	3	0/060
T9	0/060	4	0/240	3	0/180	4	0/240	2	0/120	4	0/240
T10	0/030	4	0/120	3	0/090	3	0/090	3	0/090	4	0/120
Total (TSA)		6/42		6/29		6/94		5/15		6/33	

Table 11. Prioritization of shooting sport development strategies

Row	Strategy	Attractiveness score	Priority
WT 3	Development of shooting sports infrastructure	6/94	First
WT 1	Empowerment of shooting officials, coaches and athletes in the country	6/42	Second
WT 5	General development of shooting sports at the community level	6/33	Third
WT 2	Development of income generation in the federation and shooting teams	6/29	Fourth
WT 4	Encouraging the private sector to support shooting sports	5/15	Fifth

Discussion

In the present study, David's strategic planning model was used to formulate strategic planning. In line with this research, many other researches have also developed a strategic plan for sports organizations using this model, including the strategic planning of the development of public sports in Yazd province (Arabzadeh et al., 2022), the design of the strategic plan of championship sports. The country for the 2024 Olympics (Sharbatzadeh et al., 2022) mentioned the development of the strategic plan of the referee's committee of the Football Federation (Bonyadifard et al., 2023), and in this sense, the model used by them is consistent with the model used in this research.

The results of the research showed that the strategic position of shooting sports of the Islamic Republic of Iran is in the WT region and it should use defensive strategies. Goudarzi (2014) also reported in his research on developing a strategic plan for the Triathlon Federation that the Triathlon Federation is strategically located in the defensive zone (WT) and should use defensive strategies for itself. Sharbatzadeh et al. (2022) also conducted a research with the aim of designing a strategic plan for the country's championship sport to get

the eighth place in the 2024 Olympic Games and reported that the strategic position of the championship sport is in the defensive position (WT) and shows the dominance of weaknesses over The strengths and weaknesses are in using opportunities and repelling threats, and it requires the implementation of a defensive strategy to achieve the goal. Rasekh et al. (2015) as a result of their research entitled Designing and Compiling the Strategic Program of Women's Championship Sports of the Country stated that the strategic position of Iran's women's championship sports is in the defensive position (WT).

Among the strategies considered in this research to help develop shooting in Iran is the enhancement of income generation for the federation and shooting teams. This involves persuading the private sector to support shooting sports. The strategy for the development of shooting sport focuses on addressing financial and economic issues, as well as seeking support from the private sector. Given the financial challenges faced at various levels of sports, the development strategies include income generation in the federation and sports boards of the provinces. These entities heavily rely on the Ministry of Sports and the National Olympic Committee for financial support. Addressing these financial challenges is crucial for the development and progress of this sport. For example, a study by Moradi et al. (2022) identified and prioritized the obstacles to the development of shooting in Iran, highlighting economic barriers and the need for a strategic plan. Naderian Jahromi and Akhavan (2022) also emphasized the importance of creating sustainable sources of income for the development of sports clubs, particularly through the stock exchange. Additionally, Rasekh et al. (2015) highlighted the limited budget allocation and challenges in marketing and income generation as significant weaknesses in women's sports in Iran. Finally, Alidoust Ghahfarokhi (2014) suggested attracting financial resources from relevant organizations and sponsors as a solution for the progress of judo in Iran. In this regard, the results of the present research with the findings of Moradi et al. (2022), Naderian Jahromi and Akhavn (2022), Rasekh et al. (2015) and Alidoust Ghahfarokhi (2014) is consistent.

Based on the research findings, one of the strategies for developing shooting sports in the Islamic Republic of Iran is to empower officials, trainers, and shooting athletes. The lack of sufficient theoretical and scientific knowledge among some trainers in the provinces, as well as the absence of specialized and certified trainers for talent discovery and development, were identified as problems and weaknesses in shooting sports. To address these issues, it is recommended to organize empowerment courses, knowledge-enhancing classes, and unify training for shooting instructors nationwide. Additionally, empowering managers and officials through knowledge-enhancing classes and organizational behavior training is crucial for better management and planning in the shooting sports federation and teams. Noudehi et al. (2019) highlighted the lack of a uniform and standard educational system for coaches in judo as a problem, and recommended establishing a uniform educational system at the national level. Similarly, in this regard, the results of this research are consistent with the findings of Noudehi et al. (2019).

Based on the findings of the research, the general development strategy of shooting sports at the community level was considered as one of the strategies for the development of shooting sports in the Islamic Republic of Iran. According to the findings of the research, among the problems and weaknesses of shooting sports, the high cost of this sport is due to the expensive equipment and tools used in this sport, which causes people to tend to cheaper sports and the number of Athletes active in shooting do not have the right amount. Based on this, the effort to develop the sport of

shooting is one of the solutions that can help to develop this sport as much as possible in championship and professional dimensions. In this way, it is suggested that the officials and those involved in the country's sports, including the Ministry of Sports and Youth, the National Olympic Committee, and the Shooting Federation, should prepare tools and equipment using government subsidies and distribute them among the teams across the country in order to popularize this sport. Also, more support from the mass media and especially television can play an effective role in introducing more shooting sports and making more people interested in this sport and popularizing it. In this regard, Ghareh and Kalhor (2015) as a result of their research, stated that one of the strategies for the development of skiing at the national level is the promotion of skiing for the general public, and for the development of the general part of this sport in the country, the cooperation of mass media and the use of They suggested the potential and climatic capacities in the country. Nazari et al. (2016) as a result of their research regarding the development of beach volleyball sport, the strategy of increasing the public sector in beach volleyball by creating the opportunity to play for the public, increasing the number of beach volleyball equipment and fields, and also increasing the opportunity for women to participate in beach volleyball. Alidoust Ghahfarokhi et al., (2014) also stated that one of the solutions for the progress of judo in the country is the use of extensive advertising in mass media to identify this sport to the people of the society and the general development of judo. In this regard, the results of the present research are consistent with the findings of Ghareh and Kalhor (2015) and Nazari et al. (2016).

One of the suggested strategies resulting from the results of this research for the development of shooting sports in Iran is to encourage the private sector to support shooting sports. According to the findings of the research, the insufficient funds allocated to the federation by the Ministry of Sports, the insignificant income of the delegations and the strong financial dependence on the federation, and the lack of suitable and standard facilities and equipment in the field of shooting are among the problems of shooting sports, which are for this purpose It is suggested that officials and stakeholders, by providing suitable conditions and incentives as well as removing obstacles in the path of privatization of sports, encourage and encourage the private sector to support shooting sports and thus help the further development of this sport. In this regard, Naderian Jahromi and Akhavan (2022) conducted a research titled investigating the factors influencing the investment of real people in the development of sports clubs through the stock exchange and reported that the investment of private sector can be effective in the development of sports clubs. Agha Seyed Azizaleh et al., (2020) also called the effort to encourage the private sector to invest in horse riding as one of the ways to develop equestrian sports. Ahmadi and Noudehi (2020) in explaining the requirements before the privatization of sports, emphasized the empowerment of the private sector and reminded that before handing over sports to the private sector, attention should be paid to the components of the requirements before that, so that the privatization process can be Favorable conditions. Keshavarz et al. (2016) also listed the improvement of the sports marketing situation in the federation and increasing the qualitative and quantitative level of gymnastics sports equipment among the strategies for the development of gymnastics. In this regard, the results of the present research are consistent with the findings of Naderian Jahromi and Akhavan (2022), Ahmadi and Noudehi (2020) and Keshavarz et al. (2016). Based on the research findings, it is recommended that the federation implement the developed strategies and operational plans to enhance shooting sports in the country, they should take the necessary actions to achieve these goals. Also

considering the high cost of weapons and shooting sports equipment, it is recommended that the federation provide up-to-date, high-quality equipment at discounted rates to provincial delegations and active clubs.

Conclusion

To develop shooting sports in Iran, it is important to create both short-term and long-term strategic plans. These plans should focus on improving shooting sports infrastructure, empowering officials, coaches, and athletes, and finding operational solutions to encourage private sector involvement and financial sponsorship. This will help increase revenue in shooting sports and make it more accessible to people by utilizing private sector resources and financial support to lower costs for participants. To address the limitations of the research, it is recommended to establish membership monitoring systems for shooting athletes within domestic platforms and to explore methods for assessing the skills and abilities of the athletes.

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