

Internal Environment		Matrix (SWOT)	
Weaknesses	Strengths	Opportunities	External Environment
<p><b>WO</b> Adjust Strategy (minimum-maximal strategy)</p>	<p><b>SO</b> Offensive Strategy (maximum-maximal)</p>		
<p><b>WT</b> Defensive Strategy (minimum-minimum strategy)</p>	<p><b>ST</b> Survival Strategy (maximum-minimum)</p>	Threats	

**Figure 1)** Four Strategies based on SWOT

**Table 1)** The mean of the scores for opportunities for strategic planning of veterans` sports in Mazandaran Province

<b>Opportunities</b>	<b>Scores</b>
The proper ranking of the province in sport between the provinces and the sport pole of the province	3.5±0.90
Having predisposed people and heroes to increase the quality of veterans` sports	3.31±1.05
Existence of sport talents in the society of the veterans	3.31±0.84
Existence of a culture of a sport and its attractiveness among veterans	3.21±0.95
The existence of international and Olympic heroes	3.09±0.80
Efforts to develop sports spaces	3.00±0.08
Senior managers and senior officials` supports from veterans sports	2.97±1.06
The homogeneity of the province`s veterans` sport	2.95±0.93
Existence of the system of receiving suggestions and criticisms at the Foundation of the Martyrs and Veterans	2.79±0.99
Implementation of cultural and sports projects in each province for veterans	2.70±0.99
Outstanding professors of physical education in the training group of the Foundation of Martyrs and Veterans Affairs	2.69±1.01
Having sporting, natural and good environment in the Foundation of the Martyrs and Veterans Affairs	2.67±1.28
Possibility of exploit natural resources and open environment	2.66±0.85

**Table 2)** The mean of the scores related to the threatening items in the strategic planning of veterans` sports in Mazandaran Province

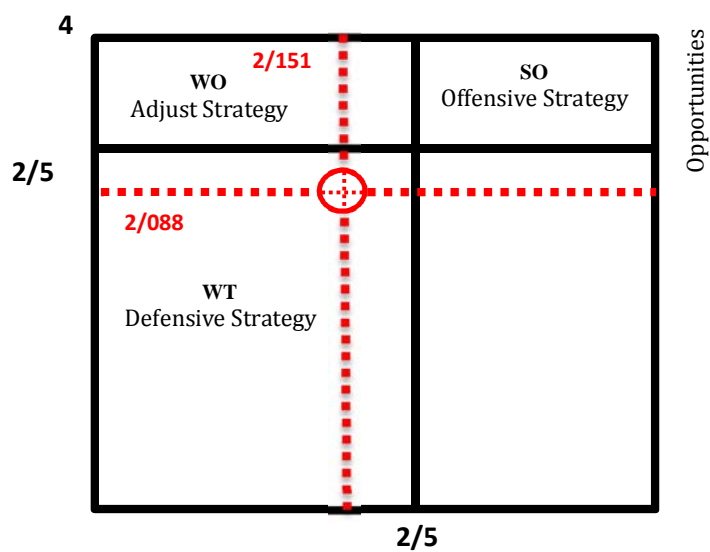
<b>Threats</b>	<b>Scores</b>
Lack of money and budget cuts	3.93±1.02
The high cost of renting sports halls	3.89±1.02
Budgetary fluctuation and allocations of funds for the sport of the Foundation of the Martyrs and Veterans Affairs and the lack of criterion	3.79±0.91
Little allocation of facilities to the veterans` sports	3.71±0.96
Lack of industrialization in the province	3.72±1.02
Veterans` worries including livelihood problems	3.53±1.08
Disparities in places and equipment with conditions of veterans	3.36±0.97
Failure to pay attention to the veterans in terms of facilities, lack of proper program and lack of coordination	3.34±0.95
Low awareness of the mission of sport in the Foundation of Martyrs and Veterans Affairs	3.41±0.96
Lack of cooperation of provincial sports organizations with veterans` sports	3.31±0.94
Strong aspects of championship sports against veterans` sports in the community and in the media	3.29±0.90
Lack of proper communication network between athletes and sports management of the province	3.22±0.99
Lack of motivation, rage and disappointment of veterans to participate in sports activities	3.00±1.18
The weakness of the managers` view in accepting veterans` sport as the health of veterans	2.91±1.14
Governance approach to income generation facilities	2.81±1.21
Intervention of resources outside the sports fields of the Foundation of Martyrs and Veterans Affairs in the veterans` sports sector	2.55±0.94
Increasing the trend towards unhealthy amusements among veterans	2.34±1.22
Use of sports facilities for non-sport activities	2.28±0.93
Arguments between sport managers at the Foundation of Martyrs and Veterans Affairs	2.31±0.84

**Table 3)** The mean of the items of the strength points in strategic planning of veterans' sports in Mazandaran Province

<b>Strengths</b>	<b>Scores</b>
Use of players and sports enthusiasts	3.50±0.98
Constant and purposeful formation of the leaders of the Foundation of the Martyrs and Veterans Affairs	3.38±1.01
Attention to expanding veterans` sports in the Foundation of the Martyrs and Veterans Affairs	3.38±1.01
Holding various sport activities	3.22±1.16
Existence of qualitative, expert and experienced forces in the Foundation of the Martyrs and Veterans Affairs	3.17±1.03
Use of the power of veterans to develop veterans` sports	3.14±1.05
Holding human resource workshops and courses	3.14±0.98
Free participation in sport activities of the Foundation of the Martyrs and Veterans Affairs	3.07±1.25
Holding regular sports events of the Foundation of the Martyrs and Veterans Affairs	3.00±1.15
The presence of sport heroes	2.93±1.18
Earning numerous and remarkable titles in the tournament	2.94±1.10
Creating a refreshing atmosphere at the Foundation of the Martyrs and Veterans Affairs through organizing competitions and sports festival within the Foundation of Martyrs and Veterans Affairs	2.90±1.32
The presence of medal athletes in foreign competitions among veterans	2.93±0.92
The existence of specialized, experienced and familiar with sports	2.91±1.10
Decentralizing and empowering sports events in the Foundation of the Martyrs and Veterans Affairs	2.71±1.03
The existence of sport associations in the Foundation of the Martyrs and Veterans Affairs	2.59±1.28
Existence of experts and experienced staff in coaching and arbitration	2.67±1.13

**Table 4)** The mean scores for weaknesses in strategic planning of veterans' sports in Mazandaran Province

<b>Weaknesses</b>	<b>Scores</b>
Inadequate sports maintenance credits	3.83±1.35
Lack of funds and insignificance of attracting funds from other governmental and popular organizations	3.53±1.37
Poor quantity and quality of some sports equipment	3.43±1.16
Failure to approve the budget and sufficient funds for the development and growth of veterans' sports	3.43±1.03
Lack of facilities and lack of fit of the needs of sports spaces with the size of the program and the number of hours of training, especially those related to veterans' sport	3.34±1.12
The lack of non-governmental organizations in the field of sport of the Foundation of the Martyrs and Veterans Affairs	3.28±1.09
Lack of coherent voluntary system between veterans' sport	3.28±0.93
The impossibility of identifying and developing sports talents among veterans	3.22±0.86
Disregarding the needs and interests of veterans in the formulation of sports programs	3.22±0.90
Lack of statistical system and strategic planning in the structure of physical education system of the Foundation of the Martyrs and Veterans Affairs	3.16±0.87
Erosion of veterans sports	3.10±0.97
Lack of marketing and the inability to generate revenue and attract funds for veterans	3.12±1.19
Not having the thought room and strategic council in the Foundation of the Martyrs and Veterans Affairs	3.10±1.15
Lack of a continuous monitoring and evaluation system for educational program and activities and its implementation at the sport levels of the Foundation of the Martyrs and Veterans Affairs	3.07±0.97
Priority of professionalism and championship towards veterans' general sport	2.98±0.10
Lack of encouragement and rewards for appreciating veterans in sporting events	3.02±1.03
Lack of reflection of activities, programs and results of events in local media	3.09±1.19
Lack of credit to pay the coaches and referees	3.00±1.23
Awesome attention to teams	2.97±0.95
Not paying attention to certain groups of veterans	2.98±0.89
Lack of support from some managers of the Foundation of the Martyrs and Veterans Affairs for participating teams and so on	2.97±1.08
Lack of trustee and system of proper evaluation of veterans' sports activities	2.98±0.87
Being busy and appointing the provincial delegation	2.71±1.01
Not paying attention to the increase of the level of veterans' health	2.81±0.96
Existence of inefficient people at the head of the affairs of the Foundation of the Martyrs and Veterans Affairs	2.74±0.89



**Figure 2)** The simultaneous matrix of internal and external factors of veterans' sports in Mazandaran province

**Table 5) Matrix of strategies of veterans and scarified sports in Mazandaran province**

<b>SO Strategies</b>	<b>WO Strategies</b>
<ol style="list-style-type: none"> <li>1. The use of prominent professors and experienced and staff members for the presence of more staff in sporting activities with regard to the staff of the Foundation of Martyrs and Veterans Affairs.</li> <li>2. The use of natural resources and the appropriate environment and free sporting venues and experienced and experienced staff for the presence of prestigious staff of the Foundation of the Martyrs and Veterans Affairs in the province.</li> <li>3. Culturalization in the field of sports in veterans and using national qualifications and national, champions, international and Olympic forces in veterans 'and veterans' affairs associations of Mazandaran province.</li> <li>4. To host the sporting events of staff, veterans and veterans, despite the groups and athletes in the province's academic centers.</li> <li>5. Free participation in sports activities of staff, and veterans in spite of the culture of sport and its attractiveness among employees, staffs, and veterans and sports associations at the Foundation of Veterans and Martyrs Affairs.</li> <li>6. Attention to the expansion of the veterans 'sport in the centers of the Foundation of Martyrs and Veterans Affairs with the support of senior managers and senior officials from the veterans' sport and due attention to the proper rank of the province in the sport of veterans between the provinces and the good potential of manpower and material and natural resources in the province.</li> </ol>	<ol style="list-style-type: none"> <li>1. Developing a strategic plan and establishing a continuous system of monitoring and evaluating educational programs and activities of the Foundation of the Martyrs and Veterans Affairs.</li> <li>2. Reflect the activities and events, and the results of events in the local media, and encourage the staff and veterans, paying attention to their interests by increasing the level of quality and the attractiveness of the sport.</li> <li>3. Use of natural places to eliminate the lack of facilities, financial resources, and the population of employees, and veterans.</li> <li>4. Identify and develop sporting talents and organize regular competitions in the provincial and urban areas, in accordance with the rules and regulations.</li> <li>5. Increase per capita sports venues according to the rules and regulations of supportive and reinforcing national teams and athletes.</li> </ol>
<b>ST Strategies</b>	<b>WT strategies</b>
<ol style="list-style-type: none"> <li>1. Use expert, creative and experienced staff to reduce disagreements and increase staff incentives to engage in sports activities.</li> <li>2. Notifies the staff and sports officials at the Foundation of the Martyrs and Veterans Affairs of the troubled Disasters by the Superintendent and professors and qualifiers, sport specialist and sports associations at the Mazandaran Foundation of Martyrs and Veterans Affairs.</li> <li>3. Increased hours of free sports classes and special discounts for the presence of staff, and veterans at the sports halls of the provincial youth sport and sports department.</li> <li>4. Selection of qualified and competent specialists and preventing the entry of non-specialists in various sports departments of the Foundation of Martyrs and Veterans Affairs.</li> <li>5. Establishing a strong network of communication between the superconductor administrators and the provincial sports staff to integrate the programs and reduce the current cost of the gymnasium and expand the public sport at the university staff.</li> <li>6. Promote healthy amusements among veterans and inject sufficient financial resources by creating a refreshing atmosphere at the Foundation of Martyrs and Veterans Affairs and encouraging them to exercise and championship.</li> </ol>	<ol style="list-style-type: none"> <li>1 Implementing a strategic plan and continuous monitoring and evaluation of sports programs and championships by sports department staff, and veterans.</li> <li>2. Creating a reward system for recruiting staff, veterans and devotees in sports activities.</li> <li>3. Creation of a coherent voluntary system, NGOs and creativity, and innovation in sports activities of staff, veterans and devotees.</li> <li>4. Organizing regular sports competitions in the provincial and urban areas with the motivation necessary for employees, veterans and devotees to participate in sports activities.</li> <li>5. Activating the marketing department and attracting funds to support the public sport and the championship of the staff, veterans and devotees.</li> </ol>