



# The model of implementing the strategies of army land forces cultural-sport club of the Islamic Republic of Iran using a balanced scorecard

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**Abstract** Organizations, in order to survive and grow in this changing and unstable environment, are forced to adopt a central strategy and move towards new management methods, including strategic management. This research is a mixed type and a combination of quantitative and qualitative research. The statistical population of the study includes all managers, experts and staff of the Land Forces Cultural and Sports Club, which was used due to the limited number of censuses. Using Delphi's method, meetings and several stages of strategic analysis, the strategic goals of the club were determined and provided to the research sample. A balanced scorecard model was used to implement the strategic plan. Results: The research results showed that the executive model of strategic programs of Nezaja Sports and Cultural Club has four perspectives: medal and promotion of national and international status, culture and development of sports, internal management and processes, financial development and income generation, 10 strategies, 26 strategic goals, 68 metrics, and 145 operational plans, actions and initiatives. In the end, it can be concluded that the proposed model has the ability to be used in the implementation of the club's strategic plan.

**Keywords** Strategy; Balanced Scorecard; Land Forces Cultural and Sports Club; Army of the Islamic Republic of Iran

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## 1. Introduction

Every organization, no matter how big, is facing rapid changes and developments, and it must organize its activities in such a way that it succeeds and persists in a turbulent and highly competitive environment (Ghaffarian and Tafvizi, 2014). Strategic planning and management is a way to help organizations and communities cope with rapid environmental change. In fact, comprehensive planning is an effective measure against a highly competitive and changing world, because it considers the internal and external facilities and limitations of the organization and makes its predictions according to them (David, 2011). In strategic management, organizations need to set strategies to guide and advance their programs and activities with a long-term horizon and in order to achieve the goals and fulfill the organizational mission (Armandnia, 1395). But if these strategies are not implemented effectively and successfully, they will never bring benefits to their organization (Najafzadeh, 2016). Implementing a strategy requires cultural development that strengthens strategies, creates an effective organizational structure, directs marketing efforts, and creates information systems, and ultimately compensates for employee performance based on the organization's performance. Implementing a strategy requires organizations to set annual goals, set policies, motivate employees, and allocate resources to implement strategies developed (Khosravi Zadeh, 2010). According to De Witt and Meyer's theory, the reason for the failure in the implementation of developed strategies is that most strategic theorists consider the strategic management process as linear and consider it to include the stages of analysis, formulation and implementation of the strategy. They play (Muzaffari *et al.*, 2009). Therefore, senior managers are always looking for a solution to implement their strategies, and in the meantime, they have chosen performance appraisal methods as a tool to control their strategies. However, the characteristics of the present century, which are based on knowledge and information, have severely questioned the effectiveness of traditional performance appraisal methods that seem appropriate for organizations in the age of industrial economics (Arab Mazar *et al.*, 1388).

In such a situation, the balanced scorecard method is first used as a new method of performance appraisal and then as a tool to help achieve strategy or, in other words, a management system, by Robert Kaplan, a renowned professor at Harvard University and David Norton. Management was introduced in the United States (Aronowitz, 2018). Research shows that a high percentage of organizations that have implemented a balanced assessment method in their organization have experienced significant success (Cohen *et al.*, 2014). Therefore, the organization will need a system that, in addition to measuring all aspects of the organization, will also measure the success of the organization in achieving its mission and vision. This system can also help managers in strategic planning (Nieplowicz, 2015). Balanced assessment card is a strategic approach and a type of performance management system that organizations use to establish strategy. This model includes four new management processes that are individually and in combination with each other to establish a relationship between long-term goals and short-term goals. This method analyzes the relationships between management, employees, customers, and finance, and instead of using only short-term indicators, it encourages analysts to come up with new strategies to achieve successful progress. Determine (Ekmekçi, 2014). A balanced scorecard is a technique for turning strategies

into action. This model is a tool for making the ideal, mission and strategy of organizations operational, and the realization of the future vision of the organization is the main area of review of the balanced scorecard. In other words, BSC is a method that explains the organization's mission and strategy in order to create a managerial framework for achieving the organization's goals in the form of a set of comprehensive performance metrics (Aronowitz, 2018). In fact, this model is a method that can implement the strategies of the organization by translating them into financial, customer, internal processes and learning and growth perspectives so that managers in the above four perspectives can answer such questions as: What are the strategic goals in necessary financial fields? Does the organization adopt them to achieve its strategies and vision (financial perspective)? What approach can the organization take in relation to its customers, in addition to maintaining proper interaction, to achieve a win-win relationship and the success of both parties (customer perspective)? With what changes in the current processes and what activities and new processes can the organization succeed in addition to satisfying the customers in the relevant industry and eventually become a leader in that industry (the perspective of internal processes)? Finally, what capabilities, capabilities, knowledge, information, and growth must the organization achieve in order to achieve the other three perspectives (learning and growth perspective)? Educational and organizational attitudes related to staff and organization promotion on learning and structure Growth creates the groundwork for doing so (Grant, 2015).

Balanced scorecards are also a strategic management tool and have many benefits for organizations, including helping to plan and manage strategy, changing strategic plans from a written form to a series of brief operational steps and seeing the results of its implementation on a daily basis. , Creating a framework that not only enables accurate performance appraisal, but also shows planners what to evaluate and measure and what to leave out, empowering senior executives to implement strategies, eye-to-eye communication. Long-term strategic goals and objectives for short-term operational goals, work and budget programs (Eksteen, 2014).

Sports organizations, like non-sports organizations, are exposed to this change in global developments, with problems such as downturn, government laws and regulations, financial and environmental problems, especially in the service sector, severe government aid cuts, lack of a coherent program, and poor communication. The lack of a process to attract their own special participation has led to restrictions on the growth and development of sports organizations (Becky, 2011). Planning in sports organizations, like any other organization, is the most important task of management. In fact, planning in the sports organization causes the goals of all activities and group efforts to be determined and the way to achieve those goals is planned 15). Due to the importance and necessity of the subject, the strategic plan of several sports organizations such as (16), Taekwondo Federation (12) has been prepared (8). In fact, most sports organizations only pay attention to themselves. They have focused on developing a strategic plan and neglecting to implement strategic plans. Therefore, sports clubs, like

other sports organizations and as one of the most important components of the sports industry, need strategic planning and proper implementation.

## **2. Research Methods**

In this method, in order to collect the necessary data to determine strategic goals, metrics, quantitative goals and actions of the Army Cultural and Sports Club, the documents available in the club and library search and individual interviews and the opinions of the Strategic Council have been used.

### **Society and statistical sample**

The statistical population of the study included all managers, experts and staff and elites of the Sports Management Club of the Land Forces Cultural and Sports Club. In order to guide and monitor the research of the council, 16 people were purposefully selected, which were the representatives of the main stakeholders of Nezaja Cultural and Sports Club (senior managers of Nezaja Club, heads of relevant associations, representatives of athletes, representatives of coaches and elites (including elites). Sports and Sports Management Elites))

### **Data analysis method**

A. Closed Answer Questionnaire (SWOT) analysis: was performed using descriptive statistics (mean and standard deviation). The questionnaire, which was the result of library studies and individual interviews, is a researcher-made questionnaire in three sections: the first section deals with external factors, the second section deals with internal factors, and the third section deals with cognitive factors (age, experience, and education) People.

B. Prioritization of landscapes and strategies: AHP pairwise comparison questionnaire was used and the obtained data were analyzed using Expert Choice software. AHP questionnaires were also completed by the Strategic Council (16 people).

### **Research results and findings**

The research results showed that Nezaja Cultural and Sports Club is in a conservative position and has four perspectives: winning medals and promoting national and international status, culture and development of sports, internal management and processes, financial development and income generation, 10 strategies, 26 strategic goals, 68 metrics, and 145 operational plans, actions, and initiatives, and has a strategic plan that outlines causal relationships between perspectives and strategic goals. After determining and formulating the strategies, the localization of the scores of the balanced scorecards and the approaches related to each area were done with the opinion of the Strategic Council. National Medal and Promotion Perspective: 2 Strategies, 4 Strategic Goals, 9 Measures and 22 Actions and Initiatives, Sports Culture and Development Perspectives: 4 Strategies, 8 Strategic Goals, 16 Measures and 50 Actions and Initiatives, Financial Development and Income Generation Perspective: 2 strategies, 7 strategic goals, 23 measures and 29 actions and initiatives, the perspective of internal

management and process improvement: 3 strategies, 7 strategic goals, 20 measures and 44 actions and initiatives.

### 3. Discussion

A: The perspective of medal winning and promotion of national and international status:

From this strategic point of view, all activities and programs are designed and implemented in order to strengthen the potential of medal-winning and better performance of the representatives of Nezaja Club in national and international sports events, especially the World Army (CISM) competitions. Strategies corresponding to this strategic perspective were:

- 1- Strengthening the presence of men's and women's sports teams in provincial, national and international leagues in this strategy, the emphasis has been on the quantitative and qualitative expansion of the presence of Nezaja sports teams in events. In this strategy, while emphasizing the presence of men and women in the form of teams of the Land Forces Club, the importance of attending events at different levels, including provincial, national and international, is also emphasized.

**In order to implement this strategy, strategic goals were also developed, which include:**

- Improving the position of the club in regional and national league competitions
- Increasing the quantity and quality of the presence of the club's teams and athletes in international competitions and seism Here are some suggestions on how to look or get an appointment for hair extensions:
- Cooperation with relevant sports federations and earning points for hosting women's sports events
- Detecting and identifying barriers to women's active participation in the club's professional activities and providing solutions
- Holding workshops for athletes, coaches and experts, ladies and gentlemen of the club, in order to improve their knowledge and skills.
- Ability to host regional and national sports events
- Identifying the factors of success and failure of teams and sports champions of the club
- Systematize competitions, camps and deployments
- Providing appropriate incentive facilities to selected athletes
- Holding multilateral and friendly matches with other teams at the regional and national levels

According to research by [Andrf \(2000\)](#), about 95% of major sporting events are hosted annually in only 30 developed countries, and only the remaining 5% are held in developing countries; Therefore, the profits from these hosts also come from those countries. [Zymansky \(2002\)](#) collected data from the world's top 20 economies based on their GDP over the past 30 years, and analyzed them to find that most of them had at least once hosted the FIFA World Cup or the Olympics. Hosting competitions will also develop the infrastructure, facilities and equipment of championship sports, develop high level coaches and referees (human resources development), increase the motivation to win championship titles and develop other resources to support championship sports. Examining the gold medals of the host countries of international competitions, etc. shows that the average number of medals won by the host country has increased. ([Armand Nia, 1396](#)). This strategy ranks first among all the club's strategies in terms of priority.

The second strategy written under this perspective is "targeting championships in low-competition and practical disciplines such as swimming, pentathlon, martial arts, etc." This strategy is one of the strategies of the club's competitive field. It should be noted that in the military doctrine of the country's armed forces, as well as the strategic plan for the development of sports in the armed forces, more emphasis is placed on applied sports and missions in military sports programs ([Azizi et al., 2012](#)). This strategy, which is also the second priority among the club's strategies, has alternative strategic goals, which are: increasing the number of applied military sports and winning medals and better positions at a lower cost. Of course, despite the limitations of budgeting and revenue generation, it makes more sense for the club to be competitive in areas where team spending is lower and the number of participating teams and rival clubs is lower. Measures such as the use of upstream documents (strategic exercise program of the army and the armed forces) in the development of the club's sports, allocating more funds to applied disciplines, holding sports festivals in military disciplines, establishing financial discipline in deployments, identifying disciplines Those with the potential to participate in championship leagues, determine and approve the salaries of coaches and athletes, formulate guidelines for accompanying staff to national and international events, and develop guidelines for the development of applied and medal-winning disciplines to achieve the above strategic goals.

### **The perspective of culture building and sports development**

The second strategic perspective of the Nazaja Cultural and Sports Club in terms of priority was that it included strategies to improve sports culture and institutionalize it among employees, soldiers, and their families. Researchers have stated that the twentieth century is a century of universal and recreational sports ([mahdian et al., 2012](#)) states that public sport means pleasure, satisfaction, relaxation, balance, mastery, success, excitement, cheerfulness, friendship, acquaintance, fair play, perception, growth and development, health, fitness and well-being. Physical benefits include participating in physical activity, increasing health, increasing physical fitness, losing weight, increasing physical strength, and psychological or individual functions. Participating in physical activity can increase psychological well-being, happiness and freshness, pleasure. And recreation, and among its social functions, we can mention the expansion of the social

relations network and the acquisition of social rewards ([Australian Sports Commission, 2013](#)).

The strategies outlined below are:

### **1- Strengthening the motivation and culture of sports activities through virtual media, social networks and reward systems**

Of course, sports clubs, as a driving force, play a very effective role in generalizing sports on the one hand and promoting championship and professional sports on the other. By creating motivation and attracting young people and families to sports and training athletes in various fields, clubs also create enthusiasm in communities by holding sports competitions. The role of clubs as economic enterprises in creating jobs, reducing government entrepreneurship, attracting investment and public participation at national, provincial, urban and even neighborhood levels is very important ([Daniel et al., 2012](#)). The role of social and virtual networks in creating culture and promoting sports culture in this strategy has also been emphasized.

The strategic goals of this strategy are:

- Improving the level of individual skills of employees and families in sports activities and
- Attract more audiences at various events and the proposed operational plans also include:
  - Sports training needs assessment of army personnel and families
  - Develop an annual calendar for training courses
  - Approving the program and budget and providing financial resources for implementation
  - Preparing instruction for training courses
  - Launching a website by teaching sports to families and staff
  - Production of educational packages
  - Production and production of films, brochures, posters and. . . It is about teaching sports on virtual networks.
  - Creating facilities for people participating in training courses

### **2- Development of various, health-oriented and low-cost sports programs and activities**

This strategy, which has the fifth priority, has the strategic goals of developing indoor and outdoor sports per capita in accordance with the standards and providing the necessary equipment, increasing the level of health and improving the health indicators

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of employees and families, strengthening the club's internal brand, increasing the share of sports in the basket. Families and the development of healthy recreation and the development of public sports programs and activities. Operating programs corresponding to it also include: Planning for the development of sports spaces for different strata according to the results of land acquisition

- Carrying out feasibility studies for the development and supply of spaces, places, facilities and sports equipment of the club
- Planning and prioritizing the development of infrastructure according to the financial situation of the club
- Operational planning of construction of open and indoor sports facilities and facilities in order of club priorities
- Building open sports spaces
- Building indoor sports spaces Provide appropriate sports facilities and equipment for women
- Suitable for outdoor and recreational sports spaces for club women.
- Standardization and increasing the quality of places, facilities, facilities and equipment of women's sports clubs.
- Using popular social networks and creating a sports channel in these networks
- Monitoring the needs and expectations and the level of satisfaction of the club's employees
- Planning to meet the expectations of the club's staff
- Land preparation and holding festivals in accordance with the potential of each province
- Survey and needs assessment of army personnel and families in relation to sports activities

### **3- Expanding the club's activities in the country based on land management**

One of the management skills in organizations is the optimal allocation of resources and facilities based on existing features and requirements. Although the process of building sports venues and spaces has been growing in recent years, the extent to which international standards and the needs of different geographical areas of the country have been observed in the construction of these sports venues is questionable. Lack or lack of standard sports facilities and facilities is one of the factors that slow down the progress of athletes. If this problem is not solved, it is unlikely that athletes will be able to reach their highest level of ability (Clark, 2012). Land reclamation in sports provides the optimal field of productivity by establishing communication between human categories, space, facilities, interest and activity. Therefore, investing in each

province based on existing talents and capabilities and focusing more on sports that have a better chance of winning a medal, more distribution of medals in those disciplines and the possibility of participating in them (especially women) can be efficient and productive. Increase.

This strategy is one of the strategies in the field of conservatism. The strategic goals corresponding to this strategy are:

- Increasing supervision of single and provincial departments
- Adaptation of activities based on the calculated needs and some of the suggested operating programs are:
  - Increasing interaction with provincial delegations through joint meetings
  - Identifying the potentials and sports needs of the country's provinces
  - Development of regulations for monitoring the performance of provincial units
  - Developing an annual calendar of activities of provincial units and monitoring the implementation process
  - Providing sports activities with the desires and needs of employees and family
  - Identifying areas prone to forming championship teams

### **The perspective of internal management and processes**

The third strategic perspective in the strategic plan of Nezaja Cultural and Sports Club was the perspective of internal management and processes. This perspective refers to activities that help to improve the club's internal situation. The strategies considered in this perspective are:

Strategy 1: Strengthen the organization's performance appraisal and productivity evaluation system

Human resources in sports organizations such as other sectors are the most important assets of the organization. Human motivation is the most important factor of productivity in any organization. Research shows that individual, social, organizational and environmental factors can be effective in direct personal satisfaction. In this regard, management style, colleagues, the nature of work, promotion and promotion, salaries and benefits have a greater share in employee satisfaction ([Kozma and Kazaine, 2014](#)).

### **The strategic objectives of this strategy are:**

- Systematize and scientificize performance appraisal
- Reduce waste of sports facilities and human resources

Operational programs that help implement this strategy include:

- Provide a balanced scorecard for each section of the club
- Carry out periodic evaluations of different sections of the club
- Submitting reports on the performance of different departments to the club management area (to be aware of the performance of employees in different departments) and relevant departments (to receive appropriate feedback)
- Design of the management dashboard system
- Forming a permanent monitoring committee and monitoring the proper implementation of sports regulations and regulations
- Design and compile performance control indicators
- Monitoring and evaluating the effectiveness of programs and activities, performance analysis and providing solutions to improve
- Preparation of standard monitoring checklists
- Forming the staff empowerment unit and attracting the club's volunteers and compiling its regulations
- Recognize voluntary motivations and try to estimate them
- Creating a platform for outsourcing some activities to the private sector

**The second strategy: professionalization, strengthening CRM and establishing quality management systems**

This strategy has been developed to improve the professional activities of the club in order to achieve international standards and by emphasizing on designing the club's processes using high quality management models, it tries to satisfy the club's stakeholders and customers and implement communication management with The customer is in the club. This strategy is one of the club's defensive strategies and is the eighth priority in the overall ranking of the club's strategies. The strategic goals of this strategy are as follows:

- Increase stakeholder satisfaction
- Develop the capacity to respond tailored to the needs of stakeholders
- Eliminate losses and parallel units in the club
- Development of club organizational excellence and the operational plans that were written below these strategies include:
  - Launching a system of suggestions in clubs and affiliated units
  - Development of performance quality system

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- Identifying the causes of low motivation of club employees and providing appropriate solutions to improve the motivation of employees.
  - Identify and apply appropriate methods for organizational commitment of club employees
  - Improving the level of job security of club employees
  - Using MIS technologies to manage club processes such as automation, evaluation and control software, etc.
  - Developing various socio-cultural programs based on brand philosophy and goals
  - Orientation and development of virtual education system and implementation of e learning
  - Reviewing the organizational structure of the club with the approach of eliminating parallel units
  - Development of qualification conditions, job description and job of club employees
  - Damage to organizational processes and their agility
  - Possibility of using automation and management systems to reduce administrative costs
  - Support creativity and innovation in the virtual and real space of the federation
  - Identifying and determining the quality standards of professional clubs in Iran and the world and moving in the direction of those clubs
  - Improving the level of human resource expertise of the club, including managers, experts and staff of the club
  - Documenting and starting the process of obtaining ISO

### **Strategy 3: Strengthen the system (maintenance and repair) of sports facilities and facilities**

Sport has become very important in today's society. For this reason, places, facilities and equipment are needed to meet the needs and expectations of different strata in the field of leisure sports or educational sports (Fry and Stoner, 1995). Undoubtedly, the successful and successful management and implementation of physical education and sports programs requires the provision of a set of conditions and facilities. At the forefront of all these conditions, the most important of them is the creation and development and optimal use of sports venues and facilities and the provision of the necessary facilities for the easy access of those interested in these spaces. The best and most sensible way to increase sports per capita is to increase existing capacities by using these sports facilities and facilities (Aranda and Arellano, 2010).

Based on the findings of [Asadi et al. \(2015\)](#) research, the effects of outsourcing on the management of sports venues have improved from the perspective of sports managers, financial management of sports venues and marketing of various sports after outsourcing, which is statistically significant and Walsh ([Hoye et al., 2015](#); [Khosravi Zadeh, 2010](#) and [Armandnia, 1395](#)) are compatible.

One of the problems that most sports organizations face in the field of possibility is the weakness in the systems of maintenance and repair of sports equipment and spaces. In Nezaja Cultural and Sports Club, the weakness in the productivity of sports venues and equipment was one of the weaknesses that led to the development of this strategy. Other weaknesses that justify this conservative strategy are the level of professionalism of the club's activities and processes and the quality of services provided in the club's sports complexes.

The strategic objectives of this strategy were to increase the productivity and useful life of the club's halls and venues, and the following measures were taken for this purpose:

- Maximum use of the capacity of the club's sports complexes
- Development of regulations and instructions for the maintenance of places and equipment
- Provide the necessary training to sports venues

#### **Perspectives on financial development and revenue generation:**

[Armand \(2016\)](#) has also included this area in the strategic landscape in the development of championship sports for veterans and the disabled. [Khosravi Zadeh \(2008\)](#) and [Mozaffari et al. \(2009\)](#), also considered income generation as one of the important strategic areas in their organizations. Implementing programs designed for the club requires funding and strengthening its revenue potential. The strategies developed under this perspective are:

1-Development of club branding and income generation strategies

2- Strengthening interactions with public and private sports organizations

Developing branding and marketing strategies is one of the conservative strategies of the club, which tries to take advantage of the opportunities of public trust in the armed forces and the desire of the Ministry of Sports and other organizations to interact with the sports of the armed forces on weaknesses such as weak marketing programs in the club, the low quality and non-up-to-date website of the federation and the low quality of services provided in the club's sports complexes prevail. Revenue generation and marketing is one of the basic strategies in most strategic documents regulated in the field of sports ([Eksteen, 2014](#); [Becky, 2011](#) and [Daniel et.al. 2012](#)). In countries such as Canada, the United Kingdom, Scotland and Australia, this strategy is also one of the basic strategies. The strategic objectives of this strategy are:

- Improve public reputation and club brand

- Increase the club's revenue sources from the club's sports venues and spaces
- Increase club-specific revenue
- Professionalization and cost management
- Club internationalization

In order to achieve these goals, measures have been taken, some of which are as follows:

- Active presence in the social network in order to attract the audience and inform and educate
- Interacting with university experts and specialists in compiling the club's marketing and branding program
- Reflecting news about teams in the media and newspapers and emphasizing its advertising dimension
- Clarification of income from renting sports venues
- Creation of a marketing committee in the club
- Identify the marketing potentials of clubs and provincial units
- Preparing the proposed package of sponsors and advertising regulations
- Strengthen the legal department of the club to monitor financial contracts
- Develop an appropriate annual plan on how to spend the budget in different disciplines and sections of the club
- Launch the English section on the club's website
- Studying the capacities of joint cooperation with sports clubs in the countries of the region
- Concluding a memorandum of understanding for holding joint camps and competitions with neighboring countries

Today, new communication tools, such as Internet tools and social networks, have revolutionized the communication management of organizations, and sports organizations must plan to take advantage of this great and powerful potential. Unplanned movement in this direction can lag behind competitors and sometimes weaken the brand of organizations. This is also emphasized in the strategies for the development of table tennis in Canada and Scotland. And [Mozaffari et al. \(2009\)](#) in the development of championship sports, [Akbari et al. \(2016\)](#) in the development of wushu; [Keshavarz et al. \(2016\)](#) in the development of gymnastics; [Keshavarz et al. \(2014\)](#) in the development of sports of the National Olympic Committee and [Armandnia \(2016\)](#) in the development of championship sports for veterans and the disabled have also mentioned.

The second strategy developed in this perspective is to strengthen interactions with public and private sports organizations. [Fasan \(2004\)](#) believes that sports marketing is one of the most important management strategies that has a great impact on the growth and development of sports. Diversifying the revenue sources of championship sports and expanding the participation of the private sector to invest in public, championship and professional sports are essential: a comprehensive system of physical education and sports is one of the strategic weaknesses of the country's sports failure in attracting the private sector to investment. In the field of financial resources, he considered the non-willingness of the private sector to invest in basic sports as one of the existing threats and considered the expansion of non-governmental sectors' participation in providing financial resources as one of the strategies to deal with the mentioned threat and weakness. Private exemptions, the establishment of commodity exchanges and sports services, economic studies, investment in sports, the creation of financial facilities for professional sports and the general participation in the promotion of sports are among the programs for transferring executive authority to the private sector (Sindh). Strategic Comprehensive Physical Education and Sports System, 2002).

This strategy is also one of the conservative strategies of the club, which tries to take advantage of opportunities such as the possibility of using the facilities and sports facilities of the Armed Forces and other institutions, public trust in the Armed Forces, the existence of financial and tax protection laws on sports activities. And the desire of the Ministry of Sports and other organizations to interact with the sports of the Armed Forces to overcome the weakness of the club's marketing programs. [Kozma and Kazaine, 2014](#) and [Tondnevis and Ghasemi, 1386](#)).

The strategic goals of this strategy are:

- Interact with the sports organizations of the Armed Forces and Seism and other relevant institutions
- Benefiting from the physical infrastructure of sports and non-sports organizations

The proposed measures to achieve these goals are:

- Develop interactions between club managers and commanders of the armed forces and the army and convince them to support the club
- Increase interaction with sports federations to attract their support
- Holding meetings with target organizations
- Concluding a memorandum of understanding to benefit from the capacities of other agencies
- Holding joint sports festivals with other institutions in the country's provinces

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