

Compiling Strategies and Determining Strategic Situation of Acquiring the Hosting and Holding the Great International Sport Events in Iran

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Abstract

The purpose of this article is to compile strategies and to determine strategic situation of acquiring the hosting and holding the great international sport events in Iran. According to the objective and data collection method, this article is of applied type and descriptive-analytic respectively. The universe includes 230 sport management professors, higher executive managers and technicians of the country sport scope. The article done in both quantitative and qualitative parts. In qualitative part, the samples were 25 through purposeful sampling method. In quantitative part, they were 141 selected randomly by means of Morgan table. Based on data measurement tools – studying book, articles and theses; holding purposeful interview and counseling sessions; studying opinions of sport management experts and higher executive sport technicians of the country–the information provided into two technical parts. First part is personal information including 5 questions measuring the participant's personal traits (gender, age, education, job experience and position). The second part is a researcher-made questionnaire to identify strong points, weak points, opportunities and threats (SWOT) for hosting and holding the great international sport events in Iran. The final SWOT list includes 7 strong points, 16 weak points, 9 opportunities and 9 threats identified and prioritized through confirmatory factor analysis, Bartlett and KMO tests. The questionnaire validity confirmed by 20 sport management professors and the reliability (0.78) obtained through Cronbach's alpha test. The results proved that "tourism attractions" with 0.821 factor load considered as major strong points and "weak sport marketing in the country" with 0.926 factor load considered as the biggest weak point in this part from the spectators' viewpoint. "Strategic and geopolitical position of Iran in the critical region of Middle East" with 0.932 factor load is the most important item in opportunity part and "existence of powerful competitors for hosting the sport events in the region and world level" with 0.891 load factor is the most important item threatens hosting and holding the great international sport events in the country. Moreover, the results proved that Iran is in critical situation for hosting the events from the viewpoints of internal or external factors. Beside internal weak points, the country faced with several major external threatens that put it in the worst (WT) position in the SWOT matrix.

Key Words: SWOT, Strategy, Hosting, Sport Event, Strategic Situation.

Introduction

Nowadays, we face with formation of the global village in which all people from different nations share in its formation and representation of its events. Revival of the modern Olympic Games led to establishment of different sport federations around the world and therefore people participation in sports and spectators increased. Such popularity led to creation and holding of various international sport events (Dolles & Soderman) (19). Many sport events holding all over the world annually and attracted media, politicians, industries and other national and international beneficiary groups due to appealing nature of sport and people high interest to watch such events. These events are an appropriate tool to attract world different nations to the special geographical position of the host country (Getz) (22). of the world concentrate their marketing development proceedings energetically for their different parts in the great sport events in order to maximize the interest of various parts such as tourism, sponsorship, popularity among media, sport industry development, life quality of the host society, etc. (Kostas & Kaplanidou) (27). The main point about the great international sport events is that number of such great events is few, which results in intense competition among countries to win the business of hosting the events (Chen) (16). Researches prove that not only achieving the hosting of such events includes numerous benefits, but also requesting for hosting of such events include many advantages and benefits (Ruta) (34). (Beed & Maseson) (12) studied the MBL Cup in US 1973 and concluded that it led to 38% decrease in employment but US Super Cup (1973-1997) created 537 jobs. (Beed & Maseson) (13) Found out that economic, selling, employment, percapita income and hotels income factors highly influenced by these events. Allmers and maennig (11) studied effects of World Soccer in South Africa and proved that tourism, habitation and selling incomes in this country were more than Germany (2006) and France (1998) related incomes. Tomlinson (39) pointed out purpose of holding Olympic (2008) in China was improving it's prestige as a modern country and fixation of culture and nationality. Diaey et al (20) pointed out some countries don't appoint for hosting necessarily (such as Turkey), but their purpose is acquiring benefits obtained of event hosting including heritage of political relationships, developing relationships in sport world, success in hosting competitions of other events, identifying internal environment, developing internal organizations and skip toward sport, citizen, economic and infrastructural progress and development. Chalip (17) said strategies can be used for improving effects related to event holding. Hosting the great international sport events can be an effective factor in improving country situation, tax system and infrastructures such as transportation, hotels, stadiums, parks, media centers, airports and attracting tourist (Hiller) (25). Increasing citizens' income resources can improve their conditions and consequently results in increasing quality of life (Goursoy and Kendall) (23) and (Whiteson and Horne) (40). From long-term strategy point of view, because of media attention to host country, hosting the great international sport events can be effective in attracting tourist (Whiteson and Horne) (40). Bohlman (14) pointed out if hosting the great international sport events results in long-term development of a country, it can be a successful task. Therefore, by implementing SWOT analysis, authorities can assess various aspects of hosting in short and long-term. SWOT analysis focuses on inter-organizational strong and weak points and extra-organizational opportunities and threats (Kostas and Kaplanido). Shank (38) realized strong and weak points in sport area are of manageable parts in host country which can effect on purposes of strategic management process. For example, interest of a great number of volunteers and shortage of skilled human force can be a strong and weak point for host country respectively.

Local people support is a strong point for host country which their anger and dissatisfaction is visible without it (Kostas and Caplandino). On the other words, opportunities and threats are uncontrollable factors which effect on environment (such as economic situation and infrastructures). Implementing SWOT analysis is necessary for host countries since it contributes all managers and other activists of tourism area to understand how strong point of a country can put aside available opportunities in the environment (Shank). Analysis of available strong points in the country such as citizens' support, economic stability and political support can create appropriate perspective for authorities (O'brien and Chalip) (31). Studying

available literature about hosting Olympic Games, suggests positive relationship between strong points and opportunities and negative relationship between weak points and threats (Berton and Huckeston) (15) and (Perious and Soulberg) (33). In other words, strong points and opportunities can predict positive effects and also successes of a host country (Kostas and Caplandino). There is relationship between hosting and social, cultural, environmental, political, economic and sport conditions (Horne) (24). Countries interested in hosting should develop infrastructures quickly and in many cases these results considered of strategic objectives (Chalip) (Kostas and Caplandino). By studying opinions of Athens Olympic managers in the form of semi-conducted interview, strong points, weak points, threats and opportunities of host Olympic Games identified for holding this event and possessing 1)powerful economy, security, excellent infrastructure and political stability, 2)weakness of infrastructures, lack of social support, lack of economic and political stability, 3)tourism development, culture, quality of life, infrastructural heritage of event and development of sport and health in the society and 4)costs, environmental degradation, danger of insecurity and movement of residents considered as strong points, weak points, opportunities and threats respectively. Randeree (35) by implementing an exploratory research in Islamic countries society in addition to confirm this issue that holding Olympic Games in Islamic society confirmed by IOC, among 10 cities having potential of holding these games pointed to Tehran city. Today, competition for holding and hosting the great international events doesn't limit to developed countries and undeveloped countries compete for holding and hosting these events. According to Parliament Cultural Commission of Iran (1389), the great international events have important impact on GDP, provide appropriate context for communication, political, economic and social interactions and adjusting social problems and considered as a strategic communicative bridge for developing sport and tourism industry and economic progress (4). In the National Vision Document of Iran necessity of movement towards development and determined objectives is based on progress, security, welfare and social development, prestige improvement of Iran and effective interaction with the world (5).

The great international events provide an appropriate context for countries in order to access to their development objectives. Besides sport progresses, Iran hosted different events in the region and world country. The greatest international sport events hold at 1974 in Iran (Asian Games). Iran encountered challenges for hosting and holding these events (especially after Islamic revolution) and couldn't request for hosting and holding the great international sport events such as Olympic Games, World Soccer and etc. and has various problems for hosting and holding Asian and regional games and World Cup of different sport fields. Success of each organization depends on understanding internal and external environment and compiling appropriate strategies related to the above-mentioned environment. Identifying internal environment of the country includes capabilities (sport infrastructures, transportation, habitation, tourism attractions, experts and etc.), weak points (economic, social, infrastructural and etc.) and also studying opportunities (social, communicative, sport and etc.) and threats of holding these events in the country before request to host and hold the great international sport events. Comprehensive study of external environment, identifying environmental opportunities and threats and also internal assessment for revealing strong and weak point in this area is necessary for making strategic decisions and compiling strategies of holding and hosting the above-mentioned events. Thus, regarding to implemented studies, in the present study tried to in addition to studying effective key factors in holding and hosting the great international sport events in Iran (SWOT analysis), finally strategic situation of holding and hosting these events determined in order to provide a basic framework for compiling strategies of hosting and holding the great international sport events in Iran.

Research Methodology

The present research is of applied researches based on objective and of descriptive-analytic researches in terms of information collection method. Research universe consisted of the sport country managers and executive directors including athletics managers and experts of sport ministry, physical education, sport

federations presidents, Olympic national committee managers and experts, executive board members of this committee and the country sport management professors who had required knowledge and experience about hosting and holding the great sport events. Universe of the present research included 230 individuals. This research implemented in two qualitative and quantitative parts. In qualitative part, samples selected by purposive sampling method and they were 25 individuals. In quantitative part, they selected by determining sample size Morgan table and randomly, they were 141 individuals.

According to books and articles study, holding purposive interviews and surveying ideas and opinions of sport management experts and the country sport executive masters, information measuring tool provided based on the following two parts: 1-personal information: this part included five questions which measured testable personal characteristics such as: gender, age, educational degree, work experience and post. 2-research made questionnaire: this part included research made questionnaire for identifying strong and weak points, threats and opportunities related to hosting the great international sport events in the country. In order to determine strong and weak points, threats and opportunities related to hosting the great international sport events in the country, besides surveying documents and evidences, library and internet search, studying scientific articles related to research subject, using Delphi method and holding purposive interviews with 25 individuals of sport management experts and the country sport executive directors who had required knowledge and experience about hosting and holding the great sport events, by compiling a primary questionnaire, a preliminary list of hosting and holding the great sport events items in the country extracted. Then, after receiving expert ideas of sport management professors and the country sport executive directors and in order to collect required data, research questionnaire designed and tried to consider different political, cultural and social dimensions of Iran society in it's design. The above-mentioned questionnaire included four parts: 1-strong points (18 questions), 2-weak points (21 questions), 3-opportunities (18 questions) and 4-threats (12 questions). Then, after distributing and collecting filled questionnaire by research samples, items with factor load less than 0.3 deleted by confirmatory factor analysis, Bartlett's test and KMO. Hereof, Klain believed that "indices which their factor load is less than 0.3 or their statistic is less than 2 absolute value are weak and deleted from measurement model" (2010) (28). Finally, final list of SWOT extracted and prioritized. This list included: strong points (7 items), weak points (16 items), opportunities (9 items) and threats (9 items). In order to determine validity, research questionnaire distributed among 20 individuals of sport management expert professors and confirmed by them. In order to calculate tool reliability, Cronbach's alpha method (0.78) and SPSS software (version 16) used. Descriptive statistics such as average, minimum, maximum, frequency, rate and standard deviation used for describing demographic variables and confirmatory factor analysis, Bartlett's test and KMO used for sampling adequacy, determining significant and prioritizing each item of SWOT. In order to determine strategic situation of holding and hosting the great international sport events, extracting and compiling strategies and determining SO, ST, WO and WT strategies the following methods used respectively: internal, external and internal-external evaluation matrices, SWOT analysis and two cases comparison.

Research Findings

Research findings presented in three parts respectively: 1-findings related to demographic characteristics, 2-prioritizing effective factors on holding and hosting events in the country and 3-SWOT analysis for determining strategic situation and strategies for hosting and holding events in the country. Findings related to demographic characteristics of respondents presented in table 1.

Findings of table 1 show that, number of sample or male gender (71.63 percent) is more than number of females (28037). By description the research samples based on age range, it has been specified that 57.45 percent of them are in 30-45 age range. By classification according to educational degree the following result obtained: 71 percent of research samples had master or PhD degree. Regarding work experiences of research samples it has been specified that 71 percent of sample members have work experience equals to

11-20 years. Also, findings of this research showed that 39 percent of sample members are researching and teaching in the country universities as faculty members.

Table 1-resondents description according to demographic characteristics

| Variable | Grouping | Frequency | Frequency (%) |
|--------------------|-------------------|-----------|---------------|
| Gender | Male | 101 | 71.63 |
| | Female | 40 | 28.37 |
| Age range (year) | 30-45 | 81 | 57.45 |
| | 46-55 | 49 | 34.75 |
| | Above 56 years | 11 | 7.80 |
| Educational degree | Bachelor and less | 41 | 29 |
| | MA | 65 | 46 |
| | PhD | 35 | 25 |
| Work experience | Less than 10 | 24 | 17 |
| | 11-20 | 63 | 45 |
| | More than 21 | 54 | 38 |
| Post | board member | 55 | 39 |
| | Manger | 32 | 23 |
| | expert | 54 | 38 |

Prioritization of effective factors in hosting and holding events in the country (SWOT)

Before implementing factor analysis, researcher used KMO test for sampling adequacy and understanding that if questions number is enough for predicting each component or not. Also, Bartlett test used for determining if questions have significant relationship in order to provide a reasonable base for factor analysis.

Table 2-results of Bartlett's factor analysis test and KMO questionnaire related to strong points

| KMO index | Bartlett's test | | |
|-----------|-----------------|-----|-------|
| | Chi square | df | P |
| 0.848 | 1208.132 | 153 | 0.001 |

As results of above table show, since KMO coefficient is more than 0.7, therefore samples size is appropriate for factor analysis. Also, regarding to that amount of Bartlett test is less than 0.05, therefore items have a significant relationship in order to provide a reasonable base for factor analysis related to strong points. In other words, factor analysis is appropriate for identifying the structure of strong points factor model.

Table 3 Confirmatory factor analysis related to strong points (prioritization in terms of their factor load)

| Strong points | Questions | Factor load |
|---------------|---|-------------|
| | -Existence of tourism attractions (historical and natural) in the country. | 0.821 |
| | -Existence of experienced and informed individuals of holding the great international sport events in the country | 0.725 |
| | -Public interest for hosting the great international sport events in the country. | 0.717 |
| | -Existence of experts in the country sport. | 0.660 |
| | -Existence of appropriate climate in the country. | 0.607 |
| | -Appropriate support, interaction and cooperation of media for informing and competitions live broadcasting in the country. | 0.602 |
| | -Existence of eager, enthusiastic and interested spectators in the country | 0.356 |

Results of confirmatory factor analysis in above table show that item "existence of tourism attractions (historic and natural) in the country" with 0.821 factor load, is the most important item in this section.

Table 4- results of Bartlett's factor analysis test and KMO questionnaire related to weak points

| KMO index | Bartlett's test | | |
|-----------|-----------------|-----|-------|
| | Chi square | df | p |
| 0.813 | 1031.214 | 210 | 0.001 |

As results of above table show, since KMO coefficient is more than 0.7, therefore samples size is appropriate for factor analysis. Also, regarding to that amount of Bartlett test is less than 0.05, therefore items have a significant relationship in order to provide a reasonable base for factor analysis related to weak points. In other words, factor analysis is appropriate for identifying the structure of weak points factor model.

Table 5 Confirmatory factor analysis related to weak points (prioritization in terms of their factor load)

| Weak points | Questions | Factor load |
|-------------|--|-------------|
| | -Weak sport marketing in the country. | 0.926 |
| | -Not possessing the influential positions and chairs in the international sport communities. | 0.805 |
| | -Impossibility of broadcasting the female competitions from the national media of the country. | 0.779 |
| | -Lack of required citizen infrastructures (aerial and road transportation, services and etc.) in the country | 0.733 |
| | -Lack of appropriate and enough hotels in the country. | 0.697 |
| | -Cultural and religious limitations and problems in the country. | 0.641 |
| | -Existence of political problems and challenges in the international level. | 0.576 |
| | -Shortage of standard and enough sport places in the country. | 0.523 |
| | -Lack of mechanized ticket selling system in the country | 0.483 |
| | -Available limitations about foreign female athletes' attendance in the international sport competitions in the country. | 0.433 |
| | -Governmental economy dominating the country sport. | 0.428 |
| | -Lack of specific books and resources for hosting and holding the great international sport events in the country. | 0.406 |
| | -Lack of specified rules and system of sport sponsors in the country. | 0.399 |
| | -Low importance and authorities" naïve about the process of hosting and holding the great international sport events in the country. | 0.379 |
| | - authorities' unfamiliarity with foreign languages | 0.364 |
| | - weakness in modern technology in the country | 0.321 |

Results of confirmatory factor analysis in above table show that item "weak sport marketing in the country" with 0.926 load factor is the most important weak point in this section.

Table 6- results of Bartlett's factor analysis test and KMO questionnaire related to opportunities

| KMO index | Bartlett's test | | |
|-----------|-----------------|-----|-------|
| | Chi square | df | p |
| 0.845 | 1267.321 | 153 | 0.001 |

As results of above table show, since KMO coefficient is more than 0.7, therefore samples size is appropriate for factor analysis. Also, regarding to that amount of Bartlett test is less than 0.05, therefore items have a significant relationship in order to provide a reasonable base for factor analysis related to opportunities. In other words, factor analysis is appropriate for identifying the structure of opportunities factor model.

Table 7 Confirmatory factor analysis related to opportunities (prioritization in terms of their factor load)

| Opportunities | Questions | Factor load |
|---------------|--|-------------|
| | -Strategic and geopolitical position of Iran in the critical region of Middle East. | 0.932 |
| | -The appropriate political position of Iran among Islamic and developing countries. | 0.808 |
| | -The appropriate view point of the government about developing and equipping sport places, spaces and equipments in the country. | 0.489 |
| | -Existence of tourism and economic free areas in the country (such as Kish, Qeshm, Chabahar, Anzali and etc.) | 0.427 |
| | -Universality of some of the country sports. | 0.413 |
| | -Improvement of the country economic position during the past years. | 0.412 |
| | Appropriate hospitality culture of Iranians. | 0.399 |
| | Improving information and communications technology in the country. | 0.343 |
| | Public interest for some sport fields in the country (such as Wrestling, Volleyball, Soccer and Taekwondo). | 0.332 |

Results of confirmatory factor analysis in above table show that item "strategic and geopolitical situation of Iran in critical region of Middle East" with 0.932 load factor is the most important item in this section.

Table 8- results of Bartlett's factor analysis test and KMO questionnaire related to threats

| KMO index | Bartlett's test | | |
|-----------|-----------------|----|-------|
| | Chi square | df | p |
| 0.766 | 374.748 | 66 | 0.001 |

As results of above table show, since KMO coefficient is more than 0.7, therefore samples size is appropriate for factor analysis. Also, regarding to that amount of Bartlett test is less than 0.05, therefore items have a significant relationship in order to provide a reasonable base for factor analysis related to threats. In other words, factor analysis is appropriate for identifying the structure of threats factor model.

Results of confirmatory factor analysis in above table show that item "existence of powerful competitors for hosting sport events in the region or world level" with 0.891 load factor is the most important item in this section which threatens hosting and holding the great international sport events in the country.

SWOT analysis in order to determine strategic situation of the country for hosting and holding the great international sport events.

Total scores of internal factors matrix of hosting and holding the great international sport events in the country were less than 2.5 (1.91), this shows that Iran has problem for hosting and holding the great

international sport events. In other words, weak points of hosting and holding the great international sport events preponderate on strong points.

Table 9 Confirmatory factor analysis related to threats (prioritization in terms of their factor load)

| Threats | Questions | Factor load |
|---------|--|-------------|
| | -Existence of powerful competitors for hosting the sport events in the region and world level. | 0.891 |
| | -Lack of the country sport authorities' serious attention to the international sport protocols, rules and principles and existence of non-standard statutes. | 0.654 |
| | -Political challenge with some region countries (The Triple Islands, Islamic Awakening) | 0.577 |
| | -Negative advertisements of foreign and enemies media against Islamic Republic of Iran. | 0.554 |
| | -Limitation of female spectators attendance especially foreign females in stadiums. | 0.472 |
| | -Weak interactions between the country sport managers and the international sport foundations. | 0.437 |
| | -War and chaos in neighbor countries. | 0.396 |
| | - Political and economic sanctions. | 0.375 |
| | -Lack of the rules of television broadcasting right. | 0.315 |

Total scores of external factors matrix of hosting and holding the great international sport events in the country were less than 2.5 (2.24), this shows that in spite of some opportunities, Iran encounters serious challenges and threats in external environment for hosting and holding the great international sport events. Internal and external matrices used in order to determine the situation and type of appropriate strategy for hosting and holding the great international sport events in the country. Typically, matrices selected in terms of organization area in one cell of four cells of internal and external matrix (SO, ST, WO, WT).

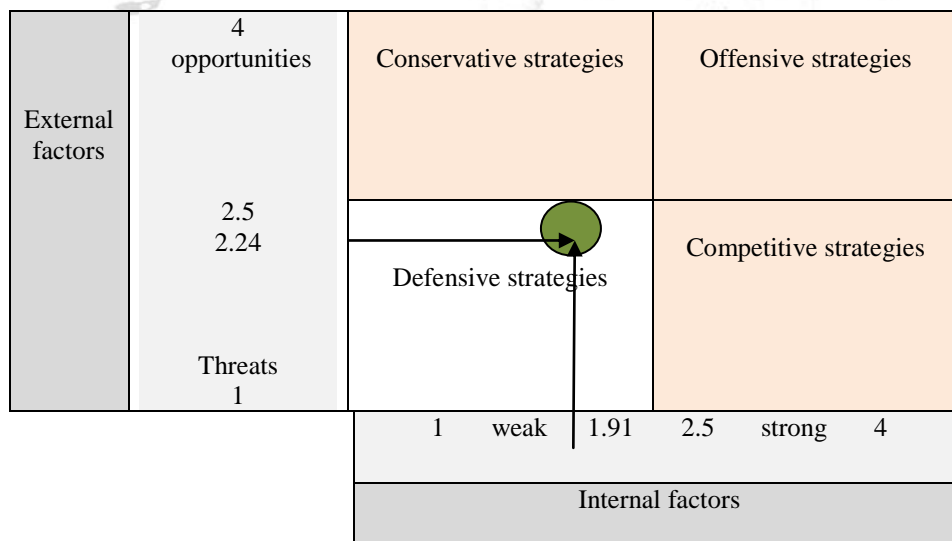


Figure 1. determining strategic situation of hosting and holding the great international sport events in Iran

According to figure (1), results show that hosting and holding the great international sport events in Iran puts in internal and external matrix and defensive region in terms of strategic situation. In other words, it shows that in addition to internal weaknesses, various and major foreign threats exist. Therefore, in order to compile an appropriate strategy, defensive and preventative strategies should be considered for shift and improvement of available situation. It should be mentioned determining the present situation doesn't mean that hosting the events in Iran only restricted to one cell of this model (WT). But the value of SWOT analysis is that by comprehensive understanding of situation, adjusts required strategies by means of other cells. In the strategy selection, it's worthy we don't stick out a given point in one cells of quartet matrix and instead of emphasizing on one strategy, different strategies adjust synchronously. This action brings out strategies of one-dimensional state and decreases error probability in selection of appropriate strategies greatly. Regarding the above-mentioned issues, Abtahi et al (3) emphasized on WT strategies for determining and compiling required strategies for hosting and holding the great international sport events in Iran and moreover in terms of available conditions ST, SO and WO strategies used.

Strategies of hosting and holding the great international sport events in Iran Corresponding strategies to items extracted by means of SWOT matrix analysis method. In this stage, 5 WT strategies, 3 SO strategies, 3 ST strategies and 3 WO strategies and totally 14 strategies compiled.

Discussion and Conclusion

The purpose of the present research which implemented by descriptive-analytic method, researcher questionnaire and usage of sport management experts, managers and sport executive masters' ideas was compiling an appropriate strategy of hosting and holding the great international sport events in Iran. Findings of this research in the section related to strong points of hosting and holding events showed that: existence of tourism attractions (historic and natural) in the country, existence of experienced and informed individuals about holding the great international sport events in Iran, public interest for hosting the great international sport events in Iran, existence of experts in the country and etc. respectively are of effective variables. This finding is in line with results of the implemented researches by Kostas and Kaplanidou; Horne; Chalip; Goursoy and Kendal; Miranda and Andoza (30) and Kousha (7).

As results of the present research show (table 3) "existence of tourism attractions" with load factor 0.826 and also "existence of appropriate climate in the country" with load factor 0.607, are of important strong points for hosting and holding the events. Iran is one the most attractive countries in terms of tourism, but our portion of world tourism industry is so negligible (Honarvar) (10), whereas sport tourism portion of Australia estimated three milliard dollars annually.

Tourist attraction is one of the success indices of each sport event, this requires a program or specified and developed design for sport tourism marketing but unfortunately such important action ignored in our country, therefore in spite of enormous costs ,holding such events has no economic benefit for Iran. In the present research the above-mentioned problem studied and the item "appropriate sport tourism in Iran" with the lowest load factor (0.284) pointed by respondents, this finding is in line with the implemented research by Esfahani (1) and Honarvar (10). Also, findings of the present research in the section related to available opportunities for hosting the great international sport events in Iran showed that: strategic and geopolitical situation of Iran in the critical region of Middle East, appropriate political situation of Iran among Islamic and developing countries, appropriate view of government about developing and equipping sport places, spaces and equipments in the country, existence of free tourism and economic areas in the country and etc. considered as variables which provide context of hosting and holding the great international sport events in Iran. These findings are in line with results of implemented research by O'brien and Chalip. Existence of a collection of tourism and economic attractive environment in the country, appropriate hospitality culture among Iranians, existence of appropriate climate in the country confirmed by respondents of the present

research (table 7) are valuable capabilities which provide tangible and intangible economic opportunities for Iran. This subject is in line with appropriate economic and long term utilization of event (Chalip) (namely motivation for investment, prolonged inhabitancy in host city or country and opportunity of improving situation and confirming culture and nationality of Iran). Research findings in the section related to weakness of hosting and holding the great international sport events in Iran showed that (table 5): weak sport marketing in the country, not possessing influential situations and seats in international sport societies, impossibility of broadcasting female competitions from national media of the country, lack of citizen required infrastructures in the country, lack of appropriate and enough hotels in the country, cultural and religious limitations and problems in the country, existence of political problems and challenges in the international level in the country and etc. respectively considered as important and effective factors which Iran doesn't possess them in order to host and hold the great international sport events. This finding is in line with results of the implemented researches by Kousha, Esfahani (1), Kostas and Kaplanidou and Shank, Westerbick et al (41). As results of this research show (table5), " lack of citizen required infrastructures such as air and road transportation", " lack of appropriate and enough hotels" and " shortage of standard and enough sport places in the country" with load factors: 0.733, 0.697 and 0.523 respectively are of basic weak points which increase the risk of rejecting or not accepting hosting. Existence of developed sport places is one of features of the great international sport events which considered as brand and validity in event assignment (Westerbick et al).

Providing infrastructures supports requesting team (Westerbick) (42). After organizing infrastructures, we can support the request of event hosting and convince experts and international events boards for giving the right of hosting to the country (Westerbick et al). Since events compensate these infrastructures costs, they remain as the heritage of events (Ozbey) (32). Thus, investment in this case considered as a gainful investment for the country. Results of the present research show that "weak sport marketing in the country" with highest load factor (0.926) considered as one the most important challenges for events hosting in the country. In this regard, Malek Akhlagh (8) pointed to the importance of programming, solidarity in policy making, lack of bureaucracy in marketing and also importance of attention to type of tourist in marketing. Also, Honarvar pointed to the importance of sport institutions cooperation of tourism agencies, marketing, appropriate services of tourism agencies, developing a specific institution for marketing and attracting sport tourists and identifying impellent, attractive and deterrent factors.

Also, Esfahani suggested marketing for informing and attracting tourists. Bramwell pointed to the coordination between events and marketing activities. Chalip et al pointed to the necessity of marketing cooperation between event and host country. Gibson criticized lack of coordination between tourism and sport agencies. Chalip emphasized on the necessity of compiling an appropriate strategy with tourism agencies for target tourists. Also, results of this research show that (table 5) "impossibility of broadcasting female competitions from national media", "cultural and religious limitations and problems ion the country" and "available limitation about foreign female athletes attendance" with load factors: 0.779, 0.641 and 0.433 respectively, are of major obstacles for hosting and holding the great international sport events in Iran. This finding is in line with results of the implemented researches by Firoozjah (2) and Fathollahi et al (6). In this context, Horne and Manzenrieter (26) believed that widespread attendance of media representatives and spectators (men and women) from all over the world is one the most important features of the great international sport events. Rooche (36) believed that the great international sport events are cultural, sport and commercial events which have dramatic features or attractions for all people of the world. Also, Westerbick believed that existence of local or international media with the sale right of programs broadcasting is one the most important features of the great international sport events. Overall, in terms of the great international sport events we can conclude that scope of the great international sport events determined based on effects rate and spectators span of them. Regarding the above cases and according to this subject that major portion of spectators in games and competitions, visitors and tourists of these events are women, therefore in terms of cultural and religious limitations and problem holding the

above-mentioned events in the country seems impossible. In the area of hosting and holding the great international sport events threats in Iran, existence of powerful competitors for hosting the sport events in the region and world level, lack of sport managers and authorities' serious attention to sport international protocols, rules and principles, existence of non-standard statutes, political challenge with some countries of the region, negative advertisements of foreign and enemies' media against Islamic Republic of Iran and etc. respectively considered as important threats for hosting and holding the great international sport events in Iran. This finding is in line with results of the implemented researches by Randeree, Soulberg and Peroius (37), Westerbick et al; P.R.Amiri (21); Crompton (18); Motinho (29); Kousha, Esfahani and Naseri (9). "Safety for participated athletes and authorities in Iran" can be one of the most important and effective factors for hosting and holding the great sport events in Iran.

Regarding the importance of this factor Crompton noted that funding and life-threatening and insecurity are of important deterrents. Solberg and Peroius noted that the great sport events can motivate a large number of tourists. There is a permanent danger in these events. It's possible events provide an appropriate context for host progress in the world but at the same time unpredicted events may occur which relinquish or remove the expected effect. According to Whiteson and Horne conditions such as economic crisis and terrorist attacks can effect on the image of host country negatively. Whenever security doesn't assess correctly and an accident occurs, host city or country remembered by that accident in the world. For example, 1996 Olympic Games of Atlanta remembered by the accident of bomb explosion and athletes fear in the world. Results of this research show that "negative advertisements of foreign and enemies' media against Islamic Republic of Iran" with 0.554 load factor is one the most important threats for hosting and holding the great international sport events in the country.

These negative advertisements by foreign media in the world level, effect on tourism attraction negatively (as the main source of benefit acquisition), especially that political-security conditions of the Middle East critical region and Iran neighbors is always changing because of state evolution and Iran identified as the negative meddler in these tensions (Randeree). As presented in diagram 1, in the matrix of situation assessment, hosting and holding the great international events by Iran is in the worst possible situation. In other words, it shows that in addition to domestic weaknesses, various and major foreign threats exist. Therefore, in order to compile an appropriate strategy, defensive and preventative strategies should be considered for shift and improvement of available situation. It should be mentioned determining the present situation doesn't mean that hosting the events in Iran only restricted to one cell of this model (WT). But the value of SWOT analysis is that by comprehensive understanding of situation, adjusts required strategies by means of other cells. In the strategy selection, it's worthy we don't stick out a given point in one cells of quartet matrix and instead of emphasizing on one strategy, different strategies adjust synchronously. This action brings out strategies of one-dimensional state and decreases error probability in selection of appropriate strategies greatly. Regarding the above-mentioned issues, Abtahi et al (3) emphasized on WT strategies for determining and compiling required strategies for hosting and holding the great international sport events in Iran and moreover in terms of available conditions ST, SO and WO strategies used which are: 1-improving marketing system in the country, 2-increasing the international sport seats in the country, 3-attempt for improving cultural authorities' attitude about international rules, 4-attempt for more activity of national media in international levels, 5- improving sport authorities' attitude about international rules, 6-improving tourist system and sport ecotourism in the country, 7-improving qualitative level of more sport fields in the country, 8- improving sport authorities' attitude about hosting and holding the great international sport events in the country, 9-improving competitive capability of the country for hosting and holding the great international sport events, 10-developing legal system of television broadcasting right, 11-increasing authorities belief about sport popularity in the country, 12-more utilization of strategic situation of Iran for hosting and holding the great international sport events, 13-improving authorities' attitude for quantitative and qualitative development of sport infrastructures and places and 14-improving and utilizing of IT for training sport managers and authorities of the country.

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