



Developing the Strategic Sports Marketing Plan for the Lifeguard and Diving Federation in Islamic Republic of Iran

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ABSTRACT

The purpose of this research is to develop a strategic marketing plan for the Lifeguard and Diving Federation of the Islamic Republic of Iran. The current research is a mixed study with the strategic approach. By conducting a combined method including expert opinion, review of valid documents, and using some matrices related to the formulation of a strategic plan, the formulation of a strategic plan for the marketing of the Lifeguard and Diving Federation has been discussed. The research participants included 15 members of the Board of Directors of the Lifeguard and Diving Federation, managers and sports marketing specialists. In quantitative phase, the measurement tool consisted of a researcher-developed questionnaire that was designed and adjusted using the Delphi method. According to the final score of the evaluation matrix of internal factors (2.47) and the evaluation matrix of external factors (2.44), it was determined that the strategic marketing position of Lifeguard and Diving Federation was in the WT position. The results of SWOT analysis have led to the formulation of 3 SO strategies, 3 ST strategies, 3 WO strategies, and 4 WT strategies. 13 strategies to fulfill the mission of the long-term marketing goals of the federation have been developed and an operational plan has been prepared for each of them. It was concluded that the lifeguard and diving federation needs to use defensive strategies and close to the competitive area (ST) in the field of action.

Introduction

Nowadays, sport has been very important in all life stages and it makes people have a suitable place to spend their free time and has a great impact on providing their physical and mental health (Deskare, 2014). Also, the sports industry is a large and growing industry that has become a billion-dollar industry over the centuries, and the investment of companies in the field of sports and their relationship with sports clubs have led to the further growth of the sports industry (German &

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Moldovan, 2016). The importance of sports for the economy is increasing every day, so that sports has become one of the most profitable economic fields (Abdolmaleki, Mirza Zadeh, & Alidoust Ghahfarokhi, 2016). On the other hand, addressing the issue of marketing in sports, with the amount of capital in the sports industry, is considered essential (Safarpourlimai, 2018). In this regard, many countries of the world have understood the importance of scientific marketing in sports and their sports organizations. So that the knowledge of sports marketing is considered as one of the components of the survival of sports organizations, including sports federations, and the importance of this role is increasing more and more (Deskare, 2014). In addition to this growing movement of sports marketing, it has had special effects in the development of world sports and has been able to generate huge monetary circulation, great potential to attract numerous employees, attract foreign financial resources, many advertising aspects and wide political, cultural and social benefits. It provided for the beneficiaries of this industry (Safarpourlimai, 2018). Also, organizations must constantly monitor internal and external events so that they can adapt to changes at the right time and as necessary. Today, organizations that can use science and strategic management will be successful; Therefore, all organizations are bound to be responsible for strategy management and strategic (Safarpourlimai, 2018). Based on the research results, the performance of organizations that deal with strategic management is better and higher than other organizations. Examining the performance of some sports organizations also indicates that organizations that used strong management based on strategic planning to fulfill their mission and achieve their goals achieved significant success in various activities, including championship sports (Moslemi, Ghofrani, & saberi, 2018). Strategic planning is focused on the future, many scientists have examined the importance of strategic planning from different aspects and they all agree on the correlation of strategic planning with the optimal performance of organizations. According to them, strategic planning is a dynamic and logical process. In this regard, according to the difference between the description of the duties of the lifeguard and diving federation and other sports federations and the serious responsibility of this federation in monitoring the floating places and saving human lives and preparing as many lifeguards as possible, which is very important and Similarly, in the country, the lifeguard and diving federation is responsible for introducing this sport. One of the major issues and problems of this federation is the lack of sponsors, the necessary budget, necessary facilities and amenities, Financial problems of lifeguards and divers, Lack of motivation of some saviors, Lack of proper investment in coastal provinces and cities with high potential in diving, lack of standard equipment and lack of funds in the promotion of international programs and lack of a clear strategy plan in the lifeguard and diving federation, In order to develop lifeguarding and diving and sports marketing, this federation requires the formulation of strategic and long-term marketing plans and solutions in this federation. Meanwhile, the SWOT model according to the data results is the latest model for confirming strategic planning, which is considered one of the most effective models among the qualitative models. From the point of view of this model, a correct and suitable strategy creates many strengths and opportunities and limited weaknesses and threats. In the implementation stage of SWOT, it is necessary to avoid weaknesses and threats and consider weaknesses as a potential to create strength and threats as a strength to create opportunities (Mafi & Razavi, 2012). In this regard, Zare (2013) used swot and QSPM techniques in his research on developing a strategic plan for sports marketing in the national media, or Safarnejad (2015), Safarpour Limaei (2018) also used the swot model in their research in developing the strategic plan of championship and public sports and the National Olympic Committee. Determining the appropriate strategy and, accordingly, honest analysis of internal factors and forecasting external factors guarantee the success and greater productivity of an organization; Therefore, the key to the success of many organizations and management projects can be the correct analysis of internal resources (strengths and weaknesses) and the examination of external situations (opportunities and threats). In implementing SO strategies, the organization tries to take advantage of external opportunities by using internal strengths. Usually, organizations use WT and ST, WO strategies to reach such a situation, so that they can take advantage of SO strategies. When an organization has major weaknesses, it tries to eliminate them or turn them into strengths (Hosseini, 2013).

According to the mentioned cases; Any strategic marketing Plan in sports federations will be considered successful when customers are satisfied with the services and products of the federations

and maintain their loyalty to the federation and have fewer complaints to the federation, receive more and more diverse services, and receive quality services. have been satisfied. On the other hand, as mentioned, sports federations should pay attention to marketing programs in order to reduce government credits and increase non-government revenues. Such an action requires that revenues and expenses be managed in sports federations. In this regard, in the matter of marketing management of sports federations, trustees and managers and marketers should be able to add to the number of domestic and foreign financial sponsors and investors and also ensure the continuity of sponsors' investment (Keshavarz, 2019). In Iran, according to the memorandum of understanding between the Ministry of Sports and Youth and sports federations with the aim of their financial independence, stating that the demands of each federation from the Ministry of Sports each year will be proportional to the amount of income earned by that federation in the previous period, The existence of a marketing department and having a suitable strategic marketing plan to attract financial resources in different ways in the two axes of sports marketing through sports (such as developing the family and fans of sports and the infrastructure of the relevant field) and marketing services and commercial goods through sports (such as Attracting financial sponsors and sports benefactors, advertisements, etc...) is essential for any federation, including lifeguarding and diving, and success in achieving the goals of the strategic marketing plan implies the progress and survival of the organization (Nasir zadeh 2015). Strategic planning of sports marketing is a sports management process that is responsible for creating and maintaining a logical balance between goals, resources and changing and unstable situations of the sports products and services market, and its purpose is to create and change sports products and services in order to achieve sports position and customer satisfaction (Khairi, 2013). Also, effective sports marketing can be very profitable. This benefit includes giving awareness about sports and encouraging people to try sports for the first time in their lives or giving directions to other sports, and it creates confidence, honesty, vitality and commitment and suggests stimuli to create knowledge and awareness (Deskare, 2014). Therefore, the researcher aims to formulate and design a strategic marketing plan in the lifeguard and diving federation. Nowadays, it is absolutely necessary to use marketing activities in sports in such a way that not using it is a failure in competition with competitors; Therefore, for the successful implementation of strategies, senior managers are looking for effective and appropriate implementation so that they can guarantee the future of the organization (Bryson & Alston, 2011). In this field, sports marketing has had special effects in the development of world sports and has been able to generate huge monetary circulation, great potential for attracting numerous employees, attracting foreign financial resources, many advertising aspects, and extensive political, cultural and social benefits for the beneficiaries. This industry provided one of the problems that professional sports in our country is dealing with is the problems related to sports marketing. This problem shows itself more day by day, and the country's sports managers and officials should provide scientific and practical solutions around it, because if it is neglected, professional sports in our country will not be able to compete will decrease (Salimi, Soltan Hosseini, & Naderian Jahromi, 2015).

One of the necessities of every sports federation in performing tasks and implementing programs and achieving goals is the existence of appropriate financial resources. This has highlighted the importance of marketing as one of the important methods in determining financial resources In many federations, the allocated budget of the Ministry of Sports does not respond to the programs of the federation, and on the other hand, some federations are required to generate income and provide financial resources in the policy of the Ministry of Sports. These issues and the expansion of the industrial approach of sports in some disciplines at the world level have provided the ground for sports marketing to be prioritized in federations and many sports institutions. Therefore, marketing in sports federations becomes more important day by day (Akbari yazdi, 2019).

Sports federations are formed as the highest authority in each sport and are the main custodians of the development of different sports in countries (Sajadi 2011). Considering that organizations need a strategic plan to achieve their desired goals, Also, the lifeguard and diving federation must know the language of "income generation" to ensure a bright and successful future for its sports organization, Also, due to the lack of a strategic plan for sports marketing in the lifeguard and diving federation, the researcher is faced with the issue of what strategies can we develop for the marketing of the lifeguard and diving federation? In this research, an attempt will be made to identify the strengths,

weaknesses, threats, and opportunities in the field of lifeguarding and diving by considering the existing coordinates and conditions of the Federation of Lifeguarding and Diving, and also the desired strategies for the development of lifeguarding and diving sports in the country should be developed.

Methodology

The method of this descriptive-survey research is the type of strategic studies research which was implemented in a qualitative way and is classified as applied research in terms of its purpose. The current research is limited to the lifeguard and diving federation. The statistical population of this research includes the strategic council including managers, professors and experts in the field of sports marketing. This research has only dealt with the development of the strategic marketing plan and is limited to the development of the strategic plan, not its implementation, which was developed in the period of 2021-2022 and the data were collected using a questionnaire. The researcher's questionnaire is the result of interview findings as well as theoretical foundations. The questionnaire was used to extract the research components using the background and research literature which includes the component (strengths, weaknesses, opportunities and threats, values and long-term goals) Finally, the questionnaire for developing the strategic marketing plan of the Lifeguard and Diving Federation of the Islamic Republic of Iran contains 88 questions which is designed and standardized into components (Strengths questions 1 to 16, Weaknesses questions 17 to 45, Opportunities questions 46 to 70 and Threat questions 71 to 88). In this research, in order to have visual validity and appropriate content validity, items such as the structure of the questionnaire and the use of understandable and unambiguous sentences were considered in the design of the questions In order to ensure the validity of the questionnaire made by the researcher. The advice of faculty members of the sports marketing disciplines who are experts in the field of strategy were used. After in-depth study of the questions in the questionnaire, they announced their corrective opinions, and after interviews and discussions about the raised opinions, necessary corrections were made. Then these questionnaires were collected and an attempt was made to formulate SWOT-related items according to the answers of the experts and elites of the strategic council. After identifying the SWOT components, a questionnaire was redesigned that included questions related to the strength, weakness, opportunity, and threat of the lifeguard and diving federation, which was again sent to the statistical sample (strategic council) to give their final opinions. In the next stage of the research, which aims to weight and rank the variables identified in the qualitative stage of the research, based on the opinion of the strategic council and the ranking of the items, the final SWOT factors were identified. After knowing the SWOT through the valuation, weight and intensity of each factor, the strategic position of sports marketing was known. Then, through the SWOT analysis matrix, sports marketing strategies were calculated and finally, the corresponding programs of each of the desired strategies were presented. Therefore, one of the most important stages of analysis is SWOT analysis. Internal factors evaluation matrix is used to evaluate internal factors. Strengths and weaknesses are identified in this matrix and the external matrix is used to evaluate external factors. In this matrix of identified opportunities and threats, the internal and external matrix was used for the simultaneous analysis of internal and external factors. This matrix is used to develop the sport marketing strategy of the Lifeguard and Diving Federation.

The questionnaire had good validity For this purpose, to collect data by examining the available documents related to the past and current records and activities of the Lifeguard and Diving Federation, Examining the studies and programs developed by the Lifeguard and Diving Federation, The survey of the Strategic Council of Lifeguarding and Diving was done by means of a questionnaire. Data analysis through descriptive statistics such as mean, standard deviation, frequency, percent frequency, Minimum, maximum, as well as drawing tables and graphs and inferential statistics were used for data analysis. In order to analyze the inferential data and test the research questions, as well as to design the strategy and strategic position, the SWOT analysis matrix was used based on the opinion of the strategic council. To determine the volume of the statistical population, they were selected by non-random and purposeful sampling. In order to select a statistical sample of all Chiefs and deputy chiefs, managers, university professors and sports marketing experts as a strategic council, a qualitative calculation was carried out, and the said interviews were carried

out until the saturation of the required information. At this stage, the number of interviews until reaching saturation was about 15 people; Therefore, 15 experts of the strategic council were selected as samples to collect information.

Results

First, we examine the demographic information of the statistical sample, which includes: Gender frequency percentage, Level of education, Age percentage and the frequency percentage of lifeguarding and diving experience of people who completed the questionnaires. Out of a total of 10 people, 4 people from the sample under investigation, equivalent to 40% of them, are men and 60 of them, equivalent to 60%, are women. The equivalent of 5 people (50 percent) had postgraduate education and above, and also 5 people (50 percent) had a bachelor's degree. 6 people (60 percent) are in the age group of 40-20 years, followed by 4 people (40 percent) in the age group of 41-70 years and the largest number of statistical samples with 6 people (60%) have experience of more than 15 years in lifeguarding and diving, and after that, 4 people (40%) have up to 15 years.

In the qualitative part, a semi-structured interview with the strategic council or the same research sample was used to identify weaknesses, strengths, opportunities, mission threats and prospects. At this stage, interviews were conducted with 15 people from the research samples, and after identifying the factors related to the research variables, according to the opinion of several professors and experts in the field of marketing, and by examining and coding the components related the variables, they were used. In the initial summary, 16 strengths, 29 weaknesses, 25 opportunities, and 18 threats were identified, and after summarizing and interviewing with the strategic council and determining the importance of variables and items, finally there were 46 items in the strengths, weaknesses, and opportunities sections. And the threat was identified, the results of which are presented below. Accordingly, 13 strengths, 11 weaknesses, 10 opportunities and 12 threats were identified as the final marketing objectives of the Lifeguard and Diving Federation, which are presented separately in the following results.

The research results showed that the lifeguard and diving federation has strengths in the field of marketing, which are shown in Table 1.

Table1. Marketing Strengths of the Lifeguard and Diving Federation of the Islamic Republic of Iran

Agents	Ranking
The presence of educated people in sports management and sports marketing in the body of the federation	11
Holding training classes for lifeguards, assistant lifeguards and divers at the one-star, two-star and three-star levels.	7
Holding first aid and CPR training classes	8
Holding lifeguard classes	6
Aligning the federation with the boards to implement marketing programs	16
The presence of international instructors in the field of lifeguarding and diving	3
Holding conferences, webinars and short-term training courses on virtual networks	4
Holding water therapy classes all over the country	12
Creating an electronic system for registering in courses and updating the information of referees, coaches and lifeguards.	2
Annual holding of national championships	5
Implementation of the sanitization plan on the beaches	13
The transparency of the income sources of the federation	14
The educational nature of the lifeguard and diving federation	1
Less dependence of the federation on the state budget	15
The most profitable federation through holding various training classes	10
Obtaining sims representation in diving	9

Weaknesses of the Lifeguard and Diving Federation

The results of the research showed that the lifeguard and diving federation has many weaknesses in the field of lifeguard and diving, which are ranked according to the average in Table 2. The issue of dependence of the diving field on specialized equipment ranked first and the issue of the lack of a strategic plan of sports marketing in the federation was ranked second in the weak points.

Table2. Weaknesses of the Marketing of Lifeguard and Diving Federation of the Islamic Republic of Iran

Agents	Ranking
Lack of strategic sports marketing plan in the federation	2
Lack of attitude of the federation management towards sports marketing	6
Lack of using the results of scientific sports research projects	7
Weakness in attracting sports sponsors	13
Absence of activities related to entrepreneurship, innovation and creativity in the field of marketing of lifeguard and diving federation	16
Absence of specialized marketing committee in lifeguard and diving federation	3
Lack of effective follow-up in the broadcasting of lifeguard and diving sports competitions from the national media	20
Not holding international lifeguard and diving competitions in the country	9
Non-use of volunteers in the federation	25
Weak public relations in the federation	22
Lack of support for ideas and initiatives in the federation	18
Lack of marketing training system in the federation and delegations	11
Lack of evaluation system for the marketing performance of the Federation	5
Weak connection of the federation with other marketing centers in the society	21
Poor management in establishing and maintaining long-term relationships with customers (sponsors, etc.)	15
Lack of a comprehensive view of the external environment among marketing strategy developers	24
Not paying attention to the use of expert forces in the field of sports marketing and attracting financial resources for the federation	19
Absence of an up-to-date website of the federation and lack of advertising	27
The dependence of diving on specialized equipment	1
Lack of sufficient advertising maneuvers on beaches, natural waters, dams and pools	23
Failure to provide a marketing policy in the perspective of the federation	8
Lack of staff experience in implementing marketing strategies	17
Lack of knowledge and skills of employees in implementing marketing strategies	12
Federation's small expenditure on scientific research related to marketing	10
Lack of attention to holding league matches	28
Inadequate knowledge of lifeguarding and its rules	29
Lack of talent in the field of lifeguarding	26
Lack of insurance for lifeguards and divers	14
Failure to host annual international lifeguard and diving events in the country	4

Marketing Opportunities of the Lifesaving and Diving Federation

The results of the research showed that the lifeguard and diving federation has many opportunities for marketing. In Table 3, these opportunities are ranked.

Table3. The leading Marketing Opportunities of the Lifeguard and Diving Federation of the Islamic Republic of Iran

Agents	Ranking
There are people interested in diving and lifeguard sports	2
The existence of a talented young population in lifeguarding and diving	1
The extensive domestic market and the existence of necessary and available capacity to accept different types of marketing	17
The possibility of using foreign and regional tourists (neighboring countries) in the field of diving	4
Increasing the scientific and technological level of the country and helping to produce laboratory facilities and lifesaving and diving equipment	25
The existence of different potentials of natural waters and open waters in the northern strip for diversification and expansion of diving and lifeguarding activities in the country and growth of marketing.	3
The possibility of generating income from advertising, sponsorship, selling goods and services in the country	10
Having a lot of potential for extensive coverage of TV programs and TV broadcasting rights	13
The existence of a large population for income generation	15
Support of the Ministry of Sports and Youth to federations in the field of marketing	23
Creating employment and income generating capacity for many people in the society with lower age limit	24
The fact that diving is a money maker is due to the recreational aspect of this field	6
The existence of the necessary capacities in diving and lifeguarding to accept all types of marketing	20
Relatively high turnover in buying and selling diving supplies and equipment at recreational and professional levels	11
The existence of educated forces in the field of marketing in the society	5
Lifeguarding and diving have been noticed in most provinces of the country, especially in the south of the country	7
The possibility of constructive interaction of the federation with other sports institutions in the entertainment and rescue sector	6
The existence of lifeguard and diving boards in all provinces of the country	8
Attracting sponsors in holding national conferences and holding internal classes and conferences	19
The use of divers in the country's industry (oil rigs, welding, underwater photography and filming...)	18
There is enough potential and capacity to advertise different brands in lifeguards and divers	21
The presence of advertising spaces on the shores of natural waters, dams, pools	14
Development of information technology and e-commerce in society	9
The existence of companies, institutions and organizations willing to become sponsors	12
Academicization of diving	22

Threats of the Lifeguard and Diving Federation

The results of the research showed that the lifeguard and diving federation faces several threats for marketing. In Table 4, these threats are ranked; which is the social and cultural limitations of women's lifeguard and diving and the loss of marketing opportunities in this group of society is the most important threat to the lifeguard and diving federation in the marketing sector.

Table4. Threats to the advancement of the lifeguard and diving federation marketing

Agents	Ranking
The small share of lifeguards and diving in the basket of society	9
Social and cultural limitations of women's lifeguarding and diving and the loss of marketing opportunities in this group of society.	1
Lack of knowledge and understanding of lifeguarding and diving compared to other sports	14
The nature of the lifeguard and diving federation's work is different (service and educational nature of the federation) with other sports fields.	4
The attractiveness of other disciplines compared to lifeguarding for investors, media, supporters, etc.	13
Lack of spectators for lifeguard and diving like other ball sports	6
Non-participation of investors in lifeguarding and diving	7
The increasing number of exciting sports fields	15
Successful sports marketing activities of competing countries	10
Seasonality of lifeguarding and diving in natural waters	12
The high cost of diving equipment compared to some disciplines for the middle and lower classes	2
Low security for investors in lifesaving and diving and loss of financial sponsors	17
The amount of small public and private infrastructure investment in diving and lifeguarding	8
The lack of access of activists and investors to the economic information of the lifeguard and diving federation	11
Migration of lifeguards	18
The insignificant fees of the lifeguards and the lack of motivation of the lifeguards	16
Being a lifeguard is dangerous and full of accidents	3
The high cost of diving and lifeguard training classes	5

Determining the strategic marketing position of the lifeguard and diving federation

The matrix of internal factors and external factors was used to determine the strategic marketing position of the Lifeguard and Diving Federation. The results of Table 5 show that the total score of internal factors is equal to 2.47 and indicates that the marketing of lifeguard and diving federation is weak in terms of internal factors.

Table5. The evaluation matrix of the internal marketing factors of the lifeguard and diving federation

Internal factors	Code	Agents	Importance coefficient	The severity of the factor	Score
	S1	The educational nature of the lifeguard and diving federation	0.045	4	0.18
	S2	Creating an electronic system for registering in courses and updating the information of referees, coaches and lifeguards.	0.040	3	0.12
	S3	The presence of international instructors in the field of lifeguarding and diving	0.041	3	0.123

	S4	Holding conferences, webinars and short-term training courses on virtual networks	0.043	4	0.172
	S5	Annual holding of national championships	0.042	4	0.168
	S6	Holding lifeguard classes	0.037	3	0.111
Strengths	S7	Holding training classes for lifeguards, assistant lifeguards and divers at the one-star, two-star and three-star levels.	0.039	3	0.117
	S8	Holding first aid and CPR training classes	0.042	3	0.123
	S9	Obtaining sims representation in diving	0.042	4	0.168
	S10	The most profitable federation through holding various training classes	0.041	4	0.164
	S11	The presence of educated people in sports management and sports marketing in the body of the federation	0.041	3	0.123
	S12	Holding water therapy classes all over the country	0.037	3	0.111
	S13	Implementation of the sanitization plan on the beaches	0.038	3	0.114
	W1	The dependence of diving on specialized equipment	0.047	2	0.094
	W2	Lack of strategic sports marketing plan in the federation	0.043	2	0.086
	W3	Absence of specialized marketing committee in lifeguard and diving federation	0.044	2	0.088
weakness	W4	Failure to host annual international lifeguard and diving events in the country	0.042	1	0.042
	W5	Lack of evaluation system for the marketing performance of the Federation	0.042	1	0.042
	W6	Lack of attitude of the federation management towards sports marketing	0.045	2	0.09
	W7	Lack of using the results of scientific sports research projects	0.035	1	0.035
	W8	Failure to provide a marketing policy in the perspective of the federation	0.041	1	0.041
	W9	Not holding international lifeguard and diving competitions in the country	0.043	2	0.086
	W10	Federation's small expenditure on scientific research related to marketing	0.037	1	0.037
	W11	Lack of marketing training system in the federation and delegations	0.042	1	0.042
		The sum of the coefficients of the importance of internal factors	$\Sigma=1$		2.477

Table 6 shows the matrix of external marketing factors of the Federation of Lifesaving and Diving. As can be seen, the total score of the matrix of external factors is 2.44 and it shows that the marketing of the Iran Lifeguard and Diving Federation has not used the available opportunities well and has not been able to control the threats well.

Table6. The evaluation matrix of the external marketing factors of the lifeguard and diving federation

External factors	Code	Agents	Importance coefficient	The severity of the factor	Score
	O1	The existence of a talented young population in lifeguarding and diving	0.051	4	0.204
	O2	There are people interested in diving and lifeguard sports	0.051	4	0.204
	O3	The existence of different potentials of natural waters and open waters in the northern strip for diversification and expansion of diving and lifeguarding activities in the country and growth of marketing.	0.044	3	0.132
	O4	The possibility of using foreign and regional tourists (neighboring countries) in the field of diving	0.045	3	0.135
Opportunities	O5	The existence of educated forces in the field of marketing in the society	0.047	4	0.188
	O6	The fact that diving is a money maker is due to the recreational aspect of this field	0.044	3	0.132
	O7	Lifeguarding and diving have been noticed in most provinces of the country, especially in the south of the country	0.043	3	0.129
	O8	The existence of lifeguard and diving boards in all provinces of the country	0.046	4	0.184
	O9	Development of information technology and e-commerce in society	0.047	4	0.188
	O10	The possibility of generating income from advertising, sponsorship, selling goods and services in the country	0.045	3	0.135
	T1	Social and cultural limitations of women's lifeguarding and diving and the loss of marketing opportunities in this group of society.	0.047	2	0.094
	T2	The high cost of diving equipment compared to some disciplines for the middle and lower classes	0.050	2	0.1
	T3	Being a lifeguard is dangerous and full of accidents	0.050	2	0.1
	T4	The nature of the lifeguard and diving federation's work is different (service and educational	0.047	1	0.094

		nature of the federation) with other sports fields.			
	T5	The high cost of diving and lifeguard training classes	0.042	1	0.042
	T6	Lack of spectators for lifeguard and diving like other ball sports	0.046	2	0.092
Threats	T7	Non-participation of investors in lifeguarding and diving	0.044	2	0.088
	T8	The amount of small public and private infrastructure investment in diving and lifeguarding	0.042	1	0.042
	T9	The small share of lifeguards and diving in the basket of society	0.043	1	0.043
	T10	Successful sports marketing activities of competing countries	0.042	1	0.042
	T11	The lack of access of activists and investors to the economic information of the lifeguard and diving federation	0.036	1	0.036
	T12	Seasonality of lifeguarding and diving in natural waters	0.038	1	0.038
The sum of the coefficients of the importance of external factors			$\Sigma=1$		2.442

According to the results of the internal and external matrix (tables 5 and 6) as well as the figure below shows the Lifesaving and Diving Federation of the Islamic Republic of Iran is strategically located in the WT region, so the Lifesaving and Diving Federation of the Islamic Republic of Iran has weaknesses in terms of internal factors and threats in terms of external factors.

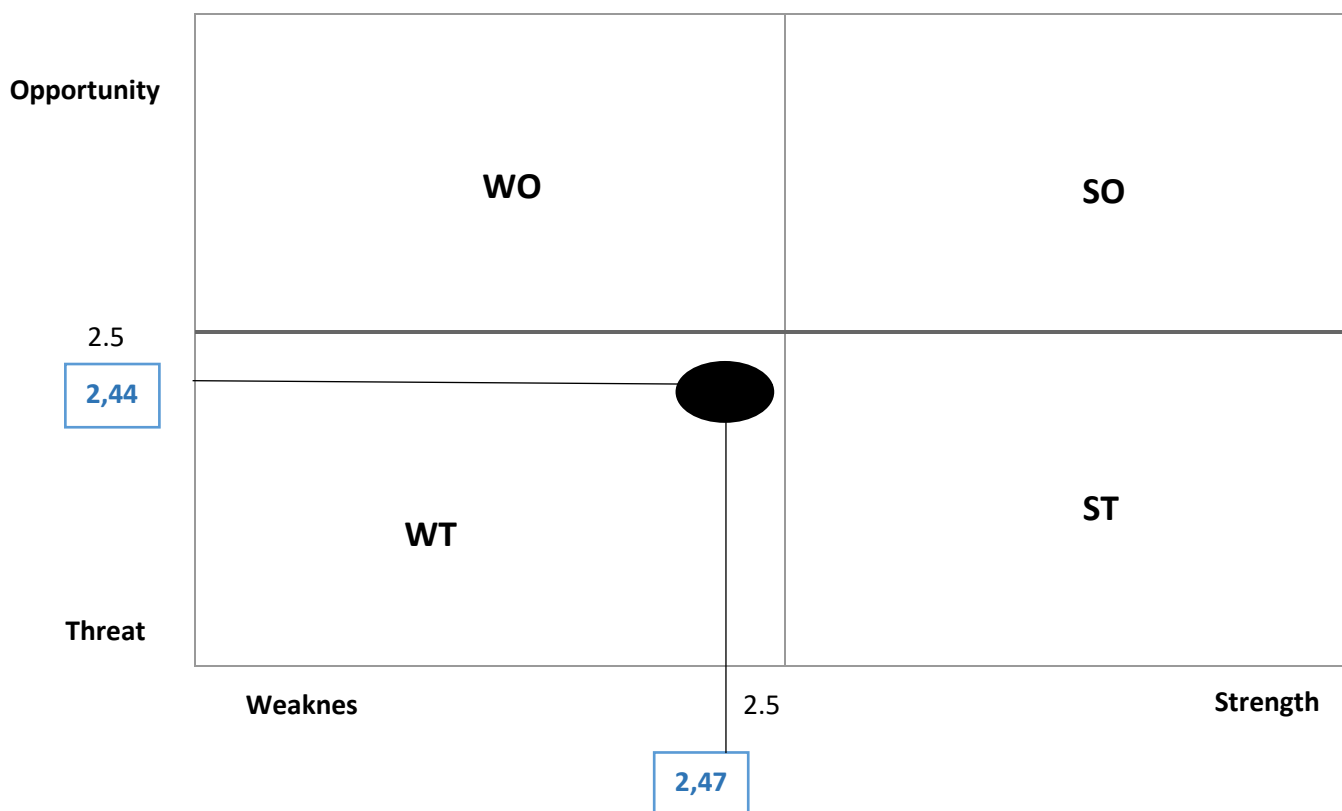


Figure1. The Main Marketing Strategy of the Lifeguard and Diving Federation

The findings of the research showed that the Lifeguard and Diving Federation currently has 13 strengths, 11 weaknesses, 10 opportunities and 12 threats in its marketing field. Therefore, these items were used in developing the proposed strategies. Table 7 shows the separation matrix of SWOT strategies resulting from research variables.

Table7. The Separation Matrix of SWOT Strategies Resulting from Research Variables

Strategies	Factors of Strategy	
	Strengths (S)	Opportunities (O)
Strategy (SO)	Strengths (S)	Opportunities (O)
Empowering the human resources of the Lifeguard and Diving Federation in the field of sports marketing	S4 S7 S10 S11	O1 O2 O5 O8 O9
Development of lifeguard and diving at the national and international level	S3 S5 S6 S7 S9	O3 O7 O8 O10
Promoting and developing diving and lifeguarding in natural waters and using natural capacities for advertising	S5 S7 S9 S12 S13	O2 O3 O6 O7 O8 O10
Strategy (ST)	Strengths (S)	Threats(T)
Expanding the participation of public institutions and people in the development of marketing of the Federation	S4 S5 S8 S9 S10	T1 T4 T6 T9 T11
Strengthening and expanding the participation of investors in lifeguarding and diving	S3 S4 S10	T7 T8 T10 T11
Compilation of the international communication development program of the federation	S3 S4 S9	T8 T10 T11
Strategy (WO)	Weak Points(W)	Opportunities(O)
Emphasizing the strategic role of sports marketing and strategy making of the federation and strengthening the knowledge of strategic management	W2 W3 W6 W7	O1 O5 O9
Strengthening the Federation's marketing performance evaluation system	W3 W5 W11	O5 O8
Effective communication with the media and increasing the advertising of visual, audio and virtual media	W4 W9	O2 O6 O7
Strategy (WT)	Weak Points(W)	Threats(T)
Formulating protective rules for sponsors and financial and sports sponsors when necessary and granting economic benefits	W2 W3 W5 W7	T2 T5 T7 T8
Strengthening and development of private sector investment in specialized production workshops for domestic diving equipment	W1 W2 W3	T2 T8
The quality of the marketing education system in the federation and delegations	W5 W7 W10 W11	T4 T7 T8
Benefit from concentrated marketing (focusing on a small share of the market)	W2 W3 W5 W7 W10	T7 T8 T9 T11 T12

To compile operational marketing plans of the Lifeguard and Diving Federation of the Islamic Republic of Iran, the previously mentioned items included in the strategic plan and strategies compiled were used as the basis of the work and these plans were extracted. (Table 8)

Table8. Titles of Marketing Programs of Lifeguard and Diving Federation

Row	The titles of the operational marketing plans of the Lifeguard and Diving Federation
Strategies (SO)	
1	<p>Empowering the human resources of the Lifeguard and Diving Federation in the field of sports marketing</p> <p>Benefiting more from elite and expert human resources in the body of the federation Continuation of management positions at the highest levels of the Lifeguard and Diving Federation in order to improve effective communication with financial sponsors. Specialize the duties and specify the description of each person's duties</p>
2	<p>Development of lifeguard and diving at the national and international level</p> <p>A priority in employing and strengthening elites in championship and professional matters Increasing the number of teams in the league Increasing participation in the Asian and World Championships and thus improving the ranking Obtaining and maintaining the position of Asian and world championship</p>
3	<p>Promoting and developing diving and lifeguarding in natural waters and using natural capacities for advertising</p> <p>Designing educational and awareness campaigns with the scientific topics of lifeguarding and diving Introducing the fields of lifeguarding and diving in the corresponding special programs on radio and television Expanding different disciplines of diving and training skilled divers in each discipline in natural waters Encouraging the military to support the use of natural diving capabilities Supporting and producing media content (film, animation, virtual space, teaser)</p>
Strategies (ST)	
1	<p>Expanding the participation of public institutions and people in the development of marketing of the Federation</p> <p>Holding free rescue classes for public and public institutions Convening a meeting and concluding an advertising memorandum with public institutions Public call for voluntary participation to conduct marketing research of the Federation Calling for the participation of public institutions and people in all kinds of beach training classes Developing and strengthening the use of services and voluntary cooperation of interested parties</p>
2	<p>Strengthening and expanding the participation of investors in lifeguarding and diving</p> <p>Using investment capacities and participation in lifeguarding and diving sports of the country by applying special facilities Holding joint competitions with neighbors on the coasts of the country and establishing relationships with investors and advertising the investors' companies Implementation of management principles such as planning, organizing, decision-making and careful monitoring</p>

3 **Compilation of the international communication development program of the federation**

Acceptance of hosting annual international lifeguard and diving events in the country due to the existence of useful and specialized structures in the country.
 Maintaining successful results in transnational competitions
 Trying to hold training classes for trainers using international trainers
 The strong connection of different committees of the federation with similar committees of the federation of pioneering countries in the field of lifeguarding and diving
 Direct connection of the federation with international organizations of lifeguard and diving

Strategies (WO)

1 **Emphasizing the strategic role of sports marketing and strategy making of the federation and strengthening the knowledge of strategic management**

Using the results of sports scientific research projects
 Using expert forces in the field of sports marketing
 The existence of an up-to-date website with high visit statistics and advertising in it and the specialized social channel of the Lifeguard and Diving Federation
 Creating effective interaction and communication between managers and employees by using organizational occasions to discuss related topics
 The actual and not symbolic formation of the strategic council in the organization and conducting strategic studies and the availability of support and executive guarantee of the results

2 **Strengthening the Federation's marketing performance evaluation system**

Forming the sports marketing committee of the federation by recruiting efficient and expert personnel in the field of sports marketing
 Using expert people in the research and development of the lifeguard and diving federation
 Continuation of the implementation of the strategic marketing program in the lifeguard and diving federation
 Compilation of marketing supervision and evaluation guidelines for provincial and federation boards

3 **Effective communication with the media and increasing the advertising of visual, audio and virtual media**

The use of media and satellite coverage capacities in all events in the specialized sports network and favorable interaction with radio and television.
 Setting up specialized internet networks for lifeguarding and diving
 Playing a media role in developing sports marketing attitude and introducing sports marketers

Strategies (WT)

1 **Formulating protective rules for sponsors and financial and sports sponsors when necessary and granting economic benefits**

Creating appropriate platforms and providing the necessary incentives for private sector investment in lifeguarding and diving with legal and legal protections and guaranteeing investment security.

The support of the Ministry of Sports and Youth to the Federation of Lifeguards and Diving in the field of marketing
 Signing of a memorandum of understanding between the federation and tourism tours to introduce the field of lifeguarding and diving and their participation in recreational diving.
 Providing effective guarantees to domestic and foreign financial sponsors for investment security

2 **Strengthening and development of private sector investment in specialized production workshops for domestic diving equipment**

Designing instructions related to signing a contract and providing a license to use the brand of the Lifeguard and Diving Federation
 Proper promotion and culturalization through the federation website, virtual network and radio and television about the participation of the private sector
 Providing a safe space for private sector investment for exclusive domestic productions

3 **The quality of the marketing education system in the federation and delegations**

Using new technologies to publish marketing resources instead of physical copies
 Conducting researches, supporting theses and compiling specialized books
 The use of marketing experts in marketing training of the Federation
 Designing educational and awareness campaigns with scientific topics of sports marketing for the marketing committee

4 **Benefit from concentrated marketing (focusing on a small share of the market)**

Sufficient attention of the marketing planning process of the federation among the employees
 Working groups and marketing teams in the federation to follow up on new ideas
 Strengthening the marketing and revenue generation system of lifeguarding and diving sports, especially sports boards and clubs, and developing the flow of financial support and encouraging and promoting financial sponsors.

Discussion and Conclusion

The present research was conducted with the aim of designing and compiling the strategic marketing plan of the Lifeguard and Diving Federation, the results of which were mentioned, now in this section we will discuss the results and then the final conclusion.

The results of the strengths of sports marketing showed that despite the fact that the lifeguard and diving federation is educational, this federation can hold specialized training classes for lifeguard and diving instructors at different levels, lifeguard and diving classes, as well as general classes that The most important of them are the first aid and CPR training classes for the general public and those interested, it is a suitable coverage to inform the audience more and attract financial sponsors and obtain successful results in national and transnational competitions. The presence of educated managers and employees and the ability of the top management of the Lifeguard and Diving Federation in attracting financial sponsors have been among the priorities of the federation. Strengths are distinguished competencies by means of which the organization can have a positive effect on the performance and achievement of goals and control them, as well as design and implement its strategies correctly and well. The results are consistent with the findings of Zare (2013), Safernejad (2015), Salimi et al. (2016), Keshavarz (2016), Ismaili (2017) and Safarpour Limaei (2018).

Lack of strategic sports marketing plan in the federation, lack of specialized marketing committee in the lifeguard and diving federation, lack of holding international lifeguard and diving competitions in the country and lack of attitude of the federation management towards sports. Marketing is one of the most important marketing weaknesses of the lifeguard And diving federation was detected. Weaknesses are considered to be factors that the organization does not have the ability to perform while the main competitors have this ability. The results of the present research are in line with the findings of Safar Nejad (2015), who identified the lack of a strategic sports marketing plan in the Federation as the most important weakness in his research on the design and formulation of the sports marketing strategic plan of the Federation of General Sports. The data obtained from the Friedman test show that among the opportunities for the advancement of the federation, the existence of a young population capable of lifeguarding and diving and the existence of those interested in the sports of diving and lifeguarding have the highest rank, and the next ranks are respectively The existence of educated forces in the field of marketing in society, the development of information technology and e-commerce in society, the possibility of generating income from advertising, sponsorship, selling goods and services in the country, and the existence of different potentials of natural waters and open waters in the northern strip for diversification. The division and expansion of diving and lifeguard activities in the country and the growth of marketing are the leading opportunities in the Federation of Lifeguard and Diving. Opportunities are situations where the benefits are clear and likely to materialize if certain actions are taken. The current results are in line with the findings of Moradi et al. (2011), Australian Sports Commission (2011). The high cost of diving equipment compared to some disciplines for the middle and lower classes, the different nature of the lifeguard and diving federation's work (the service and training of the federation) is different from other sports, the social and cultural limitations of women's lifeguards and diving. And the loss of marketing opportunities in this group of society and the lack of spectators for the field of lifeguarding and diving, like other ball sports, is one of the most important threats to the sports marketing of the Federation of Lifeguarding and Diving. Alavi and Najafi Siahroodi (2014), in a research, came to the conclusion that in today's extremely inflationary conditions of the country, where many sports complexes feel the need to have customers with high price resilience for survival, they should intelligently adjust their marketing mix. have changed and try to pay more attention to the factors that have the greatest impact on the satisfaction of their customers, which is in line with the results of the research. The results of the research showed that the strategic marketing position of the Islamic Republic of Iran Lifeguard and Diving Federation has many weaknesses and threats in this field and it can make the most of strengths to overcome weaknesses and opportunities to reduce threats. Nevertheless, the marketing of the Lifeguard and Diving Federation of the Islamic Republic of Iran can also use ST, WO and SO strategies according to the existing conditions After completing these research steps and reaching the final list of SWOT items, the marketing of the Lifeguard and Diving Federation of the Islamic Republic of Iran, using the SWOT matrix analysis method, strategies related to these items were extracted. The matrix of strengths, weaknesses, opportunities and threats is one of the important tools by which managers compare information and can use it to present four types of strategies, in this stage, 3 SO strategies, 3 ST strategies, 3 WO strategies, and 4 WT strategies were formulated, totaling 13 strategies. In implementing SO strategies, the organization tries to take advantage of external opportunities by using internal strengths. All managers prefer their organization to be in a position where they can take advantage of external events and trends by using internal strengths. Three SO strategies were developed at this stage: empowering the human resources of the lifeguard and diving federation in the field of sports marketing, development of lifeguard and diving at the national and international level, promotion and development of diving and lifeguard in natural waters and taking advantage of Natural capacities for advertising. Regarding the human resource empowerment strategy of the Lifeguard and Diving Federation in the field of sports marketing, it should be said that one of the most important factors of organizations is the quality and capability of human resources whose importance is far beyond new technologies, financial and material resources (Abdullahi, 2017). Therefore, it seems that according to the nature of the entity and also the need to employ expert human resources in the lifeguard and diving federation in the field of marketing, Planning and implementation of in-service and pre-service trainings is necessary to cultivate expert and elite forces in the field of sports marketing of the federation. Another way of empowering human resources in

the field of sports marketing is to specialize the tasks and specify the description of each person's duties. In fact, employees should be able to understand their duties in the field of marketing well, before they are told what to do. Regarding the development strategy of lifeguard and diving at the national and international level, it should be acknowledged that the development of national sports is an important part of national economic-social development. The spread of sports, especially championship sports and the importance of its position in international competitions, has drawn a lot of attention from governments to this phenomenon. The success of the countries in the international sports fields, in addition to the social and economic effects, is considered a material of the stability and all-round classifications of these countries, and one of the reasons for the high investment of the countries in championship and professional sports originates from this case. Consistent with the research results of De Bosscher et al. (2006). In the strategy of promoting and developing diving and lifeguarding in natural waters and using natural capacities for advertising, by expanding different disciplines of diving and training skilled divers in each discipline in natural waters, it has attracted more tourists to natural waters. Today, the economic importance and job creation of tourism is so important that it can be considered as the economic engine of any country. Traveling to the beaches and using the sun and water activities such as swimming in the sea, water skiing, Fishing, boating, diving and other beach sports are among the interests of most sea tourists (Motiei Langeroudi, Ferdowsi, & Shahmohammadi, 2017). In the meantime, diving is considered one of the most exciting marine sports and attracts many tourists. In implementing ST strategies, organizations try to reduce or eliminate the effects of threats in the external environment by using their strengths. It should be noted that this does not mean that a strong organization will inevitably face threats in the external environment (Seifpanahi Shabani, 2012). In the field of ST strategies, three things have been stated: Expanding the participation of public and public institutions in the development of marketing of the federation, Strengthening and expanding the participation of investors in lifeguarding and diving, Compilation of the international communications development program of the Federation. In the strategy of expanding the participation of public and public institutions in the development of marketing of the Federation, Khaksar (2014) in her research on the strategic plan for the development of public sports in Sari city, the provided strategy included promoting the culture of sports and mobility and health in the society, expanding public and popular participation in the development of public sports, using the capacity and participation of other institutions and organizations active in public sports, developing the easy access for people to public sports, and expanding the partnership with scientific institutions for the development of public sports. Promoting the culture of spending on sports, attracting people's social participation, and attracting public financial assistance, can be significant in marketing development of lifeguard and diving federation. In macro-planning section, hardware and software support for the development of sports marketing, culture-building training and coordination between different and related organizations and institutions in this field in order to promote the macro-goals of the sports marketing development of the Lifeguard and Diving Federation are critical. The strategy of strengthening and expanding the participation of investors in lifeguarding and diving, Nauright and Ramfjord (2010) showed in a research, the change of organization and the trend of clubs towards virtual activities had attracted foreign and international investors, especially American investors. Crompton (2014) identified the attraction of fans' capital and the sale of shares as factors for attracting private sector capital in the facilities required for championship sports. Providing operational infrastructure such as facilities and material facilities as well as providing a safe environment for investment can be considered as one of the important factors of investment development. Holding joint competitions with neighbors on the coasts of the country and establishing relationships with foreign investors and advertising companies of foreign investors will be fruitful in attracting the attention and trust of foreign investors. As a result, it is necessary to pave the way to achieve these goals through the formulation, regulation, planning and management of desirable programs and the provision of necessary and appropriate facilities in accordance with scientific principles and standards. Determining long-term goals gives the organization a comprehensive vision that shapes other aspects of decision-making and plays an effective role in the development of sports investment in different dimensions. Regarding the development strategy of the international communication development program of the Federation, it should be acknowledged that gaining, maintaining and promoting international prestige or credit is considered one of the main components

of the national interests of countries (Afshar Dost, 2017). One of the ways to help the development of international communication; Hosting events. Hosting major sporting events such as the Olympic Games can affect economic, social and urban development; Such as attracting domestic and foreign investment that enriches the economy of the city and the country by encouraging various branches such as tourism, job creation, business opportunities, promoting sports among people, guiding social changes, urban revitalization, etc (Abdi & Sajjadi, 2021). Based on the results obtained, the categories of talent search, training and education of athletes, inter-organizational coordination and communication, management and planning factors, budget and financial resources, development of trainers and human resources, hardware equipment, sports competitions and camps, motivation and Supporting human resources and climatic conditions in national development and the four categories of implementing the desired development model, globalization, technology and sports diplomacy are effective in international development. Also, by adopting the strategy of "Development of International Communication Development Program of the Federation" and the strong connection of different committees of the Federation with similar committees of the Federation of Pioneering Countries in the field of lifeguarding and diving It is possible to take maximum advantage of the strengths and take advantage of the identified opportunities to develop the marketing of the Lifeguard and Diving Federation of the Islamic Republic of Iran. The goal of WO strategies is that the organization tries to improve the internal weaknesses by taking advantage of the opportunities in the external environment. Three WO strategies were developed at this stage: Emphasis on the strategic role of sports marketing and the federation's strategizing and strengthening the knowledge of strategic management, strengthening the federation's marketing performance evaluation system, effective communication with the media and increasing the advertising of visual media, audio and virtual, In the strategy, emphasis is placed on the strategic role of sports marketing and strategy making of the federation and strengthening the knowledge of strategic management, that the strategic planning of sports marketing is a sports management process that is responsible for creating and maintaining a logical balance between goals, resources and changing and unstable situations of the sports products and services market, and its purpose is to create and change sports products and services in order to achieve to sports success and customer satisfaction (Salimi et al., 2015). Today, sports management is a strategic management in which the weaknesses and strengths within the organization on the one hand and the environmental or extra-organizational opportunities and risks on the other hand must be examined and evaluated with precision, accuracy and speed so that the goals can be achieved by matching internal organizational capabilities and external opportunities. In the strategy of emphasizing the strategic role and strategizing of the organization and strengthening the knowledge of strategic management, the solutions proposed by the researcher in order to achieve this goal, Filling the existing gap between policy (leadership) and executive (management) layers based on the model of turning strategy into action, holding educational courses, Scientific and marketing workshops and conferences in the field of strategic management knowledge for sports managers of the province, Creating effective interaction and communication between leaders and employees by using organizational occasions to raise relevant issues and forming a real and not symbolic strategic council in the organization and conducting strategic studies and providing support and executive guarantee of the results, It can be acknowledged that having strategic marketing thinking and its implementation is one of the most important and sensitive goals of managers for success in any organization. The strategic management process and the matrices obtained in this field lead to decisions that will lead to important and long-term results. Incorrect decisions from the matrix can cause severe shocks and irreparable damages and make the sport of lifeguarding and diving face many problems; Therefore, it is important to emphasize the marketing strategy of the Lifeguard and Diving Federation and strengthen the knowledge of strategic management, which should be taken into account. In the strategy of strengthening the marketing performance evaluation system of the Federation, Mohammadi et al. (2016) stated in a research that in the field of management, when the goal is to improve the quality of services, The focus and emphasis on the performance evaluation system has become bolder and promises this to the managers and policy makers of the development of the public sector that many of the goals that supporters of management development have in the form of features such as efficiency, effectiveness, accountability, functionalism, transparency, etc It will be achieved by giving importance to the concept of performance evaluation. According to the results of the

conducted research, in case of correct implementation and strengthening of the marketing performance evaluation system of the federation, several results and achievements will be achieved for the federation as follows: Developing the correct targeting process, strengthening the continuous marketing improvement process, improving marketing management and developing scientific management in the federation, optimum use of resources, especially expert human resources, improving the Federation's ability to achieve marketing goals and, as a result, its effectiveness, rational and accurate decision-making by the officials by identifying the strengths and weaknesses of the functions, Increasing the participation of employees in marketing affairs and institutionalizing the acceptance of change in the federation group.

Organizations that implement WT strategies take a defensive stance and aim to reduce internal weaknesses and avoid threats from the external environment. An organization that has internal weaknesses and faces threats in the external environment is in a weak position, in fact, the goal of such an organization is to reduce internal weaknesses and external threats so that it can gradually reach better positions, it means a situation where he can use ST, WO and especially SO strategies. The results showed that the marketing of the Islamic Republic of Iran Lifeguard and Diving Federation was located in the WT region, and four strategies were presented along with operational plans for its implementation. Formulating protective laws for sponsors and financial and sports sponsors when necessary and granting economic benefits, strengthening and developing the investment of the private sector in the workshops for the exclusive production of internal diving equipment, quality is part of the marketing education system in the federation and delegations, benefit from concentrated marketing (focusing on a small share of the market). Regarding the strategy of drafting support laws for sponsors and financial and sports sponsors when necessary and granting economic benefits, it should be stated that sports financial support as one of the elements of marketing communication is the provision of resources (financial, human and equipment) by an organization or The company (sponsor) directly for a sponsored (such as a sports team, sports personality, sports event, etc.) to achieve the return of investment and desired benefits for the organization or company through sponsored activities (Movakel, 2020). Managers' ability in negotiations, planning, commitment, appropriate financial and human structure in sports and the willingness of managers to engage in sports and sign a memorandum of understanding between the federation and tourist tours to introduce the field of lifeguarding and diving and their presence in recreational diving are influential in attracting financial sponsors. Another strategy presented is to strengthen and develop private sector investment in workshops for the exclusive production of internal diving equipment. Askarian et al. (2019) state in their research, due to the fact that sports goods and equipment are of special importance due to their direct impact on other parts of the sports industry (household and government sports expenses, export and import of sports products, and private and public sector investment in sports) Also, the largest share of private sector investment in the sports industry in Iran is related to the investment in workshops for the production of sports goods (Given that according to the statistics published by the Iranian Statistics Center, almost all the sports goods produced inside Iran are produced by the private sector). Strengthening and supporting the Federation of private sector equipment production, designing instructions related to the contract and providing a license to use the brand of the Lifeguard and Diving Federation, promotion and proper culture through the website of the Federation, the virtual network and radio and television about the participation of the private sector and providing a safe environment for private sector investment for domestic exclusive productions can be a great help in the economy and marketing of the lifeguard and diving federation and also attract many people interested in this sport. Regarding the quality strategy of the marketing education system in the federation and boards, it should be noted that sports marketing is not limited to professional sports and includes: educational and educational sports, recreational sports and all areas involved in the sports industry, which is important. It shows marketing and its application for sports organizations in different fields. Certainly, one of the important things to be addressed in the lifeguard and diving federation is marketing and the quality of the marketing training system. Therefore, it is necessary to take advantage of appropriate educational methods and employ sports marketing experts to teach marketing in the federation and provincial boards. Another important WT strategy that was presented is the benefit of concentrated marketing (focusing on a small share of the market). The undoubted advantage of a focused marketing strategy is a strong position in the chosen

market segment. An organization that focuses its efforts on a small group of consumers is well aware of their needs and is able to satisfy them consistently, thereby gaining the trust, respect and commitment of consumers towards the product or service offered. According to the research results obtained by the Lifeguard and Diving Federation with specialized restrictions in the field of marketing, it can benefit from the benefits of centralized marketing.

The findings of the research showed that the Lifeguard and Diving Federation of the Islamic Republic of Iran is not in a favorable situation and he failed to formulate a comprehensive plan for his marketing goals in the federation and take advantage of the country's potential in this regard. The marketing strategy program helps this federation to define its goals in the market and then, according to the environmental forces of the industry and the market, the customer group determines its goal and formulates and implements the necessary tactics to reach them. By using WT strategies, the organization should use its utmost efforts to compensate for the federation's weaknesses and inabilities in the field of marketing and in the next step, by formulating a strategic plan in the new situation, continue on the path of growth and development. The lifeguard and diving federation should reduce the weakness and threats as much as possible. It is necessary for this sports organization to adopt a defensive posture and reduce its internal weaknesses and threats from the external environment in order to achieve its success.

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