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## Strategic planning and its role in organizing sports clubs

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### **Abstract:**

Modern sports clubs no longer resort to traditional methods and methods that depend on the method of trial and error, but they prepare the advance of all matters related to activities and achieve their success and the success of any work required by a set of elements of achievement that combine in a certain way to lead to the effectiveness of this work, towards achieving their desired goals, and the human element is one of the most important of those productive factors and is characterized by special qualities that make us pay attention to it, so the planning process emerges as one of the important administrative processes in sports clubs Especially football, and this strategic planning process depends mainly on the possibility of providing a set of alternatives that lead to the achievement of a set of important decisions related to a range of topics such as the work to be performed, how to implement it, and who is responsible for its performance, and the body responsible for strategic planning is aware that what you sow today you reap tomorrow, and we will focus in our research on the role played by strategic planning in organizing sports clubs.

**Keywords:** planning - strategy - organization - guidance - sports clubs.

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## **1. INTRODUCTION**

### **The problem of the study**

Algeria is among the countries that have paid great attention to this sport, so institutes and training centers as well as clubs are trying to give a new impetus to this sport, as it represents an important framework of concerns of young people, which made the interest increased day by day, until the Algerian Football Federation appeared after independence, followed by sports reforms to give a new impetus and qualitative steps for Algerian football, Football players became elitists training in a regular and semi-professional manner, and with great means of retrieval, but all the interest in this way did not give its fruits through the results obtained, which did not live up to the ambitions and goals set, and did not give the desired results, which necessitated the clubs to adopt a deliberate policy to determine the strategy, and this is in order to improve the results and achieve goals and predict future trends affecting the clubs and determine what must be done to adapt to these trends to reach Good and effective organization within these clubs. Through all these considerations, our study started from a main question of the problem of the study, which is centered on:

### **What is the role of strategic planning?**

Reasons for the selection of the topic

Football sports clubs continue to suffer from significant underperformance and increased productive effectiveness of players.

.2 The importance of soccer, which has become modern both by the media and by youth and society.

The difference in achieving its objectives is a result of multiple factors.

.4 The importance of strategic planning in achieving the objectives of sports clubs.

The importance of the study

Among them, planning is the administrative function that predates and affects all other functions. In our study, it is important to highlight the effective role that strategic planning plays in promoting sport in general and in organizing and developing Algerian football clubs in particular.

In addition to its role in sports clubs, and perhaps this research fills a vacuum in our library, it is noticeable that research of this kind is few, and therefore it has not taken its desired role in our country in return. Such research in developed societies has received the necessary attention.

### **IV. Research objectives**

- Trying to learn about the concept of strategic planning in sports clubs.



- Trying to learn about the role of strategic planning in organizing the sports club.
- Highlight the role of financial possibilities and sports facilities in achieving future goals and improving the results of Algerian football clubs/1.

### Theoretical aspect of the study

\*Strategic planning:

a. Definition of strategic planning: strategic planning is an ideal vision for the organization in the future and the realization of this form is if:

- Uncovered the obscurity of the Organization's future.
- Insight into the Organization's future features.
- Visualize the Organization's future direction and direction.
- See the Organization's mission and objectives in the future.

Imagine the business and activities of the organization<sup>1</sup>

Reaction to both the weaknesses and strengths of the Organization's performance and to modifications and opportunities in the environment to develop and develop areas of excellence and competition for the Organization in the future <sup>2</sup>

It can also be defined as the administrative process in which priorities are identified, programmes are configured, policies are formulated that govern the organization's behaviour and the use of various material and human resources to achieve its objectives, and requires environment-specific information from outside the institution.<sup>3</sup>

### Strategic planning components:

\*The strategic planning system must be developed, the latter contains steps in strategic planning and appropriate for the project, It also contains the method of managers' participation in the development of the strategy and the extent to which external experts are engaged. From which we note that the system must be very flexible, This is because every time the projects face threats or opportunity and we want to define a strategy that defines it, and it has to plan a strategy<sup>4</sup>

\*Study of the means and objectives of the project: Since the overall objectives of the project determine the shape of the project in the future and determine the desired situation, they must be well studied, as they may guide managers to those strategies that can help the project to achieve the image it wishes to achieve for itself.

\*Study of the project's policies: since the policies are to act, the origin is to be harmonized

The strategies of the project are with its policy, and if the policies provide for an activity that satisfies the wishes to participate continuously, We may propose the circumstances of the project's diversification and formation strategies sometimes and when the circumstances of the project are acute, it may have to choose an



opposition strategy. or partly inconsistent with the policies put in place and we must say that there is no choice because the strategy is a temporary interim move that seeks to improve the project's position since the strategy deserves this benefit.<sup>5</sup>

\*Take management guidance and philosophy into account: The senior management composition of managers in terms of their age, education, motivation and way of working greatly affects the development of the strategy, and the role of personal art and individual innovation of managers in the development of the strategy cannot be denied.

### C. Strategic planning steps:

The strategic planning process goes through a range of stages or steps. Although the strategic planning steps vary from writer to writer, the following framework can be formulated for the strategic planning stages:

- Define the mission and objectives of the establishment.
- Identify the characteristics and features of the facility.
- Identifying the current external environment and preparing predictions for the future environment
- Review resources and focus on internal weaknesses and strengths.
- Developing alternative and tactical strategies and other actions.
- Divide and choose strategies
- Choice of consistency
- Preparation of alternative plans

### d. Benefits of strategic planning:

Strategic planning practice results in enterprises receiving many benefits, including:

- It provides facilities with a guide on what they seek to achieve.
- Provides officials with a way of thinking for the enterprise as a whole.
- It helps the facility to anticipate changes in its surroundings and how to cope with them.
- It helps the establishment to allocate any available resources and determine the ways in which they are used.
- Increased awareness of them and managers' politics of the winds of change, threats and opportunities surrounding them
- Provides commonsense in the division of budgets provided by managers.
- Sequencing in planning efforts is organized across different management levels.
- Makes the manager creative and innovative and initiates the setting of goals, not the recipient of them.

Illustrates the image of the facility in front of all clusters<sup>6</sup>

### E. Strategic planning constraints:



## *Strategic planning and its role in organizing sports clubs*

The use of strategic planning is not easy. There are obstacles that make strategic planning difficult.

Managers' unwillingness or reluctance to use this method is due to the following reasons:

- \*The Director's belief that there is insufficient time for strategic planning.

- \*The Director's belief that it is not a responsibility.

- \*The manager's belief that he is not rewarded for the strategic planning process.

2. Turbulent external environment which may make planning advanced before it begins for the following reasons:

- \*Rapid change in the elements of the environment (legal, political, economic).

- \*High cost of following up this change closely and continuously.

3. Strategic planning problems make a bad impression in the Director's mind for the following reasons:

- \*Problems of developing a strategic planning system and its ambiguity do not make the manager receptive to the idea.

- \*Data collection and analysis problems to develop strategic plans do not make the manager appreciative of the importance of the idea:

- \*There is a mistake in managing strategic plans by making the manager think the idea is useless.

4. Weak available resources such as:

- \*Difficulty in obtaining primary resources.

- \*Difficulty bringing technology and technical methods.

- \*Lack of managerial capacity.

Planning needs time and significant cost for the following reasons:

- \*Discussions on the company's mission and objectives take a long time from senior management.

- \*It needs a huge amount of costly information and statistics<sup>7</sup>

### **Organization:**

a. Definition of organization: means determining the types of activity to achieve any objective or plan, arranging that activity in the form of units and then appointing the individuals who preside over the interests covered in the GP<sup>8</sup>.

It is also defined as: that system of interrelationships between a group of individuals, the distinction between the constituent individuals is made using the concepts of authority, social status and their respective roles, which ultimately leads to personal overlap between them, thus facilitating the anticipation of different reactions and significantly conveying the rapid automatic behaviour and ambiguity that may affect the organization's own functioning.<sup>9</sup>

### **B. Principles of regulation**



\*Principle of necessity of regulation: studies have indicated that regulation must exist in any work in which more than two persons are assigned and that the work should be divided and organized among them.<sup>10</sup>

\*Effective oversight: The Organization's decentralization tends only if it has an effective oversight system over its 11 branches, sections and departments.

\*Principle of majority: This principle is based on the premise that the workers' group must be rational and reasonable and must not deviate from the formal rules of organization and social feelings, in conformity with the standards of good conduct.<sup>11</sup>

\*Principle of responsibility: According to this principle, the course of action must be responsible for performing the tasks best laid down. This has not actually achieved the desired results. It means that the individual bears the result of his actions through the authority conferred upon him, even when he delegates part of his authority to his subordinates.<sup>12</sup>

\*The principle of parity of authority and responsibility: authority and responsibility are inseparable. According to this principle, authority must be equated as a right with responsibility as a duty to fulfill responsibility and in the sense that when placing responsibility for the performance of a particular act on an individual, the necessary authority must be given and necessary to carry out that responsibility.<sup>13</sup>

### C. Steps of the organization process:

Regulation includes five basic steps:

- Respect for plans and objectives
- Identification of activities necessary for achieving the Goals
- Classification of activities
- Delegation of work and authorities
- Design relationship levels<sup>14</sup>

### d. Objectives and advantages of regulation:

-A clear definition of the terms of reference and responsibilities between the administrative units and the functions they consist of so that each department or section has its own terms of reference and relations with other departments and departments of the organization, as well as each function.

-A clear definition of the powers conferred on the heads and staff holding the functions of the administrative units of the organization, so that any conflict or conflict of authority is avoided.

-To achieve good coordination between the administrative units of the Organization and its personnel.

-Effective management control over the conduct of business in the organization.

-Provide an appropriate working environment in the Organization in which voluntary cooperation between administrative units and their staff is growing.



-Systematic functioning of the Organization, maximizing the Organization's potential and achieving the Goals with greater efficiency and effectiveness<sup>15</sup>

### Methodological procedures for the study:

First, the study curriculum:

From the nature of the subject matter of the study, the strategic planning role in guiding and organizing the amateur football club. Based on the objectives of the study, which are aimed at identifying the role of the planning process in guiding and organizing the amateur club of the Ladniel Federation, we have relied on the descriptive approach intended to:

Systematic study of current facts relating to a phenomenon, situation, individuals, events or specific situations with a view to discovering new facts or verifying the authenticity of old facts and their effects and the relationships with which they relate, change them and reveal the aspects that govern them

From the foregoing it becomes clear to us that the descriptive curriculum is one of the most appropriate to the subject matter of the study, because it theoretically describes the study variables. (Strategic Planning - Guidance - Organization - Amateur Club) All dimensions are informed. Data and data are collected and analysed through theoretical and applied exploratory study and through corresponding data collection tools, observation and administrative documents. They are subjected to careful study and conclusions are drawn and thus generalized findings on the phenomenon studied.

### **Second: Determinants of the study:**

.1 Geographical area (spatial):

The Nile Children's Union Sports Club was founded in 1989 and its main colors are red and black,

The programme of work of the Amateur Sports Club is based on the Sports Federation and Lad Nile, which has about 12 branches and about 1,500 athletes involved. The Amateur Sports Club and Lad Nile are among the few clubs in Algeria that operate several sports branches. These branches include several individual and collective sports of various types and categories.

-Timeline: The period to study the role of strategic planning in organizing football clubs ran from October 2021 to December 2021

### **Third: Study society and how to choose the sample**

Study Society: After the researcher identifies the problem of research and questions of study before gathering information, the study community, which consists of a total of seven volunteers and officials of the amateur football club, must be determined due to their number.



Were lied on a comprehensive survey method to study the topic, which is to collect data and information on the phenomenon studied as it actually is by conducting the study on all the elements of society.

The number of volunteers and officials of the Nile Children's Union amateur club according to the statistics of December 2021 is seven, as follows:

- President of Amateur Club(01)
- Vice President of Amateur Club(01)
- Secretary-General(01)
- Financial Secretary(01)
- Fiscal Director of the Club(01)
- Executive Office Member(02)

Data collection tools

After the theoretical aspect of the study was prepared in which we addressed the identification of the problem, the variables of the study, the methods of study and the identification of chapters, the phase of collecting the field data needed for the study

The two researchers in the study of the role of strategic planning in organizing the amateur football club relied on three tools (interview-observation-administrative documents) and all these tools are commensurate with the nature of the study.

Given the limited time and capacity of the researcher, the interview is one of the most appropriate and best tools for using such studies, providing more objective data for the study's topic.

The interview's axes were divided into three:

**Theme I:** The Nature of Sports Strategic Planning

Q1/According to your opinion: What is strategic planning?

Q2/How is the planning process done in the club?

Q3/Does strategic planning help to examine the club's main problems?

Q4/Does strategic planning achieve the best achievements?

Q5/Is there effective planning followed in the course of the club?

Q6/Does strategic planning give clear goals and guidance for the future?

Q7/What difficulties are there in strategic planning for the amateur club?

**-Second theme:** The role of strategic planning in guiding the amateur football club.

Q1/You as an administrator: How club members are directed

Q2/Does the amateur club follow the method of administrative participation in the decision-making process?

Q.3 Is contact between the administrative units of the club headquarters and the club's volunteers?



Q4/Are incentives one of the most basic orientation processes at the amateur football club?

Q5/What are the main pillars of the club's orientation process?

Q6/How is effective guidance to achieve results reached?

Q7/What are the constraints of guidance for the amateur football club?

**-The third theme:** The role of strategic planning in organizing the amateur football club

Q1/Is the business properly defined and divided to run the amateur club?

Q2/You as a manager: Do you delegate certain tasks and powers to subordinates to ensure the functioning of the business?

Q3/Is the headquarters' organizational structure modern and clear in the sequence of authority?

Q4/Does the amateur club achieve the set goals?

Q5 As volunteers Do you take responsibility for your decisions during problems?

Q6/Are all laws and regulations relating to the secret of clubs clear to you?

Q7/What obstacles can be encountered in the organization and functioning of the club.

#### **\*Simple note without participation**

Observation is an essential tool in scientific research. It is seen as a complement to the tools used by the researcher in studying the role of strategic planning in guiding and organizing the amateur football club. It is considered as the number two tool after the interview. It helped us to learn about the mechanics and mechanisms of the planning process at the sports club by observing how the club is organized and directed by officials and volunteers.

#### **\*Administrative documents**

The administrative documents available at the club's headquarters helped us to collect some information concerning the geographical field of the headquarters and to see the organizational structure, as well as to learn about the composition, conduct and organization of the amateur club

### **V. GENERAL FINDINGS OF THE STUDY**

-Both strategic planning and organization are important processes on which sports clubs rely in the state of Gulf.

-Strategic planning contributes to the proper functioning and organization of the sports club.

-Strategic planning helps to develop the management thinking of the marching committees within sports clubs.

Most marchers urgently need the law that conducts sports clubs and courses to develop their skills and knowledge and recognize the importance of the planning element within the club, to achieve their goals and future perceptions.



- Strategic planning helps to expand the practice base within the club.
- Strategic planning helps the club'sgoverningcommitteesthink and plan to attract the largestnumber of practitioners, and to guide, organize and shapethem to benefitfromthem in the future.

Physical capabilities and sports facilities are instrumental in achieving the goals and improving the results. Achieving the goals and improving the results are linked to the availability of structures and facilities, the funding process as well as the volume of subsidies and financial assistance, as well as to the organization and guidance process within the club.

Theseresults can belimited to the followingpoints:

- Strategic planning helps to develop the management thinking of the marchingcommittees in Algerian football clubs.
- Strategic planning helps to expand the practitioner base of football activitywithin clubs
- Physical capabilities and sports facilitiesplay a role in achieving goals and improvingresults.

### **Conclusion**

The topic of thisstudywas about the role of strategic planning in organizing sports clubs in one of the sports clubs in Biskra State as a field area for conductingthisstudy, and the tworesearcherstried to find the kind of relationshipbetween the two variables (Strategic Planning, Organization), the resultssuggestedthatitwas an integrativerelationship, since no President and progress can carry out activitiesunless thesefunctions are available, relying on the Club'sgoverningcommittees, and undertakingteamwork to ensure the continuity of the Club's administrative work.



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