

Diagnostic Study about the Strategic Planning Reality in the Egyptian Amateur Boxing Federation (EABF)

Kamal Abd Elgaber Abd Elhafez Mahran

Department of Recreation and Sport Administration,
Faculty of Physical Education, Assuit University, Egypt

Abstract: Strategic planning process is useful for organization to achieve many benefits through the use data and provide the organization with real information for internal and external environment and put it face proactive to deal with any unexpected environmental changes, the researcher as a member of the EABF that using the strategic planning in the EABF is very important which raise the level of the EABF and this prompting the researcher to conduct this study to determine the availability of strategic planning in EABF. The objective of this study is identifying the reality of strategic planning in the EABF. The researcher used the descriptive method and the study sample was selected randomly from the member of the EABF (82 members). The researcher designed a questionnaire of 4 axes and 33 sentences were presented to the experts and underwent of statistical treatment to identify the validity and stability for the questionnaire. The most important results that the majority of samples do not have a clear vision of the scientific concept of strategic planning and that the EFAB has not a clear vision or a written message.

Key words: Strategic planning

INTRODUCTION

The rapid changing became the most important character in the recent times that we live so all organizations in our recent days, whether common or private, facing many challenges as a result of fast changes and developments in scientific and technical fields which continuously and in front of these challenges the planning became the primary tool by which we can achieve goals. The traditional management with its operations and ways is unable to make the organization able to compete which makes the determination for these organizations to use all available current management methods to enable them to do so. A need had been arise to adopt new methods in the establishment's management which led to the high demand for the use of strategic planning to put a plan and programmers in many sports establishments.

The strategic planning is the process of determining the basic message and long-term goals, as well as the plan and style to achieve it [1]. The concept of strategic planning considered the most important management concepts that are widely acclaimed and widespread in

recent years. It is calculated and ready to face what is expected, the activity of a rally in order to attain the set goals carefully, it also includes the creation of appropriate conditions to understand and manage changes for the favor of those goals, especially if the managers of companies are convinced that the planning has the inevitable priorities to them, as well as set clear goals and circumstances and adapt the data to facilitate the investigation. Then the results will have yield positive view of the expected and the creation of possibilities for access [2].

The Strategic planning is the process of making decisions and setting targets, strategies and timetables for the future then implement and follow-up it, also known as a scientific style adopted by the management in monitoring and employs the available resources and its management and seeking for the desired goals [3]. Strategic planning is the process of locating organizational goals and the report of comprehensive programs for the actions and behaviors that help to achieve these goals. Also, it cares and concentrates on the decisions that aim at creating radical changes, whether the changes related to growth or shrinking [4].

The strategic planning have a great importance (we can't deny it) not only for the institutions and the various authorities to the continuity and success of its rationalization in decision-making weather in the management process or in the institutions, administration and control of the current resources, and adjust the allocation process and maximize the return on its use. The process of strategic planning is considered as a useful process which help organization to achieve many benefits such as provide the organization with data and factual information about its internal and external environment and put it in the proactive place to deal with any unexpected environmental changes as well as identify the potential of the Interior Organization and the strengths of it which we can functioned it and weaknesses faces must be treated and evaluated and analysis of external business environment and identify the opportunities that can be invested, or restrictions and threats must be dealt with and respond effectively [5].

The researcher believes that the strategic planning aims to achieve a development base and building the comprehensive and completely structure of production within the Egyptian amateur boxing federation EABF which increases the capacity of its staff to achieve the set objectives through the deployment of organizational culture [6]. Strategic planning is a part in the process of strategic management and is an important element of its basic elements, in contrast. The strategic management is the result of the evolution of the concept of planning in the sense that the strategic management means the activities and operations of more than just the development and implementation of a strategic plan [7].

Researcher concludes from the foregoing that strategic management is the process that includes designing, implementing and evaluating strategies that will enable the organization to achieve its objectives and the researcher see that the strategic management is a necessity because they lead to higher performance of the organizations present and future and [8].

Despite attempts to sports federations many of the reform and development, but there are many obstacles which stand in front of to fulfill its responsibility, including the instability to identify the philosophy and the limited financial resources and restrictions on spending and stereotypes and evaluation methods and the lack of participation in the preparation of training programs and the level of quality both in the administrative or technical aspects, This has the greatest effect on the level of the player and raises its activity and

the lack of overall sight and the lack of specific future strategy and slows in the face of the varieties [9].

Strategic planning has been raised in the sports establishments and then moved to sports unions in the next to face the multiple dilemmas resulting from the type of the traditional planning approach in those institutions [10].

It is obvious that side of the previous problems, there are other problems faced EABF, resulted from the traditional type of planning and the absence of sharp data base determined by the needs and specialties.

By the communication with the researcher direct the sport of boxing as a member of the Technical Committee of the EABF and chairman of the referee of Assiut Governorate and by attending meetings of such committees researcher found that there are some good practices adopted by the Board of Directors of the EABF in the form of re-structuring of the various committees and it pays many of the figures experience in the field of boxing and the annexation of these committees in order to improve the standard of game and the researcher believes that the use of strategic planning in the EABF very important it is through the proper use can be developed the federation and achieve a competitive edge and meet the needs of the beneficiaries of the players, referees, coaches and administrators which is reflected in large on their performance, which raise the level of the EABF and this prompting the researcher to conduct this study to determine the availability of strategic planning in the style of the EABF. The objectives of this study to identify the reality of strategic planning in the EABF and to reach to proposals and recommendations that help in improvement and enhancement the performance of the EABF.

MATERIALS AND METHODS

The researcher used the descriptive method (surveys), the study community includes the members of the board in the branches of the EABF, financial managers and branches executives.

The study sample was selected randomly from the member of the EABF, director's boards and administrative of the EABF and branches, coaches and referees involved in the republic championship for the 1998th born (82 members) and set up on the boxing circuit of AL Fayoum Sports Stadium during the period from 24/10/2011 to 28/10/2011. The researcher designed a questionnaire follows the next in the design of it:

Determination of the Axes of the Questionnaire and Sentences:

The researcher identified 4 axes to get to know the reality of the strategic planning of the EABF and through analysis of a number which has specialized reference in the field of management and sports management and then presented to 7 experts in the Management and Sports Management to identify the degree of their agreement and after recording data according to their views in the approval the axes of the survey shown in Table 1.

It's clear from Table 1 that axes of the identify application in the reality of strategic planning sample that has the approval of expert opinions, then, the researcher developed a set of statements in proportion to each axis of the themes that have been identified and display the survey in its preliminary stage and then presented to 7 experts to determine the appropriateness of phrases designed to measure the questionnaire (Table 2).

It's clear from Table 2 that the sentences which did not achieve approval rate 70% or more were 3 sentences (3,7,10) in the axis of strategic planning importance and 2 sentences in the axis of the problems which associated with the application of strategic planning such as (5 and 7) and transfer statement no. 11 to the axis of control and evaluation and in the axis of control and evaluation. 4 sentences were excluded (2,6, 7, 13), then there were 33 sentences in the questionnaire.

Statistical Treatments of the Scale

the Validity of the Scale: The researcher introduced the questionnaire to 7 experts in the field of sports administration and management to identify the validity of the questionnaire, the Experts approval rate of the sincerity of the survey (94.3%), as shown in Table 3.

The researcher calculates the coefficient of internal consistency between each sentence and the total axis which belonging to it and between total axis and total sum of the questionnaire which belong to the survey, the researcher applied the questionnaire on a sample of 20 from research society to calculate it, as shown in Table 4.

Table 4 show the correlation coefficients between all the sentences and the total axis belonging to it at the level of significance (0.05) ranged correlation coefficients at the center of the concept of strategic planning between 0.609 and 0.857. The axis of the importance of strategic planning between 0.458 and 0.991. The axis of the problems associated with the application of strategic planning between 0.541 and 0.968 and the axis of control and evaluation is between 0.486 and 0.991, indicating internal consistency of all the phrases in the axes.

The Stability: Test R Test: The researcher calculates the stability of the questionnaire using Test R. Test was performed on a sample of the research community (Table 5).

Table 1: The views of experts in the main axes of the questionnaire (n = 7)

Axis	Agree	Not Agree	Percent
The concept of strategic planning	7	-	100%
The importance of strategic planning use	7	-	100%
Problems related to strategic planning use applying	7	-	100%
The control and continuous evaluation to the strategic planning	7	-	100%

Table 2: Experts' views on the proposed terms in the questionnaire (n = 7)

The control and continuous evaluation to the strategic planning		Problems related to strategic use applying		Importance of strategic planning		Strategic planning prospect	
Sentences	%	Sentences	%	Sentences	%	Sentences	%
1	100	1	100	1	100	1	100
2	57.14	2	100	2	100	2	100
3	100	3	85.71	3	57.14	3	100
4	100	4	100	4	85.71		
5	85.71	5	42.86	5	85.71		
6	42.86	6	100	6	100		
7	28.57	7	57.14	7	57.14		
8	85.71	8	100	8	100		
9	100	9	77.1	9	100		
10	100	10	100	10	57.14		
11	85.71	11	100	11	100		
12	100	12	85.71	12	100		
13	57.14	13	100	13	100		

Table 3: Expert's opinion of the adequacy of the questionnaire (n = 7)

Degree of satisfactions	Degree of agreement
Just enough (5)	6
Enough to some extent (3)	1
Not enough (1)	-
Total	33
percentage %	94.3 %

Table 4: Consistency Coefficient between each sentence and the total axis which belonging to the questionnaire (n = 20)

Axe	Sen. no.	Coefficient of consistency	Axe	Sen. no.	Coefficient of consistency	Axe	Sentence no.	Coefficient of consistency	Axe	Sentence no.	Coefficient of consistency
Strategic planning prospect	1	0.609	Importance of strategic planning	1	0.883	Problems related to strategic planning use applying	1	0.968	The control and continuous evaluation to the strategic planning	1	0.991
	2	0.857		2	0.562		2	0.623		2	0.968
	3	0.753		3	0.623		3	0.541		3	0.498
	-	-		4	0.991		4	0.609		4	0.609
	-	-		5	0.641		5	0.857		5	0.857
	-	-		6	0.771		6	0.753		6	0.753
	-	-		7	0.688		7	0.515		7	0.515
	-	-		8	0.458		8	0.832		8	0.832
	-	-		9	0.635		9	0.541		9	0.541
	-	-		10	0.922		10	0.541		10	0.486

Value (r) indexed at the level of statistical significance (0.05) = 0.444

Table 5: The correlation coefficient between the two applications the first and second axes. Questionnaire and the reality of strategic planning (n = 20)

No.	Axis	1 st application		2nd application		T
		Average	Std.	Average	Std.	
1	Strategic planning prospect	7.6	1.64	8.1	1.99	0.919
2	Importance of strategic planning	23.49	10.55	24.20	9.63	0.890
3	Problems related to strategic planning use applying	27.41	13.55	27.52	13.39	0.921
4	The control and continuous evaluation to the strategic planning	25.83	12.44	26.07	12.39	0.951

Value (T) indexed at the level of statistical significance (0.01) = 0.444

Table 5 indicated that there is statistical significance correlation relation at the significance level 0.05 between the first and second application of the questionnaire which indicates that the scale is stability.

RESULTS AND DISCUSSION

What the actual reality of the strategic planning in the EABF?. This axis has been used to identify the extent of awareness within research sample to the concept of strategic planning through survey about their knowledge of the scientific concept of integrated strategic planning and the results (Table 6).

The researcher introduced the questionnaire to the sample and asked them to choose one concept for strategic planning from their point of view and concept of number 2 is a scientific concept of integrated strategic planning and accepted by many experts of the strategic management the researcher consider that of choose from other concepts is the lack of clarity to the concept of strategic Planning in a sample search.

It is clear from Table 6 that two-thirds of the sample almost do not have a clear vision of the scientific concept of strategic planning where 30.49% of them choose the scientific concept of integrated strategic planning, in the

same time 69.51% chose other concepts that reflect the lack of clarity of the scientific concept for the sample. This finding corresponds with the study of ALNajjar [12] and the study of AL-Khatib [13] conducting that the majority of workers in companies and government organizations do not have a clear vision to the concept of strategic planning and the researcher finds the need to guiding working in sports federations, youth organizations and sports with the concept of strategic planning as a major importance in the face of dangers and challenges faced by the sports organizations in the future and this is consistent with the study of Thibault *et al.* [14].

It's clear from Table 7 that the percentage of the views of the research sample in terms that focus the importance of strategic planning ranged between 32.11% and 87.39% and came in first place the sentences "strategic planning puts the FEAB at the most better competitive position," which indicates that the majority of the study sample approval fully aware of the importance of strategic planning as it helps to put the general objectives of the FEAB and increase the capacity of existing and planners in the FEAB to take appropriate decision in accordance with plans designed to achieve the goals agreed this result with the results of prior studies [4, 16] on the importance and the need to use a method of

Table 7: Repetitions, the percentage and the order of the views of the sample with the sentences of the importance of strategic planning (n = 82)

No.	Sentence	Repetitions	percentage%	Serials
1	Strategic planning:			
	Help to develop and progress the EABF	220	38.61	8
2	Allocates the EABF in a better competitive position	215	87.39	1
3	Contributes in taking better decisions.	200	81.30	4
4	Increasing the acknowledgment of workers in their jobs	130	52.84	7
5	Helping in directing the collective effort toward a desirable results	189	76.82	5
6	Improves the individuals performance in the EABF	210	85.37	2
7	HELPING in meeting the human needs in the appropriate time	167	67.88	6
8	The EAPF has a clear and written vision	79	32.11	10
9	The EAPF has a clear and written message	88	35.77	9
10	The EAPF has a general aims and seeking to achieve it	209	84.96	3

Table 8: Repetitions and the percentage and the order of the views of language problems associated with implementing the strategic planning (n = 82)

s.	Sentences	Rep.	%	Serials
1	The EABF has the elasticity to cope the environmental changes and adopting with it	130	52.84	7
2	The EABF develop a clear short term aims seeks to achieve it within the available capabilities and circumstances	210	85.37	1
3	There are a short term aims and determine clear end results for most activates	190	77.24	2
4	The external and internal environmental changes affect on the EABF aims and projects	190	77.24	3
5	The comparisons and differentiation had been done between the strategic alternatives	79	32.11	9
6	The projects of EABF which connected with aims achievement had been done through players referees and coaches participation	88	35.77	8
7	The board of the EABF analyze the internal environmental factors in the EABF such as the organizational structure and exploring the administrative and financial capabilities of the EABF to determine the strengths and weakness points to benefit from it now and in the future	190	77.24	4
8	The EABF board depends on varieties information's resources including the personal experiences when develop a strategic plan	167	67.88	6
9	It had been developed an appropriate measures to control the performance when developing the strategic plans	189	76.82	5
10	The administration analyze the external environment such identify the political, economical, social and technological factors to allocate the chances and dangers which concern the EABF and may be affect it in the future	79	32.11	10

Table 9: Repetitions, the percentage and the order of the views of the sample with the words of the continuous monitoring and evaluation of strategic planning (n = 82)

No.	The sentences	Repetitions	Percentage %	Serials
1	It had been assured of the information truth which the board had depended on it to formulate the strategic plans	190	77.24	1
2	The developed strategic had been evaluating and following up	88	35.77	10
3	The assurance that strategic planning had been done in accurate time	150	60.68	6
4	The assurance that strategic planning had been done in the frame of available resources	189	76.82	2
5	The plenty of the necessity information's to evaluate the performance	166	67.48	4
6	The control on the modern environmental changes which may affect the strategic planning	167	67.88	3
7	Control unexpected events	130	52.84	7
8	Make sure of controls measures accuracy	153	61.79	5
9	Make sure of control elasticity	111	45.12	8
10	Make sure of control objectivity	111	45.12	9

strategic management in the management of organizations, which helps in the treatment of problems and fits with the current situation and future and enables organizations and sports federations to take strategic decisions effectively and confirms the researcher on the importance and benefits of strategic planning for the advancement of the institution and came in the latter arrangement the phrase " The EAPF has a clear vision and written vision" This is consistent with ALAKkad [15].

The researcher believes should be the FEAB's vision and message written and posted to all users because the vision and mission reflect the hopes and aspirations of those involved in the FEAB in the achievements, high in the future and here organizations becomes the application of strategic management concept of scientific necessity and inevitability because it is important and especially since it is an essential foundation for the comprehensive development within organizations.

C It is clear from Table 8 the following:

The percentage of the research sample opinion in sentences of axis direction between 32.11% and 85.37% and coming in the first place (EABF develops a clear short term aims to achieve it within the available capabilities and circumstances) and the researcher finds the need to emphasize that when developing plans and programs for EFAB it should be use the experts in the field of planning and take the opinions of players, coaches and referees because they are the beneficiaries of the implementation of these programs, which impact positively on the performance of the Union and this is consistent with the study of Mukhtar [11],and at the last sentence we find "The administration analyze the external environment such identify the political, economical, social and technological factors to allocate the chances and dangers which concern the EABF and may be affect it in the future, "This finding linking with the study of Alnajjar [12], which confirms that organizations that use strategic planning work survey and environmental analysis to identify the environmental conditions surrounding the study and determine their impact to be taken into account when decisions are analyzed internal and external environment of the organization and to identify weaknesses and work to resolve and strengths, promote and researcher believes that strategic planning is a continuous process for making decisions of the organization of work in a systematic manner with considerable knowledge of the future These decisions and the organization of the effort required to implement and must follow that approach in the EFAB to promote it.

It is clear from Table 9 that the percentage of the views in research sample about the sentences talk about control and continuous assessment of the strategic planning ranged between 35.77% and 77.24%. In the first place came the sentence " It had been assured of the information truth which the board had depended on it to formulate the strategic plans " and came in the last " Make sure of control objectivity " and the researcher believes that censorship is an important process to identify the strengths and weaknesses and errors that occur during the process of implementation of plans and develop appropriate solutions to prevent recurrence and treatment in line with the studies of Jauch [17] and Samuel [18] which see the need for a control plan and a clear and understandable and to put the control program of a special time in line with the implementation of each part of the plan and that the goal of censorship is to show the strengths and weaknesses in order to implement error handling and prevent recurrence.

C And thus answer the first question a researcher for a "reality strategic planning in the EFAB".

CONCLUSION

The majority of samples do not have a clear vision of the scientific concept of strategic planning and the researcher attributes this to the modernization of strategic planning in the sports field.

- C The EFAB has not a clear vision or a written message describes the hopes and aspirations in the future.
- C There is no analysis of the internal environment in the EFAB, such as organizational structure and to identify the administrative and financial capacities of the EFAB in order to identify the strengths and weaknesses to take benefits from it, now and in the future or analysis of the external environment of the EFAB such as identifying the political and economic factors, social and technological, to identify opportunities and the risks to the EFAB, which can effect on it now and in the future.
- C Evaluation and ongoing follow-up of the members in the Board of Directors of the EFAB not done as required and realized the hopes and aspirations of the beneficiaries of the activities of the EFAB.

Recommendation: In light of the study objectives and within the findings of the researcher, He offers a set of recommendations aimed to increasing the interest in the strategic planning as one of the key components to the success in any organization, such as:

- C Increasing interest of strategic planning and trying to remove ambiguity about the concept of scientific knowledge through the provision of integrated training courses and the preparation of the administrative staff informed and trained to carry out this process according to the scientific method correctly.
- C The need to reconsider the methods and traditional management systems and begin to use the strategic planning process as a modern administrative which help the EFAB to cope with internal and external environment under the current conditions which are imposed upon the ability to catch up and renewal.
- C Attention to the process of continuous evaluation and review plans for the EFAB periodically to keep pace with the changes that occur around IT.

- C Encourage sports federations, youth organizations and authorities to the practice of strategic planning with its contemporary view because of its strong link with success and develop these associations`.

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