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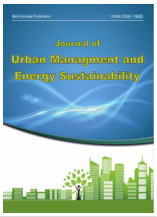

CASE STUDY RESEARCH PAPER

Prioritizing Architectural Design Strategies for an International Conference Center Based on Social Sustainability and Islamic Interfaith Convergence Using the SWOT–QSPM Approach

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ABSTRACT

Contemporary public architecture plays an important role in promoting social cohesion, cultural identity, and intercultural communication in urban environments. International conference centers, as multifunctional public institutions, can facilitate social interaction and Islamic interfaith dialogue when designed through socially sustainable architectural approaches. However, many contemporary public buildings lack an integrated framework that simultaneously addresses architectural quality, social sustainability, and cultural convergence. Therefore, this study aims to develop and prioritize architectural design strategies for an international conference center with an emphasis on social sustainability and interreligious convergence, considering Abbas Abad area in Tehran as the case study. The research adopts an applied, descriptive–analytical methodology. Data were collected through literature review, documentary studies, and expert evaluations. Internal and external factors affecting the architectural design process were identified using the SWOT framework, and strategic priorities were ranked through the Quantitative Strategic Planning Matri . The findings reveal that the "Integrated Management for Design Project Management" strategy achieved the highest attractiveness score among the proposed strategies. The results indicate that integrated management enhances coordination between spatial, social, cultural, and functional dimensions and improves the overall quality of architectural decision-making. Furthermore, socially sustainable architectural environments can strengthen public participation, reinforce collective identity, and improve intercultural and interreligious interaction. The study concludes that integrating strategic planning tools with architectural design processes provides an effective framework for creating socially responsive public spaces and offers a practical model for architects and urban designers in developing culturally sustainable public institutions.

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INTRODUCTION

Unity and solidarity are considered fundamental elements in the survival of life and existence of humans. Human societies can achieve growth and progress in the light of peaceful coexistence. In this regard, religious texts can also be a source for the emergence of human differences. These texts examine and answer fundamental human questions, and some of these issues have dimensions beyond time and space. However, it should be noted that the ability of individuals to understand and interpret these texts is not the same, and there are differences even in the initial interpretations. In addition, unnatural factors, including the love of position and excessiveness, can fuel the emergence of differences between human societies. In history, the efforts of social reformers, from prophets to thinkers, have always focused on reducing these differences and transforming them into commonalities. However, despite their worthy and unceasing efforts, they have never been able to completely eliminate differences. This fact shows that a common understanding of human issues requires greater efforts and deeper convergence. With the importance of addressing Iran's activism, rereading and re-validating all the discourses that support it, including the discourse of rapprochement of religions and Islamic unity, has become more necessary in the development of communication. Therefore, it is necessary to reconstruct itself in accordance with this goal, the discourse of rapprochement as one of the important tools for the interactive expansion of the Islamic world (Rahdar, 1400). The importance of the unity of the Islamic nation and the rapprochement of thoughts and behaviors are issues that have been important and necessary in all eras and times; God Almighty has combined the call to adhere to the rope of Allah in the Quran and warned against division and conflict; Therefore, Muslims should always consider it as a fundamental principle, and jurists, scientists, and elders should also use all their strength and sorrow to achieve this important goal (Taskhiri, 2005). Today, the construction of public spaces is considered as a lasting legacy of the culture and identity of societies at different urban scales due to the social need of humans for urban public spaces as a platform for establishing social interactions (Sadeghi et al., 2018). The main feature of public spaces with high accessibility is that they express collective life, urban culture, and everyday topics such as religion, art, trade, etc. (Mansouri and Thaqafi-Asl, 2019). Therefore, the requirements for designing public spaces are also true for cultural spaces. In addition, observing that cultural spaces must be organized and designed in a way that accommodates different segments of society gives them more sensitive and serious rights. On the other hand, the social sustainability of a place is of particular importance, especially in urban spaces. In the past decades, due to the rapid growth of urbanization and the development of the urban body, people's sense of belonging to urban environments and historical heritage has decreased. Many urban spaces, especially squares, have lost their identity due to the increase in the number of cars and physical inconsistencies. Therefore, recognizing architectural identity and paying attention to social and cultural values are very important in improving the quality of urban spaces. Creating a sense of place and improving the quality of urban spaces can lead to improved social and cultural sustainability in these spaces (Masharzadeh Mehrabi et al., 2009). In this process, the sense of place is one of the most important parameters. The sense of place means the individual's mental and emotional connection with the environment, through which the space becomes a place and the individual feels comfortable and belongs in it. In addition to creating comfort, this sense supports cultural and social concepts and strengthens individual and collective identity. This ultimately leads to increased social participation and social sustainability in different spaces (Razmjoui and Nasr, 2015). Finally, to achieve social sustainability of a place, it is necessary to pay attention to human

needs, local cultures, and improve spatial quality. By improving the quality of spaces, matching behavioral patterns with physical patterns, and paying attention to the basic needs of humans, the grounds for social and cultural sustainability can be provided (Sayadi and Madadhi, 2012).

In today's world where religious and cultural tensions are increasing, creating a space for dialogue and exchange of views between followers of different religions can help reduce tensions and promote peaceful coexistence. This center can serve as a platform for presenting different opinions and experiences, and thus lead to strengthening mutual understanding and social solidarity. In view of the above, the purpose of the present study is to prioritize architectural design strategies for international conference centers to bring Islamic religions closer together with a social sustainability approach. This study tries to answer questioms like, How and with what tools can the architectural design of the International Conference Center with a social sustainability approach bring Islamic sects closer together?

Closeness of Islamic sects

In his book "Wasa'il al-Shi'a", Hurr Ameli emphasizes the necessity of Muslim convergence and avoiding religious prejudices and states that "the rapprochement of Islamic sects should not mean giving up religious principles, but rather should be based on religious commonalities" (Hurr Ameli, 1409 AH). In "Kafi", Kulaini also emphasizes that jurisprudential differences should not prevent the creation of a common space among Muslims, and that ijtihad in religious matters in general should be in line with strengthening Islamic unity (Kulaini, 1986). According to Agha Nouri, rapprochement as a cultural and religious movement by Islamic scholars should be such that, while maintaining the principles and rules of each religion, followers of different religions communicate with each other and strive to achieve common goals (Agha Nouri, 1999). The rapprochement of Islamic religions and the realization of unity in Islamic society can take various forms, because these concepts have different scopes in terms of meaning and practical realization. Absolute unity and rapprochement, this type of rapprochement means the complete integration of all Islamic religions into a single religion, in such a way that scholars and followers of all Islamic religions reach consensus in beliefs, religious teachings, Sharia rulings, and religious principles and branches. Given the freedom of thought and the necessity of ijtihad in religion, achieving such unity is very difficult and in fact impossible (Kulaini, 1365; Hurr-Ameli, 1409 AH). Expedient unity and approximation, in this type of approximation, the main motivation for harmony and unity among Muslims is caused by social and political factors, especially external threats. In such circumstances, the Islamic society, feeling in danger, is forced towards approximation and unity. This type of approximation is superficial and apparent and lacks depth and truth, hence it cannot achieve the lofty goals of the Holy Quran and the Prophetic tradition in the field of unity and solidarity of the Islamic nation. Reasonable and achievable unity, this form of approximation emphasizes placing the Quran and the Prophetic tradition as the common authority of Muslims. In this approach, differences between religions are considered as the result of personal ijtihads and cultural and climatic differences. This type of unity is logical, achievable, and desirable, and can contribute to real convergence among Muslims (Hur Ameli, 1409 AH; Agha Nouri, 1388; Majlesi, 1404).

Social Sustainability in Architecture and Urban Design

Social sustainability of place in architecture is a complex and multifaceted concept that has gradually shifted from environmental to social dimensions. This concept initially focused on environmental issues, but over time, the importance of its social and human dimensions became more prominent. Researchers

have concluded that the social dimensions of sustainability are more important due to their direct connection with human needs and the qualitative reactions of individuals to places. Social sustainability in architecture helps to improve the quality of life of individuals by paying attention to human and cultural needs, and in fact, its main goal is to meet the needs of humans and improve their quality of life for present and future generations. Similarly, the design of places should be based on the culture and specific needs of each society in order to lead to social sustainability (Chahooshi Saravi and Jalali Motahari, 2016). Humans are inherently social beings, and establishing social interactions as one of their basic needs plays a significant role in improving the quality of life of individuals, especially children and the elderly. The lack of spaces that support social interactions and the lack of providing appropriate conditions for individuals to participate in society highlight the need to develop comprehensive strategies in the field of urban design and planning. Urban public spaces play a pivotal role in strengthening connections between citizens and increasing social solidarity. From a physical perspective, these spaces are a context for the emergence of social relations and civic interactions, which play a key role in social sustainability (Shoja and Sajjadzadeh, 2015).

Public spaces, as places where all members of society can be present without any restrictions, are considered a platform for the formation of human connections and social interactions (Rahnamei and Ashrafari, 2007). In addition to providing the possibility of experiencing social life, these spaces create an opportunity to expand citizen participation and develop the social dimensions of individual life. In the urban planning process, the use of sustainable development principles in the social sphere is of great importance due to its direct connection with the quality of life of citizens. These principles must be localized based on the cultural and social characteristics of each society and adapted to the specific needs of each region. This localization requires a combination of theoretical foundations, scientific findings, and practical experiences on local and global scales. The reduction of positive social interactions, the increase in conflicts between citizens, and the reduction of motivation to participate in collective activities are major challenges that have faced serious obstacles to the realization of social sustainability in cities. Other social challenges include the decline in mutual trust among citizens, the tendency towards non-native values, and the disregard for local traditions and norms. Although holding cultural and social programs such as local festivals and ceremonies can help improve conditions, the lack of continuity and sustainability of these programs remains one of the main problems of urban communities (Shahabian and Pirayehgar, 2013, Alaei et al., 2019). In the context of sustainable urban development, there are several indicators for assessing social dimensions, all of which emphasize the importance of social justice and the right to equal access to urban spaces for all members of society. In other words, the possibility of using and exploiting the facilities Urban opportunities and functions should be provided in a balanced manner for all individuals so that almost all citizens benefit from similar opportunities. The concept of social justice, as a key perspective and idea in societies, especially in urban environments, can help in the appropriate distribution of public uses and services and also lead to the provision of welfare, security and comfort for all social groups. This concept not only emphasizes the necessity of equitable access to facilities, but also leads to the improvement of the quality of life in cities and the creation of a suitable space for social and cultural interactions. As a result, the realization of these goals requires careful planning and the active participation of all urban stakeholders. (Masharzadeh Mehrabi and Sabouri, 2009).

Among the experts who discuss the social indicators of sustainable development, Williams

and his colleagues have pointed out some of the most important indicators. These indicators include access to public facilities, green spaces, employment opportunities, public transport, walking and cycling routes, housing quality, public health and safety, crime rates, and reducing social isolation. They also emphasize the importance of increasing employment opportunities for people with fewer skills, affordable housing, and access to assets. These indicators show us that to achieve sustainable development, we must pay special attention to social and economic aspects and create conditions in which all members of society can enjoy equal opportunities and facilities. (Williams, 2000). One of the most comprehensive and authoritative categories in the field of social sustainability is proposed in the Rio Declaration, which focuses on people and their needs. This classification addresses issues such as controlling urban population growth and trying to reduce the growth rate to zero, paying attention to the identity and specific cultural characteristics of each city, preserving and strengthening the positive values of local culture, reducing poverty and combating social inequalities, as well as encouraging women, youth and children to participate in education and raising environmental awareness and equitable distribution of facilities among different urban areas. These points clearly indicate the importance of social and cultural interactions in the process of sustainable development and emphasize the need to create a space for social and cultural activities that can help improve the quality of life in cities. (Loghaei & Mohammadzadeh Titkanloo, 2016).

MATERIALS AND METHODS

Abbasabad is one of the important and well-known neighborhoods in Tehran, most of which is located in District 7 of the municipality, and parts of it also belong to Districts 6 and 3. This neighborhood is part of the vast lands of Abbasabad. It is bordered by Shariati Street from the east, Shahid Soleimani Highway and Abbasabad lands from the north, Valiasr Street and Yousef Abad neighborhood from the west, and Motahari Street (Takht-e Tavus) from the south. In this neighborhood, important buildings such as the National Library of Iran, the Central Bank Museum, the Ports and Maritime Organization, the Ministry of Roads and Urban Development, the Tehran Governor's Office, and the Academies are located. Also, Tehran Mosque, Nowruz Park, Water and Fire Park, Taleghani Park (Children's World), and the Sacred Defense Museum Garden are other sights in this area. The Museum of the Book and Documentary Heritage of Iran and the Book Garden are other cultural attractions that have added to the richness of this neighborhood. Allameh Faculty of Economics is also located in this area as one of the prestigious educational centers, and thus, Abbasabad is known as a cultural and educational center in Tehran. The land area is approximately 68,000 square meters and the elevation codes vary between 1346 and 1368 meters above s ea level (Fig. 1).

Methodology

This research was designed and implemented with an applied purpose and using a descriptive-survey method. To formulate the theoretical foundations of the research and collect primary data, various scientific sources were used, including articles, books, reports, and specialized magazines in the field of architectural design, social sustainability, and the approximation of Islamic religions. In this research, specialized questionnaires were used to collect data from experts and specialists. Also, semi-structured interviews and record-taking were conducted to extract information from written sources. The study population in this research includes engineers, professors, and experts in the fields of architecture. The statistical sample size includes 12 experts who have been selected based on specific criteria. The purposive sampling method was used to select the samples. The general characteristics of the participants in the statistical study are listed below. These general

characteristics include gender, level of education, and the age of the individuals is between 40 and 60 years. The gender composition of the population is usually considered to be a binary combination of men and women. According to the table below, nearly 66 percent of the population responding to the questions are men and about a quarter are women. The education level of the respondents shows that the highest level is related to doctoral education. The SWOT method was used to identify internal and external factors, evaluate them, and determine the optimal strategy, and the QSPM method was used to prioritize strategies.

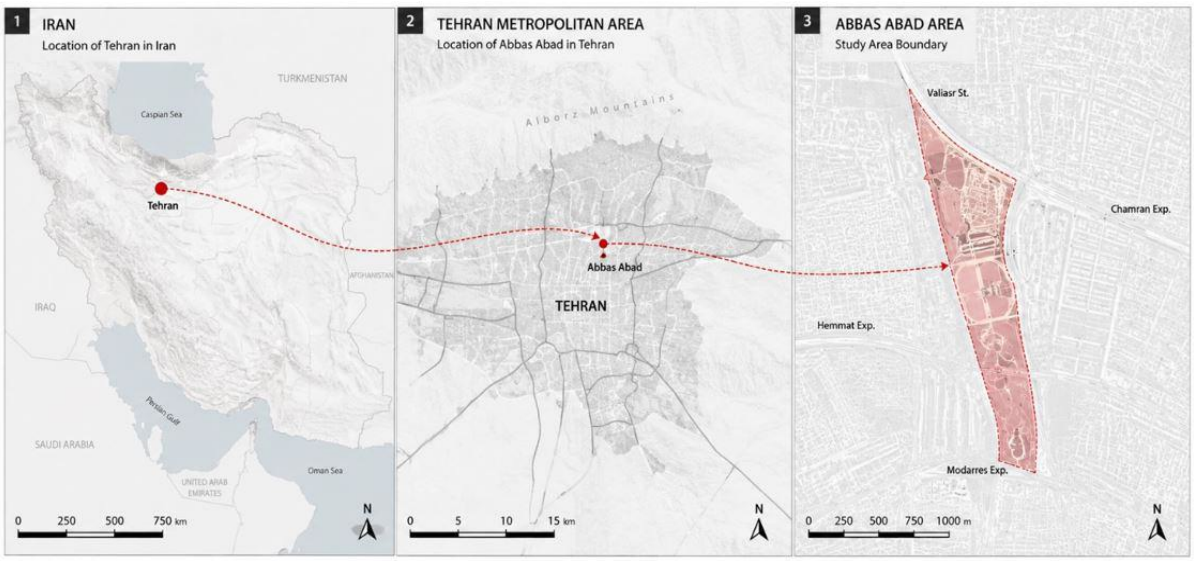

Figure 1: Location of Abbas Abad Hills in Tehran,Iran

DISCUSSION AND FINDINGS

SWOT Analysis

Initially, using SWOT analysis, internal factors (strengths and weaknesses) and external factors (opportunities and threats) were identified in the architectural design of the International Convention Center. This analysis was carried out in order to evaluate and determine effective strategies in architectural design according to the social sustainability approach. The SWOT matrix is an efficient tool for identifying opportunities and threats in the external environment of a system, as well as examining its internal strengths and weaknesses in order to assess the situation and formulate appropriate strategies for managing and directing that system. Using this matrix, strengths, weaknesses, opportunities, and threats are categorized into four main groups, namely ST, WO, SO, and WT, and in this way, appropriate strategic options are selected. To create a matrix of analysis of threats and opportunities with strengths and weaknesses, the following steps should be followed (Fig. 2):

•First, make a list of key opportunities in the external environment.

•Then, make a list of serious and significant threats in the external environment.

•Next, identify the most important internal strengths of the system.

•Also make a list of internal weaknesses.

•After that, compare internal strengths with external opportunities and place the result in the SO strategy group.

•Then, compare internal weaknesses with external opportunities and place the result in the WO strategy group.

•Next, compare internal strengths with external threats and place the result in the ST

strategy group.

•And finally, compare internal weaknesses with external threats and place the result in the WT strategy group.

These steps help to analyze and evaluate the system's status more accurately and comprehensively, and to develop effective strategies for facing challenges and exploiting opportunities. (Tab. 1)

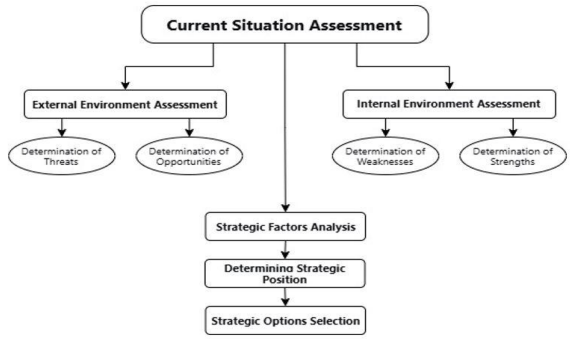

Figure 2: SWOT Analysis Framework, (Karimi and Mahboobfar, 2012:94)

Table 1: SWOT Matrix, (Almasi and Durfard, 2011)

	Strengths List	Weaknesses List
Opportunities List	Quadrant 1: Aggressive Strategies (SO / Maxi-Maxi)	Quadrant 1: Aggressive Strategies (SO / Maxi-Maxi)
Threats List	Quadrant 1: Aggressive Strategies (SO / Maxi-Maxi)	Quadrant 4: Defensive Strategies (WT / Mini-Mini)

Table 2 : Internal factors affecting the design of the center of approximation for social sustainability performance.

Weaknesses (w)	Strengths(s)
Disregard for the balance of spaces	Creating open, semi-open and intermediate spaces for communication and social interaction between representatives of religions
Disregard for commonalities in the design of the form	Dynamic and warm spatial design with natural light
No plan for the maintenance of the building	Increasing permeability and creating different access
Disharmony between the form and the function of the building	Using common identity elements
Disregard for the tourist-friendly nature of the space	Attention to spatial justice
Disproportion between the climate and materials	Attention to the context in design
Lack of proper utilization of capacities	Using elements that are compatible with the climate
	Attention to the touristic potential of spaces
	Flexibility of microspaces

Table 3: External factors affecting the design of the center of approximation for social sustainability performance

Threat	Opportunity
Non-observance of passive defense in design	To become a religious tourism capacity
Non-observance of the philosophy of religious approximation in design	To show the unity of religions in design elements
Incompatibility between social sustainability and architectural structures with design goals	To use the brand of proximity of religions to create a place with identity
Lack of integrated management	To use the identity elements of religions to show attention to the proximity of religions in building design

Non-observance of socially sustainable design criteria in design	To pay attention to the components of unity
	To pay attention to the government and the government to the conference on the proximity of religions

Analysis and Evaluation of Internal and External Factors

By examining Tables 4 and 5 of the internal and external factors evaluation matrix, the scores obtained for the internal factors evaluation matrix (2.953) and for the external factors evaluation matrix (1.51) indicate that strengths can overcome potential weaknesses and threats can overcome opportunities. (Tab. 3)

Table 4: Internal Factor Evaluation Matrix IFE in SWOT Technique

	Items	Importance factor	Score	Final score
Strengths	S1 Designing open, semi-open and intermediate spaces to establish communication and social interaction between representatives of religions	/071	4	/284
	S2 Dynamic and warm spatial design with natural light	/059	3	/177
	S3 Increasing permeability and creating different access	/052	3	/156
	S4 Using common identity elements	/053	3	/159
	S5 Paying attention to spatial justice	/049	2	/98
	S6 Paying attention to the context in the design	/050	3	/15
	S7 Using elements that are compatible with the climate	/053	3	/159
	S8 Paying attention to the touristic potential of spaces	/044	3	/132
	S9 Flexibility of microspaces	/068	2	/136
Weaknesses	W1 Lack of attention to the balance of spaces	/046	2	/092
	W2 Lack of attention to commonalities in the design of the form	/057	2	/114
	W3 Incompatibility between the climate and materials	/046	2	/092
	W4 Incompatibility between the form and function of the building	/053	2	/106
	W5 Lack of attention to the touristic potential of the space	/061	1	/061
	W6 Lack of a plan for the maintenance of the building	/053	1	/053
	W7 Lack of proper utilization of capacities	/051	2	/102
Total		1		2/953

Table 5: EFE external factors matrix in SWOT technique

	Items	Importance factor	Score	Final score
Opportunities	O1 Becoming a religious tourism capacity	/064	3	/128
	O2 Showing the unity of religions in design elements	/059	4	/236
	O3 Using the brand of religious proximity to create a place with identity	/051	4	/204
	O4 Using religious identity elements to show attention to religious proximity in building design	/053	4	/212
	O5 Attention to unity components	/038	3	/114
	O6 Attention of the government and the government to the religious proximity conference	/039	3	/117
	O7 Opportunity to benefit from the experiences of Muslim countries in designing with the aim of showing unity	/059	2	/118
Threats	T1 Lack of attention to observing passive defense in design	062.	2	/124
	T2 Lack of attention to the philosophy of religious proximity in design	/048	1	/048
	T3 Lack of integrated management	/044	2	/088
	T4 Mismatch between form, function and functionality	/043	1	/043
	T5 Lack of attention to socially sustainable design criteria in design	/042	1	/042
	T6 Mismatch between social sustainability and architectural structures with design goals	/062	2	/124
Total		1		1.51

IEA Internal and External Factors Assessment Matrix

In the next step, known as matching or comparison, first, using the total final scores of internal and external factors obtained in the previous step, a square matrix is drawn to analyze the internal and external situation of the organization. This matrix helps us to form strategies and implementation priorities based on two main dimensions.

The two main axes in this matrix are:

•The final score of the internal factors assessment matrix, which is located on the horizontal axis (x).

•The final score of the external factors assessment matrix, which is displayed on the vertical axis (y).

In this strategy matrix, the scores are divided into two categories: strong (between 4 and 2.5) and weak (between 2.5 and 1). This classification allows the organization's strengths and weaknesses to be clearly identified and appropriate strategies to improve the situation to be planned. In fact, the goal of this stage is to accurately and comprehensively analyze the current state of the organization in order to determine the future path and optimize decision-making. By identifying and understanding the influencing factors, one can move towards implementing efficient and effective strategies. (Fig. 3)

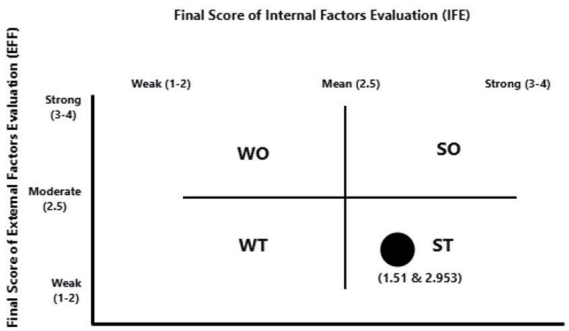

Figure 3: Final score of the internal and external factors evaluation matrix - EIA optimal strategy

In Figure 3, using the internal and external factors matrix and establishing the scores of the evaluation matrices, and specifying the intersection of the two numbers obtained in the aforementioned matrices, the ST area is determined as the optimal strategy. Therefore, it is clear that in the architectural design of the International Conference Center to approximate Islamic religions with a social sustainability approach, the competitive strategy should be given priority. Similarly, in addition to the ST strategy, the necessary strategies can also be achieved by combining the SO and WT strategies.

Four Strategies in the SWOT Matrix

In SWOT analysis, four different types of strategies are identified based on internal and external factors:

•Offensive strategies (SO): This type of strategy indicates a move towards a desirable situation where, by taking advantage of strengths, opportunities can be best used and maximum success can be achieved.

•Competitive strategies (ST): The goal of this type of strategy is to focus on strengths and threats. In this regard, by using strengths, the impact of threats is reduced and the organization can withstand challenges.

•Conservative strategies (WO): This strategy seeks to reduce weaknesses and simultaneously increase the exploitation of opportunities. In fact, the main goal is to be able to compensate for internal weaknesses by using existing opportunities.

•Defensive strategies (WT): This type of strategy tries to minimize weaknesses and threats. This situation is usually the most worrying and the need to re-evaluate and revise the strategic structure and policies is clearly felt. In these circumstances, the organization must carefully examine how it can get out of the crisis situation and choose a better path for its future.

These four strategies help organizations make better decisions and move towards their goals, given their situation.

Presenting strategies based on the SWOT model

This model is one of the important tools in the strategy development process, and in it, while comparing information, it is possible to develop four different models of strategies in terms of the degree of activism in the environment. During the operationalization of the aforementioned strategies, some of them can overlap with each other or be implemented simultaneously. According to the results of the SWOT analysis, for the architectural design of the International Conference Center to approximate Islamic religions with a social sustainability approach, the following strategies are presented in Table 5.

Table 6: SWOT Matrix Table

Conservative (WO)	Offensive Strategy (SO)
Wo1 Creating spatial balance in the design of open, semi-open and intermediate spaces to promote social interactions in this space Wo2 Observing spatial balance in design and unity	SO1Designing open, semi-open and intermediate spaces and the space for receiving visitors in a way that the architecture attracts tourists. So2 Paying attention to the components of unity and solidarity in the design of space and form

Defensive (WT)	Competitive (ST)
Wt1 Allocating space to different uses and activities in space and designing in a balanced and solid manner Wt2 Paying attention to philosophy and identity and preserving the values and social dignity of those present in the design of the building Wt3 Harmonizing integrated management in the design process and project management Wt4 Creating a connection between the form of the building and its function	St1 Paying attention to social sustainability criteria, including participation and attention to religious values, as well as passive defense in architectural structures St2 The relative advantage of designing this architectural structure can be paying attention to the philosophy of the approximation of religions. ST3 Having integrated management for managing the design project

Quantitative Strategic Planning Matrix (QSPM)

One of the most common tools for evaluating strategic options and determining the relative attractiveness of strategies is the Quantitative Strategic Planning Matrix (QSPM). This technique helps us determine which of the selected strategies are feasible and, in fact, prioritizes these strategies in order.

QSPM uses data from the first stage (information input) and the second stage (integration) to provide a detailed assessment of strategic options. Like many other techniques and tools, this method also requires sound judgment, expertise, and deep knowledge. This matrix is designed to assess the feasibility and sustainability of proposed solutions against environmental conditions and the current state of the organization.

If, in this assessment, a strategy fails to adapt to the internal and external challenges of the organization, it should be removed from the list of prioritized strategies. Therefore, QSPM acts as a key tool in the strategic decision-making process and helps managers identify and select appropriate options.

Next, the decision to prioritize and determine the relative attractiveness of the three competitive strategies, using the quantitative strategic planning matrix to objectively identify the strategies that are among the best strategies, is as follows:

In the first step, the internal and external factors are listed on the right side of the matrix and the ST strategies obtained through the SWOT matrix are listed at the top of the QSPM matrix. Then, the importance coefficients of each internal and external factor are entered into the matrix based on the EFE and IFE tables. In the next step, experts and elites were asked to give the internal and external factors in relation to the competitive strategies listed at the top of the matrix an attractiveness score from 1 to 4 (AS).

In the next step, the product of the importance coefficient and the attractiveness score is entered into the table (TAS). This score indicates the effectiveness of current strategies in responding to internal and external factors.

In the final step, the final attractiveness score of each strategy is obtained from the sum of the attractiveness scores of each column of the quantitative strategic planning matrix, and thus the more attractive strategies are identified.

In the decision-making stage, in order to prioritize and determine the relative attractiveness of the three competitive strategies presented, the strategies that are among the best strategies are objectively identified using the quantitative planning matrix (QSPM), as shown in Table 6.

Prioritizing Strategies

In Table 10, the selected strategies are prioritized based on the SWOT matrix and according to the output of the QSPM table and taking into account the sum of the attractiveness scores. This table shows that among the 3 selected strategies, the existence of an integrated management for managing the design project plays a significant role in designing this center with a social sustainability approach. (Tab. 7)

Table 7: Competitive strategies for designing a social sustainability performance approach

Factors	Importance factor	Competitive strategies for designing social sustainability performance					
		ST3		ST2		ST1	
		As1	TAS1	As2	TAS2	As3	TAS3
S1	/071	3	/213	1	/071	3	/213
S2	/059	2	/118	2	/181	3	/177
S3	/052	2	/104	1	/052	3	/156
S4	/053	2	/106	2	/106	2	/106
S5	/049	1	/049	2	/098	4	/196
S6	/050	1	/050	2	/1	3	/15
S7	/053	1	/053	2	/106	2	/106
S8	/054	2	/108	2	/108	2	/108
S9	/067	1	/067	2	/134	1	/067
W1	/046	1	/046	1	/046	2	/092
W2	/057	1	/057	3	/171	4	/228
W3	/044	2	/088	2	/088	3	/132
W4	/053	2	/106	1	/053	3	/183
W5	/061	2	/122	1	/061	2	/122
W6	/053	2	/106	1	/053	4	/212
W7	/054	2	/108	1	/054	3	/162
O1	/064	1	/064	3	/192	2	/128
O2	/059	2	/118	2	/118	3	/118
O3	/051	1	/051	1	/051	1	/051
O4	/053	1	/053	3	/159	2	/106
O5	/038	2	/076	1	/038	3	/114
O6	/039	1	/039	1	/039	2	/078
O7	/059	2	/118	1	/059	1	/059
T1	/062.	1	/062	2	/124	2	/124
T2	/048	2	/096	1	/048	1	/048
T3	/044	1	/044	0	.	1	/044
T4	/043	0	0	0	0	2	/86

T5	/045	1	/045	2	/09	2	/09
T6	/056	1	/056	1	/056	1	/056
Total			2/37		2/67		3/34

Table 8: Prioritizing Selected Strategies

Selected Strategies	Attractiveness Score	Priority
ST3	34/3	1
ST2	67/2	2
ST1	37/2	3

CONCLUSION AND RESULTS

Today, the construction of public spaces is considered as a lasting legacy of culture and identity of societies at different urban scales due to the social need of humans for public urban spaces as a platform for establishing social interactions. Socio-cultural sustainability in architecture is an approach that not only helps to improve the quality of life of individuals, but also plays an important role in maintaining cultural identity and social cohesion. Architecture, as a social phenomenon, originates from culture and affects it. Also, architecture, as one of the most prominent manifestations of the culture of any society, plays a fundamental role in shaping and transmitting cultural identity and can help achieve sustainable development by utilizing the principles of local architecture, new technologies, and community participation. Therefore, in order to answer the main question of this research, an attempt was made to prioritize the architectural design strategies of the International Conference Center using the SWOT-QSPM technique to approximate Islamic religions with the approach of social sustainability. The results of the study showed that the importance of ST3 strategy, "Integrated Management for Design Project Management", is greater than other competitive strategies. Project integration management includes a set of processes and activities that identify, define, combine and coordinate different activities in process groups. The concept of integration in project management refers to the communications and relationships between different project components and includes characteristics such as coordination, consistency and information exchange. These actions must be carried out continuously from the start to the end of the project to ensure that all parts move towards the overall project goals. Given the complexities of projects, the importance of integration is doubled, especially in situations where different teams and multiple resources are involved. Ultimately, integrated project management can lead to improved quality of results and increased stakeholder satisfaction.

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