

SWOT Analysis of strategic Position of Cycling Federation in Iran

Arefeh Jamshidi (M.Sc)

Student, Sport Management, University of Tehran, Tehran, Iran

S. N Sajjadi (Ph.D)

Associate Professor, Sport Management, University of Tehran, Tehran, Iran

Habib Honari (Ph.D)

Department of Physical Education, Allame Tabatabae`i University, Tehran, Iran

Abstract

The purpose of this research is to design and develop strategies of cycling federation in Iran. Here, the descriptive methodology would be applied based upon the case study. The Statistical population included the physical education professors, the managers of cycling committees and boards, educated coaches and M.A students involved in cycling federation affairs. The statistical sample encompasses 50 individuals selected totally due to limited Statistical population. To collect the data, we used library resources, literature and background review, interviews and open as well as closed questionnaires. Having developed the closed questionnaire, we had the validity confirmed by the professors and their reliability was confirmed using Cronbach alpha Coefficient ($\alpha=0.94$). For research findings analysis purpose, Friedman test and group discussion were taken into account. After identifying the most important strengths, weaknesses, opportunities and threats in the field of championship sport and ranking them in the existing order, we selected most important ones through group discussion. Different climates in country was the most important opportunity and lack of Television coverage was the most conspicuous threat. Finally, it was concluded cycling federation position in SWOT model was that of conservative We formulated 23 strategies including 6 SO,6 ST,6 WO and 5 WT strategies.

Key words: Strategy, Cycling Federation, SWOT Analysis

Introduction

Strategic planning is defined as a process through which organizations can analyze and recognize their external and internal environments. In addition, strategic planning can, in turn, create strategies to help attain pre-determined goals. The studies show that the organizations which take strategic planning into account enjoy better performance than their counterparts. There are various models as for strategic planning of which SWOT matrix is of practical importance. The matrix of strength, weakness, opportunity and threat areas is considered one of the most significant tools help the management compare the data so that they can develop 4 types of strategies namely as SO,OW,ST and WT strategies. Comparing the main internal and external factors is regarded as the most complicated task of SWOT matrix development. Implementing SO strategies, an organization tries to make use of external opportunities taking advantage of internal strengths. All managers prefer to consider internal strengths so as to considerably exploit external procedures and events. Generally, to achieve the afro-mentioned target, the organization applies WO, ST and WT strategies which, in turn, help them execute SO strategies. The purpose behind OW strategies is to help an organization improve its internal weaknesses using the existing opportunities in the external environment. Implementing ST strategies, an organization tries to minimize the present threats in the external environment through its strengths. Also, Considering WT strategies, organizations take defensive position so that they can minimize the internal weaknesses and prevent threats resulting from external environment. An organization facing internal weakness and threats from external environment is in highly weak place. In fact, it tries to reduce the internal weaknesses and external threats to gradually attain optimal positions in which it can, ultimately, apply ST,OW and even SO strategies. Developing vision and missions is a main focus of many strategic planning models.

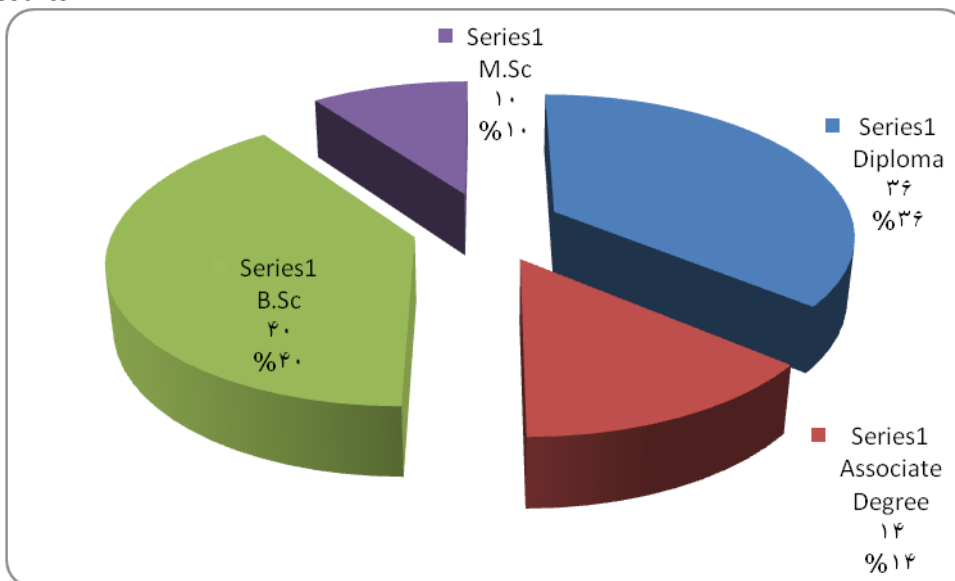
Needless to say, although in recent years. It has attracted a special attention in Iran, strategic planning hasn't been seriously adopted by the authorities. Possibly an alternative, here, is to develop strategic plans for different federations so that their achievements, in turn, shall promote our country The literature review revealed there had been no study carried out in Iran regarding strategic analysis of cycling federation in Iran. So, the present study tried to find out: What is the strategic position of cycling federation in Iran?

Methodology

It was descriptive methodology would be applied based upon the case study. The Statistical population includedthe managers of cycling committees and boards, educated coaches and M.A students involved in cycling federation affairs. The statistical sample encompasses 50 individuals selected totally due to limited Statistical population. To collect the data, we used library resources, literature and background review, interviews and open as well as closed questionnaires. Having developed the closed questionnaire, we had the validity confirmed by the professors

and their reliability was confirmed using Cronbach alpha Coefficient ($\alpha=0.94$). For research findings analysis purpose, Friedman test and group discussion were taken into account.

Results



Graph 1: Distribution and frequency percentage of study sample educational background

Table 1: Strategies formulation for cycling federation

Internal factors	Strengths (S)
	Participation and constant presence in the Asian and international competitions Iran's proud history of cycling in Asia Cycling champions ranked 1 to 3 in Asia There are cycling champions and experts in the Federation Regular cycling competitions in different categories of age and genders Meeting With international cycling professional in order to educate athletes and coaches Maintaining Championship continuity amongst students and soldiers Federation is up-to program
External factors	
Opportunities (O)	Strategies (SO)
There are different climates Asia's first league held in Iran	Development of infrastructure for cycling competitions at national, regional, continental

<p>Construction of bike lanes in some cities by municipalities There are talented youth Some of the Iranian represent Iran in committees of the cycling Confederation Appropriate fields of sports fraction in the Parliament There is good communication and cooperation with armed forces Appropriate relationship with the Ministry of Youth Affairs and Sports and the National Olympic Committee good relations with the International Federation and the Asian Cycling Confederation Public welcomes cycling</p>	<p>and international levels S4, S1, S2, S7, S8, O1, O3, O4, O8 Policy making to expand and enhance international communication and activities hosted by Cycling federation S, S3, S7, O5, O6 Accreditation of national cycling federation S1, S2, S8, O5, O10 Considering diverse climate for expansion cycling S8, O1, O2 Promoting cycling in public S3, S8, O1, O2, O3, O4 Launch of cycling league level ministries and agencies and armed forces S1, S6, S8, O1, O2, O3, O7</p>
<p>Internal factors</p> <p>External factors</p>	<p>Strengths (S)</p> <p>Participation and constant presence in the Asian and international competitions Iran's proud history of cycling in Asia Cycling champions ranked 1 to 3 in Asia There are cycling champions and experts in the Federation Regular cycling competitions in different categories of age and genders Meeting With international cycling professional in order to educate athletes and coaches Maintaining Championship continuity amongst students and soldiers Federation is up-to program</p>
<p>Threats (T)</p> <p>Lack of television coverage of cycling Safety violations in the road Lack of support from the Federation Ministry of Youth and Sports Non-compliance with financial supporters to attend and support this field Lack of safety gears for cyclists Lack of training programs in media, especially national media Some of the organizations responsible for importation of bicycle accessories do not cooperate</p>	<p>Strategies ST</p> <p>Live media coverage of national and regional cycling competitions S8, S3, S4, T1, T8, T11 Improving the safety standards required in cycling competitions S7, S8, T2, T3, T4 Investment opportunities in sports cycling S1, S2, S8, T6, T7, T11, T12 Developing a comprehensive training package for cycling S1, S3, S4, S7, S8, T2, T5, T8</p>

<p>Widespread use of illegal drugs and supplements in country. Lack of orientation courses about doping and the use of supplements authorized by the Federation of Sports Medicine Rapid changes in the Rules of the International Federation Expensive equipment and accessories of cycling Lack of supportive legislation of bicycle safety</p>	<p>To facilitate the importation of professional cycling equipment S1, S3, T2, T6, T12 Identifications of countries which are forerunner in cycling S1, S2, S4, S5, S7, T9, T10, T7</p>
<p>Internal factors</p> <p>External factors</p>	<p>Weaknesses (W)</p> <p>lack of professional cycling competitions tracks based on the latest international standards Lack of international judges in country. Shortage of specialist coaches or referees in the provinces Training problems and lack of training places in big cities Shortage of special education materials to educate coaches and referees Ongoing special program shortage in country Lack of equipment, cycling equipment in accordance with latest international standards lack of continuous and dynamic relationship with the provincial boards Lack of Marketing activities and revenue relating to the Federation Lack of financial resources and Federation dependence on the State Budget</p>
<p>Opportunities (O)</p> <p>There are different climates Asia's first league held in Iran Construction of bike lanes in some cities by municipalities There are talented youth Some of the Iranian represent Iran in committees of the cycling Confederation Appropriate fields of sports fraction in the Parliament There is good communication and cooperation with armed forces Appropriate relationship with the Ministry of Youth Affairs and Sports and the National Olympic Committee</p>	<p>Strategies (WO)</p> <p>Construction and commissioning of tracks suited to the climate of Iran (mountains, desert, forest, coastal and ...) O1, O2, O3, O4, W1, W2, W10 Promoting knowledge and skills of cycling activists O3, O8, O9, O10, W5, W6, W7, W8 Efforts to expand private sector participation in the cycling O1, O2, O3, O4, O6, W1, W3, W4, W9 Promoting cycling O1, O2, O3, O5, O6, W1, W3, W9, W10 Effective communication and participation in the international arena O8, O9, O10, W6, W8, W10</p>

good relations with the International Federation and the Asian Cycling Confederation Public welcomes cycling	Increasing public awareness about the cycling O2, O3, O7, W4, W10
Internal factors	Weaknesses (W)
External factors	
	<p>lack of professional cycling competitions tracks based on the latest international standards</p> <p>Lack of international judges in country.</p> <p>Shortage of specialist coaches or referees in the provinces</p> <p>Training problems and lack of training places in big cities</p> <p>Shortage of special education materials to educate coaches and referees</p> <p>Ongoing special program shortage in country</p> <p>Lack of equipment, cycling equipment in accordance with latest international standards</p> <p>lack of continuous and dynamic relationship with the provincial boards</p> <p>Lack of Marketing activities and revenue relating to the Federation</p> <p>Lack of financial resources and Federation dependence on the State Budget</p>
Threats (T)	Strategies (WT)
<p>Lack of television coverage of cycling</p> <p>Safety violations in the road</p> <p>Lack of support from the Federation Ministry of Youth and Sports</p> <p>Non-compliance with financial supporters to attend and support this field</p> <p>Lack of safety gears for cyclists</p> <p>Lack of training programs in media, especially national media</p> <p>Some of the organizations responsible for importation of bicycle accessories do not cooperate</p> <p>Widespread use of illegal drugs and supplements in country.</p> <p>Lack of orientation courses about doping and the use of supplements authorized by the Federation of Sports Medicine</p>	<p>Development of cycling sports facilities W1, W9, W10, T2, T3, T6</p> <p>Supportive legislation and regulations in the field of cycling W4, T4, T7, T10, T12</p> <p>Enjoying new and updating cycling exercise programs W1, W5, W6, W7, W9, T5, T8</p> <p>Expanding production and broadcasting of TV and radio sports regarding cycling W4, W6, W7, T1, T5, T8, T9</p> <p>Trying to develop cycling in educational organization W5, W9, W10, T6, T9</p>

<p>Rapid changes in the Rules of the International Federation Expensive equipment and accessories of cycling Lack of supportive legislation of bicycle safety</p>	
---	--

References

Brentwood Borough Council, "Sports development Strategy, 2007-2011", Retrieved January from www.brentwood.gov.uk

Coates, J. L and S. L. McKay (1997). Motives of visitors attending festival events. *Annals of tourism Research*. Vol24, No.2, PP :125-139

Leven-Bolsover District Council, (2006) "Sports Development Strategy 2006 - 2009", Retrieved January 10 / 2010 from www.bolsover.gov.uk .

Esfahani, N, Goudarzi, M and Assadi, H., 2009. The Analysis of the Factors Affecting the Development of Iran Sport Tourism and the Presentation of a Strategic Model. *World Journal of Sport Sciences* 2 (2): 136-144.

Ferner L. Alexandra, (2002). A strategic planning primer For higher education.

Fred R. David, 1998, "Strategic Management", Parsayyan, Ali, Arab, Mohammad. Cultural Research Bureau

Hangr David, J., violin, Thomas L., 1384, "Foundations of Strategic Management", Arabi, Syed Mohammad Izadi, David, Office of Cultural Research

Harrison, Jeffrey - John, Karun, 2003, "Strategic Management", Ghasemi, B., Board of publication.

H. Igor Ansoff, Edward J., McDonnell 2011, *the Strategic Management (1) and (2)* Zandieh Abdullah, Samt Publication.

Kuratko, D and Audrestsch, DB (2009). Strategic entrepreneurship: exploring different perspectives of an emerging concept. *The Business Journals*:

[www.entrepreneur.com/tradejournals/article/192851028.html]. (28 mar 2009).

Medway council. sport development strategy (2005-2010) National cycling strategy (2010) / www.austreads.com.au

Physical Education Organization of Iran in 2005, "Detailed studies of the development of athletics," published by Green Apple

The 15th-Strategic plan (from 2009 to 2012) www.canadian-cycling.com