

Strategies Formulation of Cycling Federation in Iran

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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 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.

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

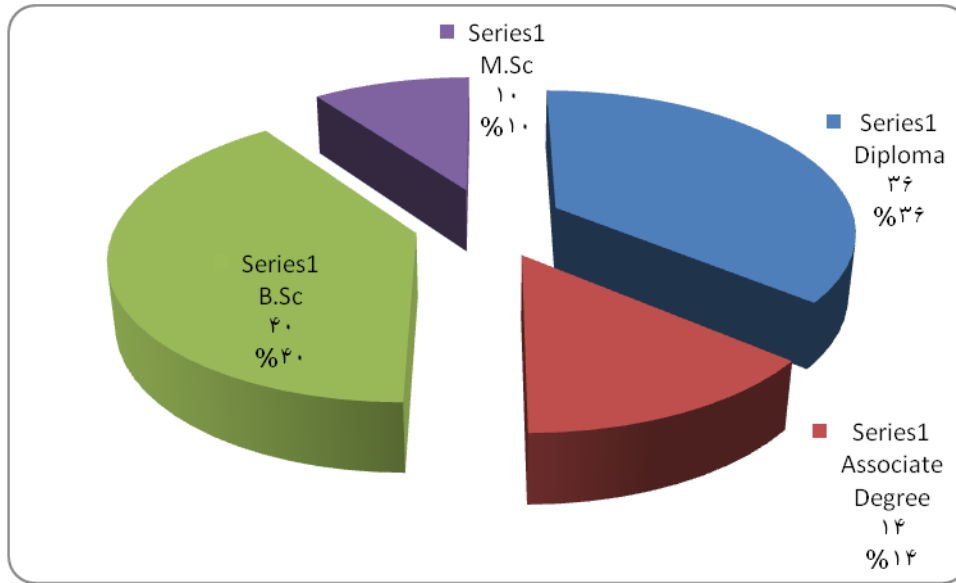
opportunities taking advantage of internal strengths. All managers prefer to consider internal strengths so as to considerably exploit external procedures and events. Generally, to achieve the afro-mentioned target, the organization applies WO, ST and WT strategies which, in turn, help them execute SO 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 included 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.

Results



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

Table 1: Prioritization of the factors affecting the strengths of cycling

Items	Mean Rating	Rating (priority)
Participation and constant presence in the Asian and international competitions	6.20	1
Iran's proud history of cycling in Asia	5.66	2
Cycling champions ranked 1 to 3 in Asia	5.08	3
There are cycling champions and experts in the Federation	4.71	4
Regular cycling competitions in different categories of age and genders	3.88	5
Meeting With international cycling professional in order to educate athletes and coaches	3.77	6
Maintaining Championship continuity amongst students and soldiers	3.51	7
Federation is up-to program	3.19	8

Table 2: Prioritization of the factors affecting the weaknesses of cycling

Items	Mean Rating	Rating (priority)
lack of professional cycling competitions tracks based on the latest international standards	5.80	1
Lack of international judges in country.	5.47	2
Shortage of specialist coaches or referees in the provinces	5.66	3
Training problems and lack of training places in big cities	5.63	4
Shortage of special education materials to educate coaches and referees	5.57	5
Ongoing special program shortage in country	5.49	6
Lack of equipment, cycling equipment in accordance with latest international standards	5.49	6
lack of continuous and dynamic relationship with the provincial boards	5.24	7
Lack of Marketing activities and revenue relating to the Federation	5.21	8
Lack of financial resources and Federation dependence on the State Budget	5.16	9

Table 3: Prioritization of the factors affecting the opportunities of cycling

Items	Mean Rating	Rating (priority)
There are different climates	5.80	1
Asia's first league held in Iran	5.80	1
Construction of bike lanes in some cities by municipalities	5.69	2
There are talented youth	5.64	3
Some of the Iranian represent Iran in committees of the cycling Confederation	5.59	4
Appropriate fields of sports fraction in the Parliament	5.57	5
There is good communication and cooperation with armed forces	5.27	6
Appropriate relationship with the Ministry of Youth Affairs and Sports and the National Olympic Committee	5.26	7
good relations with the International Federation and the Asian Cycling Confederation	5.26	7
Public welcomes cycling	5.14	8

Table 4: Prioritization of the factors affecting the threats of cycling

Items	Mean Rating	Rating (priority)
Lack of television coverage of cycling	8.54	1
Safety violations in the road	8.24	2
Lack of support from the Federation Ministry of Youth and Sports	7.24	3
Non-compliance with financial supporters to attend and support this field	7.22	4
Lack of safety gears for cyclists	6.84	5
Lack of training programs in media, especially national media	6.62	6
Some of the organizations responsible for importation of bicycle accessories do not cooperate	6.61	7
Widespread use of illegal drugs and supplements in country.	6.36	8
Lack of orientation courses about doping and the use of supplements authorized by the Federation of Sports Medicine	6.23	9
Rapid changes in the Rules of the International Federation	5.59	10
Expensive equipment and accessories of cycling	4.55	11
Lack of supportive legislation of bicycle safety	3.95	12

Table 5: Internal factors matrix of cycling

The internal factors	Code	Factors	Important factor (Weight)	Intensity Factor	Score
Strengths	S1	Participation and constant presence in the Asian and international competitions	0.052	4	0.207
	S2	Iran's proud history of cycling in Asia	0.056	4	0.223
	S3	Cycling champions ranked 1 to 3 in Asia	0.035	3	0.105
	S4	There are cycling champions and experts in the Federation	0.068	4	0.273
	S5	Regular cycling competitions in different categories of age and genders	0.062	4	0.249
	S6	Meeting With international cycling professional in order to educate athletes and coaches	0.039	3	0.116
	S7	Maintaining Championship continuity amongst students and	0.041	3	

		soldiers			0.124
	S8	Federation is up-to program	0.043	3	0.128
Weaknesses	W1	lack of professional cycling competitions tracks based on the latest international standards	0.064	2	0.127
	W2	Lack of international judges in country.	0.058	1	0.058
	W3	Shortage of specialist coaches or referees in the provinces	0.057	1	0.057
	W4	Training problems and lack of training places in big cities	0.057	1	0.057
	W5	Shortage of special education materials to educate coaches and referees	0.062	2	0.124
	W6	Ongoing special program shortage in country	0.061	2	0.122
	W7	Lack of equipment, cycling equipment in accordance with latest international standards	0.06	2	0.121
	W8	lack of continuous and dynamic relationship with the provincial boards	0.063	2	0.126
	W9	Lack of Marketing activities and revenue relating to the Federation	0.06	2	0.121
	W10	Lack of financial resources and Federation dependence on the State Budget	0.062	2	0.124
Total coefficients of internal factors			1 = Σ		= 2/46 Σ

Table 6: Matrix external factors of cycling

External factors	Code	Factors	Important factor (Weight)	Intensity factor	Score
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Opportunities	O1	There are different climates	0.044	4	0.174
	O2	Asia's first league held in Iran	0.039	3	0.116
	O3	Construction of bike lanes in some cities by municipalities	0.042	4	0.17
	O4	There are talented youth	0.043	4	0.171
	O5	Some of the Iranian represent Iran in committees of the cycling Confederation	0.04	3	0.119
	O6	Appropriate fields of sports fraction in the Parliament	0.042	4	0.168
	O7	There is good communication and cooperation with armed forces	0.04	3	0.119
	O8	Appropriate relationship with the Ministry of Youth Affairs and Sports and the National Olympic Committee	0.04	3	0.119
	O9	good relations with the International Federation and the Asian Cycling Confederation	0.042	4	0.168
	O10	Public welcomes cycling	0.044	4	0.174
Threats	T1	Lack of television coverage of cycling	0.064	2	0.128
	T2	Safety violations in the road	0.051	2	0.103
	T3	Lack of support from the Federation Ministry of Youth and Sports	0.062	2	0.124
	T4	Non-compliance with financial supporters to attend and support this field	0.03	1	0.03
	T5	Lack of safety gears for cyclists	0.048	2	0.096
	T6	Lack of training programs in media, especially national media	0.034	1	0.034
	T7	Some of the organizations responsible for importation of bicycle accessories do not cooperate	0.042	1	0.042
	T8	Widespread use of illegal drugs and supplements in country.	0.05	2	0.1
	T9	Lack of orientation courses about doping and the use of supplements authorized by the Federation of Sports Medicine	0.047	2	0.094
	T10	Rapid changes in the Rules of the International Federation	0.054	2	0.109
	T11	Expensive equipment and accessories of cycling	0.054	2	0.109
	T12	Lack of supportive legislation of bicycle safety	0.05	2	0.099
All coefficients of external factors			$1 = \Sigma$		$= \frac{2}{56} \Sigma$

The results suggest that the cycling federation in terms of internal and external strategic position in the matrix area is conservative.



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