

## Identify and Prioritize the Factors Affecting the Success of the Federation of Bodybuilding and Fitness Strategies

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### Abstract

**Purpose:** The purpose of this study was to identify and prioritize the key drivers affecting the success of the federation of bodybuilding and fitness strategies.

**Methods:** The research is applied-developmental objectively and it is descriptive-survey in terms of the research type. The statistical population of the qualitative section was 10 managers of the Federation of Bodybuilding and Fitness and university professors active in the field of bodybuilding and fitness that were selected by targeted and snowball sampling method in the theoretical saturation of the samples. The statistical population of the quantitative part consists of all bodybuilding and fitness trainers in Alborz province. The tool of data collection in this study is interview with experts and design of a researcher-made questionnaire of pairwise comparisons. The validity of the interview was confirmed by the four-stage GABA method and its reliability was confirmed by the assurance method. Qualitative data analysis was performed using the Corbin systematic coding method and in the quantitative section, Mic Mac pairwise comparison method was used.

**Results:** According to the findings, 25 components in the form of 5 main factors related to coaches, infrastructure, athletes, strategic factors and international events were extracted from interviews and research background as key drivers affecting the success of the Federation of Bodybuilding and Fitness strategies.

**Conclusion:** Finally, the results show that according to the stability of the system, the drivers determined in this study affect the success of the bodybuilding and fitness federation strategies.

**Keywords:** Key Drivers of Federations' Success, Federations Strategies, Federation of Bodybuilding and Fitness.

## Introduction

Today, sports organizations, including federations and provincial delegations, like non-sports organizations, are exposed to many environmental changes and deal with complex issues. The sports sector faces with problems such as downturns, restrictive governmental rules and regulations, financial problems and being in a competitive environment caused by environmental changes, especially in the sector of sports services. Developing countries due to global developments are faced to drastic reductions in governmental aids to the sports sector, lack of coherent programs, poor communication, and a lack of a process to attract the participation of others in sports organizations, which caused limitations in the growth and the development of their sport (Mische Lawson, 2019). These issues suggest that sports organizations need to think of ways to deal with these changes. In this regard, many sports organizations have tended to strategic planning. Sports organizations according to the conditions of their internal and external environment and using the strategic planning process to different levels have used innovative, developmental and exploratory strategies, according to the attractiveness of programs and competitive situation to face these developments and achieve goals. Also, many sports organizations in this process have determined key areas of performance such as management, championship sports, sports development, etc., and based on a scientific team and partnership work, have developed and implemented strategic plans (Vahdani et al., 2018). It should be noted that today, sports organizations, including the sports federation, are exposed to global changes and developments, and therefore organizations must constantly monitor internal and external events so that they can adapt themselves with changes at the right time and in terms of necessity, in today's world that is chang-

ing fast. One-time decisions based on intuitive and empirical judgments can no longer be used. successful organizations will be able to use science and strategic management (Nasirzadeh et al., 2013).

Brenes, Esteban R. et al (2020) A study entitled Strategic Planning Success in Latin America concluded that senior executives should provide good reasons for the need to develop a strategic plan to involve low-level managers and employees in implementing the plan. If employees see managers as committed to the program, they will increase their participation in the implementation of that program. The pervasiveness of sport, especially championship sports, and the importance of its position in international relations, has attracted much attention from governments. Various continental and world competitions, and on top of all of them, the Olympic Games, have become the arena of competition for the selected sports youth of nations, and through this, various sciences and technologies have been used in sports (Farahani et al., 2016). The success of countries in international sports arenas, in addition to social and economic effects, is considered a symbol of stability and comprehensive classifications of these countries, and one of the reasons for the high investment of countries in championship and professional sports originates from this case (Farahani et al., 2017). Success in any field, especially championship sports, requires attention and having a specific strategic plan and drivers that sports organizations and federations inside and outside the country have tended to it in recent years. The development of physical education and sports on a large scale, such as national, regional or continental sports, is a complex issue and requires various scientific and practical fields to be examined. Different regions and nations of the world have used some scientific and experimental approaches and methods to promote their sports. From the very

beginning, these methods have been based on theoretical foundations or have had theoretical support after the spread of the field. However, theoretical discussions can be found for conventional methods and approaches to the promotion and development of sport among different nations. Gaining a proper and prestigious position in regional and global sports is not possible without having strong and scientific principles and foundations, so many countries have started comprehensive planning for medals in prestigious world and Olympic Games at least eight years ago. (Shamounian, 2019).

On the other hand, the key to the success of an organization and society is to earn money for its survival. Without a secure income, society and various organizations will be destroyed and cannot survive in a competitive environment. Revenue is a source of finance that is injected into an organization in various ways that organizations use to produce goods and services (Stewart, 2007). In this regard, Tibalt et al. (1993) noted that financial resources are vital for non-profit organizations such as sports federations and clubs. Sports non-profit organizations need financial support from the government and private institutions, but they prefer to organize sports activities independently (Winand et al., 2010).

Obviously, sports organizations, including federations, when they are on the path of growth and development will need more money to achieve goals and advance affairs, and if they rely solely on government resources, they will not be able to follow their policies properly. Because according to the economic recession in the world, especially in developing countries, the share of sports, especially amateur sports and basic sports has decreased in government budgets (Taslimi et al., 2019). Competition in the international arena and enjoying the various benefits of sports in the social, economic

and political fields requires intelligent and strategic management of sports that can be achieved the best output from the minimum resources by mobilizing resources and facilities. It seems that one of the most important issues that the country's sports are thirsty for today is the correct economic policy in order to crystallize the huge potential of the scientific and executive community of sports in the international arena (Shahlaei et al., 2019).

Accordingly, environmental analysis, development, implementation and evaluation of strategies are interrelated parts of the comprehensive model of strategic planning, the combination of which will lead to the effectiveness and success of organizations. The stage of implementing strategies and their implementation is much more difficult than the stage of developing a strategic plan, because they have to change the ideas and orientations of the strategies into action, and because as much as managers pay attention to developing strategies, they don't pay attention to implement them, many strategies remain on paper and are not implemented. Also, the results of various studies show that many of the developed programs have not reached the implementation stage or lack of an effective mechanism and a comprehensive view on the implementation of strategic plans caused them to stagnate (Quarter, 2008 and Herbiniak, 2005). The reason for the failure of the programs and strategies of sports federations is the lack of knowledge from the key drivers of success. The key drivers of the success of strategies are those factors that are not part of the strategies but have a direct and vital impact on the successful implementation of the strategies that knowing these factors in the stage of developing and implementing strategic plans of sports federations is very necessary and vital for the success of the strategic plan that unfortunately in the sports federations of the country, this issue has not been considered

at all. Therefore, according to the research gap and lack of knowledge about the key drivers of the success of the federation strategy, this study seeks to identify the key drivers affecting the success of the federation of bodybuilding and fitness strategies and know which one has the highest priority?

### Materials and Methods

The research is an applied-developmental objectively and descriptive-survey in terms of the type of research. The statistical population of the qualitative section is the directors of the Federation of Bodybuilding and Fitness (including board members, directors of provincial boards) and university professors active in the field of bodybuilding and fitness (professors who have at least 1 related article in this field or at least 10 years of experience in this field). In the qualitative section, in order to select the samples from the targeted and snowball method, the samples were selected at the theoretical saturation level. Finally, we achieved saturation at the level of 9 people. Sampling continued till 10 people to increase validity and covering all components. The statistical population of quantitative section consists of all coaches (grades A, B and C) of bodybuilding and fitness in Alborz province, whose number is about 480 people based on an inquiry from the bodybuilding board of the province. In the quantitative section, according to the population size of 480 people, according to the pairwise comparison method, Gpower software was used to determine the sample size, of which 50 people were randomly selected as the sample.

The tool of data collection in this study is interviewing experts and designing a researcher-made questionnaire of pairwise comparisons, which is compiled and distributed according to the research question. A semi-structured interview was used to construct the questionnaire. Its validity was confirmed by the four-stage GABA, Method and its reliability was confirmed by the assurance method. In the quantitative section of the researcher-made questionnaire, pairwise comparisons with 25 items were extracted using the results of the qualitative section. The face validity and content of the questionnaire were calculated and confirmed by Lavshi method with concordance Kendall's coefficient. Its reliability was calculated and confirmed by Cronbach's alpha in all components more than 0.7. Qualitative data analysis was performed using the Corbin systematic coding method and in the quantitative section, the Mic Mac pairwise comparison method was used.

### Results

An interview was conducted with experts in order to answer this question who listed many cases and gave explanations about each of them, which some questions were created for the researcher and many cases were selected. Finally, the researcher wrote the comments briefly, then coded them, and after summarizing the contents, the factors were categorized. In the next step, the categories taken from the interview were done in an open, axial and selective coding method.

Table 1 - Axial and selective coding (optional)

open codes	axial codes	selective code
Acquiring well-known coaches, using educated coaches, using specialized coaches of skills or physical fitness, meeting the needs of coaches, holding training courses for coaches	coaches	Key drivers affecting the success of Federation of bodybuilding and fitness strategies
Budget allocation, provision of hardware facilities, increasing hall equipment, financing, allocation of sufficient space	infrastructures	
Financial support for athletes, talent identification programs, training athletes in world-class level, reducing athletes' psychological problems	athletes	
Strategic planning, scheduling affairs, media advertising, developing advocacy rules, continuous monitoring, political support, managerial stability	strategic factors	
Attending international tournaments, holding international camps, participating in youth tournaments, holding conferences	international events	

According to the findings, 25 components in the form of 5 main factors as key drivers affecting the success of federation of bodybuilding and fitness strategies were extracted from the interview and research background.

25 key drivers affecting the success of the federation of bodybuilding and fitness strategies were selected using environmental scanning techniques. Then, using the interaction analysis method, by forming a 25\* 25 matrix, 50 managers, coaches and supervisors of bodybuilding and fitness clubs were

asked to determine the effects of each index with another number from 0 to 3. After the analysis, the system announces its report on the amount of evaluation and classification of variables. Out of 1374 evaluation equation in this matrix, 70 equations is 0, which means that the factors did not affect each other, or were not influenced by each other. This number has allocated nearly 5% of the matrix volume. On the other hand, the matrix based on the statistical index with 2 data rotations has 100% utility and optimization, which indicates the high validity of the questionnaire and its answers.

Table 2: Initial analysis of matrix data and cross-effects

Index	Value
Dimensions of matrix	25
Number of repetitions	2
Number of zero	70
Number of one	127
Number of two	118
Number of three	245
Number of P	0
Sum	560
Filling degree	15/91%

Table 3- Impact and influencing of drivers

Line	Variables	Impact	Influencing
1	Attend international tournaments	74	74
2	Holding international camps	70	72
3	Youth participation in international tournaments	68	79
4	Holding international conferences	81	77
Factors related to international events		<b>293</b>	<b>302</b>
5	Acquiring well-known coaches	67	68
6	Using educated coaches	76	58
7	Utilizing specialized skill trainers or physical fitness	73	68
8	Providing the needs of coaches	68	69
9	Holding training courses for coaches	62	61
Factors related to coaches		<b>346</b>	<b>324</b>
10	Budget allocation	76	62
11	Providing hardware facilities	73	70
12	Increasing the equipment of the halls	76	70
13	Financing	70	71
14	Allocating enough space	68	59
Infrastructure		<b>363</b>	<b>332</b>
15	Developing a strategic plan	66	64
16	Scheduling affairs	75	73
17	social media advertisements	74	74
18	Developing protection laws	79	78
19	Continuous monitoring	74	72
20	Political support	79	82
21	Managerial stability	76	89
Strategic factors		<b>523</b>	<b>532</b>
22	Financial support for athletes	77	78
23	Talent identification programs	70	87
24	Training athletes in world-class level	71	92
25	Reducing athletes' mental problems	77	86
Factors related to athletes		<b>295</b>	<b>343</b>
Total		<b>1527</b>	<b>1531</b>

According to the findings of Table 3, drivers related to coaches and infrastructure have had the greatest impact on the success of federation of bodybuilding and fitness strategies, and drivers of strategic factors, international events and factors related to athletes have had the most impact on the success of the federation of bodybuilding and fitness strategies.

From the state of the dispersion plate, the key drivers affecting the success of the federation of bodybuilding and fitness strategies show that the system is stable. Most variables are scattered around the vertex axis of the plate. At the end of the system, after analyzing the data, the position of each factor is fully determined and its role can be clearly presented. In this model, while de-

termining the dispersion of variables, the variables that have a high impact are also displayed. Therefore, based on the findings of Figure 1, respectively:

The most influential drivers are: holding international conferences, using educated coaches, allocating budgets, increasing the equipment of the halls, attending international tournaments, scheduling affairs, continuous monitoring and financial support for athletes.

Independent drivers include: holding international camps, acquiring well-known coaches, using educated trainers, providing the needs of coaches, holding training courses for coaches, providing hardware fa-

ilities, financing, allocating enough space and developing a strategic plan.

Dependent (influential) drivers include: youth participation in international tournaments, talent identification programs, and training athletes at world-class level.

Moreover, two-aspect drivers include: political support and managerial stability.

Therefore, in general, it can be said that the drivers dependent on the factors related to international events and infrastructure with the highest impact, the group of drivers related to coaches among the independent factors, the drivers related to athletes are in the group of dependent factors and the drivers related to strategic factors.

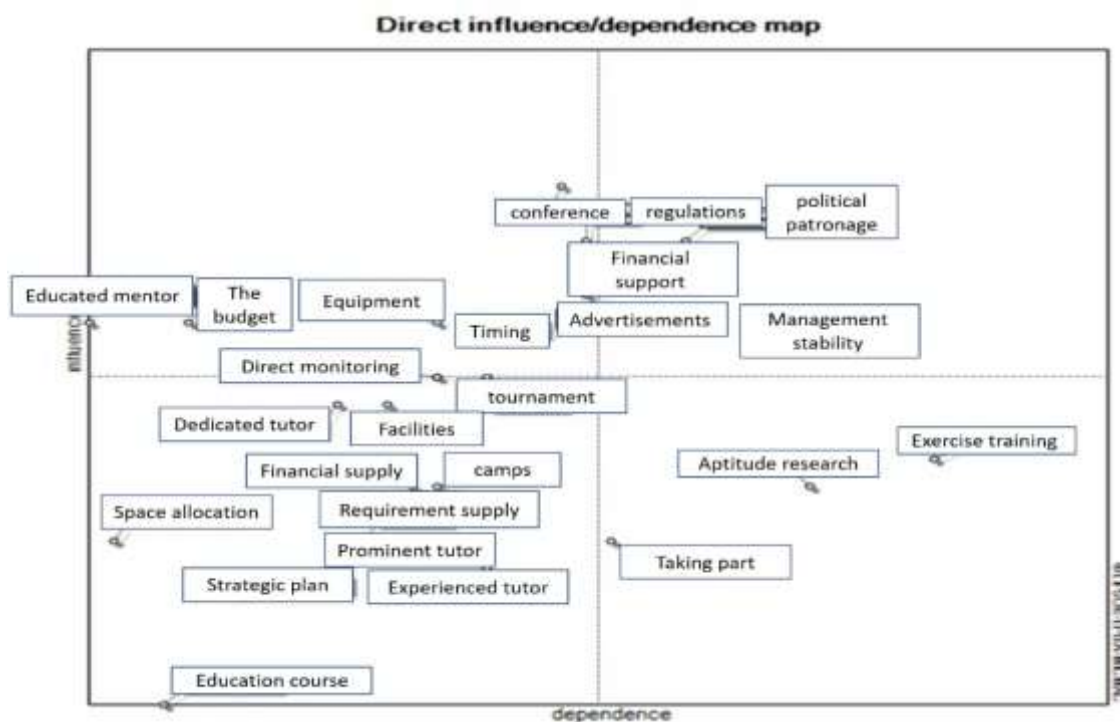


Figure 1 - Location of different drivers

Table 4 shows the direct and indirect effects of the variables on each other. The more the amount of impact and influencing is greater, the agent is in the risk zone and the target

variables; Therefore, it is considered the positive key factor for success.

Table 4: Direct and indirect effects of variables on each other

Line	Variables	Impact	Variables	Influencing	Variables	Indirect impact	Variables	Indirect influencing
1	budget	298	Managerial stability	324	budget	298	Managerial stability	327
2	Training course	294	Talent identification	316	Training course	294	Talent identification	312
3	Participating	290	Sport Training	313	Participating	290	Political support	275
4	Sport Training	290	Political support	276	Sport Training	288	Continuous monitoring	274
5	Conference	287	Continuous monitoring	272	Conference	284	Financing	269
6	Financial support	279	Financing	268	Financial support	280	Experienced coach	265
7	Talent identification	279	Conference	265	Talent identification	279	Financial support	264
8	Specialized coach	276	Experienced coach	265	Continuous monitoring	278	Conference	263
9	Continuous monitoring	276	Tournament	261	Specialized coach	274	Tournament	261
10	Facilities	272	Competitors analysis	261	Financing	272	Equipment	257

### Discussion

According to the findings, 25 components in the form of 5 main factors as key drivers affecting the success of federation of bodybuilding and fitness strategies were extracted from the interview and research background. According to the research findings, the scattering of variables affecting the key drivers affecting the success of federation of bodybuilding and fitness strategies shows that the system is stable. Therefore, the key driving indicators affecting the success of the federation of bodybuilding and fitness strategies have a high ability to explain the success of the federation of bodybuilding and fitness in international competitions, and the impact power of these indicators is enormous. Key drivers influencing the success of federation of bodybuilding and fitness strategies can predict the success of organizational strategies. According to the findings, drivers related to coaches and infrastructure have had the greatest impact on the success of federation of bodybuilding and fitness strategies, and drivers of strategic factors, international events and factors

related to athletes have had the most impact on the success of federation of bodybuilding and fitness strategies.

The most influential drivers are: holding international conferences, using educated coaches, allocating budgets, increasing the equipment of the halls, attending international events, scheduling affairs, continuous monitoring and financial support for athletes. This group of factors strongly influences the system and can be considered as infrastructure or vital variables in the drivers of the federation of bodybuilding and fitness in order to succeed in international events. Since these drivers of sports events, athletes and management are in this category, it is challenging to change them and they are generally accepted as the main structures without changing the model.

Independent drivers include: holding international camps, having well-known coaches, using educated coaches, providing the needs of coaches, holding training courses for coaches, providing hardware facilities, financing, allocating enough space and devel-



oping a strategic plan. This group of factors has meager coordinates of impact and influence and cannot be considered strategic variables. Of course, the influence of this group is somewhat greater than their influencing. Therefore, they are known as independent variables that can be used in the strategic design stage after the main drivers (influential factors) if necessary, and of course their removal from the system doesn't cause a major disruption in the success plan of the federation of bodybuilding and fitness but they can be considered as complementary drivers.

Dependent (influential) drivers include: youth participation in international tournaments, talent identification programs, and training athletes at world-class level. This group of variables does not have high properties in strategic design, but they are very influential. Due to their high effectiveness, if the variables of the affected group (Zone 2) and two-aspect (Zone 1) are not present or inefficient in the system, they will be practically inefficient, so they are not proposed as a driver in designing the success of the federation of bodybuilding and fitness strategies.

Moreover, two-aspect drivers include: political support and managerial stability. This group of factors can be both influential and effective, so they can be effective both in the design phase of strategies and in the implementation phase. Two-aspect factors can be both manipulated and controlled, and affect system dynamics and change. That is, they form indicators of instability. The importance of this group of variables is in the sense that any change in these variables directly affects other variables, so in different situations by using this property by changing the conditions of these variables, threats can be changed into opportunities.

The first factor of coaches which includes having well-known coaches, using educated

coaches, using specialized coaches of skill or physical fitness, providing the needs of coaches, holding training courses for coaches. In any sport, after the athletes and perhaps in the first place, the coaches play the first role. In any sport, after the athletes and perhaps in the first stage, the coaches play the first role. When a coach, both as a coach and as a manager is aware of the competition and the conditions before and after it, it can undoubtedly have a great impact on the athlete's success. In this regard, having characteristics such as education, experience and expertise in guiding and leading athletes helps coaches, and the more the coach is more famous, the athlete respects the coach more and performs the assigned tasks correctly. In general, coaches are one of the most important factors in the success of bodybuilding. many of the early drivers in the federation of bodybuilding and fitness are formed around the coach and their performance. A skilled and outstanding coach is one of the main factors in the success of athletes and sports teams. Coaches need to be aware of the knowledge of the sport and have enough dominance in matters of exercise, psychology, and nutrition. These findings are consistent with the results of Aboudi et al. (2020), Lara (2018) and Ismaili (2005).

The second factor of infrastructure, which includes cases such as budget allocation, providing hardware facilities, increasing the equipment of the halls, financing, allocating enough space the facilities and equipment and the main infrastructure of an activity, which the more appropriate infrastructure possible, as you can expect. Without appropriate infrastructure cannot expect extraordinary works. Providing and equipping halls and providing infrastructure and financial needs for all stakeholders is one of the drivers in preparing organizational success strategies. the heads of the federation of bodybuilding and fitness should provide the max-

imum grounds for these needs and expect bodybuilders and trainers to respond by providing appropriate facilities and equipment. This finding is consistent with the results of Mesdagh Rad and Esfahani (2010), Aboudi et al. (2010), Taslimi et al. (2019), Farahani et al. (2015) and Shahlaei et al. (2012).

The third factor was the athletes, which included financial support for athletes, talent identification programs, training athletes at world-class level, and reducing athletes' mental health problems. All drivers and programs of the federation of bodybuilding and fitness ultimately end with the athlete or bodybuilder, and the performance of the athlete is the result of all organizational planning and drivers. So in the first stage, all drivers must be formed in the process of maximizing the performance of the athlete. When the athlete receives sufficient material and spiritual support and has the desirable mental fitness, he can undoubtedly show a higher performance. On the other hand, according to the high strangeness of bodybuilding sports with a heroic spirit and chivalry character, some drivers have been assigned to the moral and cultural training of athletes, which can be effective in promoting sports, sportsmanship and ethics, as well as it can increase athletes' motivations. These findings are consistent with the results of Rugby et al. (2020), Aboudi et al. (2015), Rezaei and Monazami (2019) and Nazari et al. (2014).

### Conclusion

Strategic factors include strategic planning, scheduling affairs, media advertising, developing advocacy rules, continuous monitoring, political support, and managerial stability. This group of factors, since it relates directly to the management and the headship of the federation shows itself in the strategic plan and organizational drivers of the federation of bodybuilding and fitness more than

other drivers. Providing all the conditions for success requires the existence of specific organizational and managerial drivers that define the frameworks and handles guiding other factors as a roadmap in the organization. Therefore, management drivers with a direct impact on the strategic plan and the operation of the federation of bodybuilding and fitness affects all functional aspects of the federation and its effects directly and indirectly affect the success of the federation of bodybuilding and fitness strategies. This finding is consistent with the results of Brans (2020), Barzani et al. (2015), Aboudi et al. (2015), Rezaei and Monazami (2015), Farahani et al. (2015), Vatandoost and Nasirzadeh (2012) and Shahlaei et al. (2012).

International events include attending international tournaments, holding international camps, participating youth in tournaments and holding conferences. This group of factors is done for emotional and mental preparation of bodybuilding as well as trainers' evaluation from the local and competitors bodybuilders' situation, so before holding large international events, this group of tournaments and smaller events can increase awareness, knowledge and capability of coaches and athletes from their position and competitors, as well as provide the necessary grounds to cover weaknesses and improve strengths. These findings are consistent with the research of Vatandoost and Nasirzadeh (2012), Aboudi et al. (2015) and Farahani et al. (2015).

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