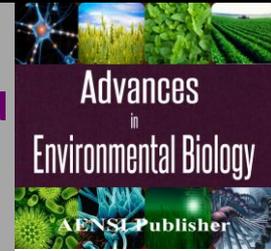




AENSI Journals

Advances in Environmental Biology

ISSN-1995-0756 EISSN-1998-1066

Journal home page: <http://www.aensiweb.com/AEB/>

Badminton Federation of Islamic Republic of Iran Strategic Planning

¹Bagheri Gholamreza, ²Hamidi Mehrzad, ³Bagheri Samira, ⁴Sarvi Ali asghar, ⁴Etemadi Hamidreza

¹Department of Sport Management, Aras International Campus Branch, University of Tehran, Zanjan, Iran

²Department of Sport Management, Tehran Branch, University of Tehran, Tehran, Iran

³Department of Sport Management, University of East Azarbaijan Science and Research Branch, Islamic Azad University, Zanjan, Iran

⁴Department of Exercise Physiology, Jahrom Branch, Islamic Azad University, Jahrom, Iran

ARTICLE INFO

Article history:

Received 2 April 2014

Received in revised form

13 May 2014

Accepted 28 June 2014

Available online 23 July 2014

Keywords:

Badminton Federation, strategic positioning, strategic plan, operational plan

ABSTRACT

Introduction: Planning for the sport has been the main concern of governments that in the late fifties and early sixties due to global conditions and gradual growth of communications has been more apparent. Today, the sport of Badminton in one of the most attractive, funny and healthiest sport in the world, particularly in Asia; and also low risk of being injured has made families interested in their children's participation in Badminton halls. Thus, regarding the importance of Badminton, the purpose of the current study is to design Islamic Republic of Iran Badminton Federation strategic plan to improve the sport. **Research Methodology:** Method is descriptive - analytical. The sample population consists of Badminton board chairman and board members, heads of sports federations and Badminton sport provincial elites, 51 subjects in total. Due to the limitations of the research community, a whole number of sample was considered equal to the population. Data was collected in the field using open-question questionnaire and interviewing members of the research community then the data obtained was investigated the on leading Council. **Results:** Using the SWOT matrix analysis, a number four SO strategy, Five WO strategies, two ST strategies and a WT strategy, i.e. a total of 12 strategies were identified. Identified strategies were prioritized using the QSPM qualitative strategic planning matrix and then operational programs corresponding to each of the strategies were identified. **Discussion and Conclusion:** According to the above, promote Badminton in open spaces as well as educational, commercial and recreational settings and holding Badminton tournaments will improve the strategies of sport.

© 2014 AENSI Publisher All rights reserved.

To Cite This Article: Bagheri Gholamreza, Hamidi Mehrzad, Bagheri Samira, Sarvi Ali asghar, Etemadi Hamidreza., Badminton Federation of Islamic Republic of Iran Strategic Planning. *Adv. Environ. Biol.*, 8(12), 228-234, 2014

INTRODUCTION

Today, organizations are compelled to constantly monitor the internal and external events in order to adapt to changes in time according to the needs. Organizations need to identify these changes systematically and adapt to them. In the present world with staggering pace of changing, it is no longer possible to make decisions based on intuition and empirical judgments. Today, organizations able to use science and strategic management are successful, thus all organizations are compelled to take the responsibility of strategic management. Sometimes strategies are defined from a position of strength, and the other time to overcome the problem when it occurs. Many scientists have studied the importance of strategic planning from various perspectives and all in consent on the correlation between strategic planning and optimal performance. They believe that strategic planning is a dynamic and logical process [1].

Islamic Republic of Iran Badminton Federation is one of the international organizations, With the formation of the Badminton World Federation (BWF) in 1934 and the regular Asian and global tournaments, as well as continuous organizing of international competitions of various levels in all countries and successful participation in various Olympics, the importance of this sport in promoting ethical, international educational goals have been realized. The study of international organizations such as: International sports federations it can be realized that they have applied strong management based on strategic planning to gain their goals and championships. In this respect, Machado believes that strategic planning is a key element for organizational excellence.

This process is focused on strategic and operational goals, objectives and strategies based on institutional policies, programs and activities designed to achieve the objectives and expected organizational outcomes and

Corresponding Author: Bagheri Gholamreza, Department of Sport Management, Aras International Campus Branch, University of Tehran, Tehran, Iran
Tel: +989122419412 E-mail: gholamrezabagheri@yahoo.com

are a crucial tool for organizational effectiveness [2]. With regard to the above, one of the most important measures for the Iranian Badminton Federation's mission and effectiveness is the use of strategic planning. In this regard, this study utilizing the scientific method aims to develop Badminton Federation a strategic plan. With the hope that its results could be used to develop and promote greater efficiency to the sport.

Today, like most institutions, sports organizations and other domains to survive on global competitions have turned into strategy-oriented organizations.

So that so many sports organizations have prepared and implement successful strategies needed in terms of their mission. In line with this thinking widespread worldwide, Ministry of Youth and Sports, The National Olympic Committee and some sports federations and sport and youth administrations have developed an organizational strategy to succeed in their mission, the or are being prepared. With this thought, the organizations in addition to strategic plan and a clear vision are looking for successful participation in internal and external arenas [3].

Strategic planning is a process to change organization resources and to unify the efforts to achieve, mission and long term goals, according to the facility, internal and external limitations. In this process, the internal strengths and weaknesses, the external opportunities and threats, SWOT, are identified and according to the organization's mission, long-term goals are being developed; and to achieve these goals, the strategic options are used to choose strategies [4]. In this regard, various models have been proposed for strategic planning. For example, Bryson, David and Taylor models can be mentioned. Common to these models is to determine the mission and goals, the environmental analysis and to determine organizations' strategy [1]. Planning for the sport has been the main concern of governments that in the late fifties and early sixties due to global conditions and gradual growth of communications has been more apparent. In this respect, Krimayds has reported that athletic departments are faced with problems such as periods of decline, limiting government law, financial problems and being in the competitive environment due to environmental changes [1].

Today, the sport of Badminton in one of the most attractive, funny and healthiest sport in the world, particularly in Asia; and also low risk of being injured has made families interested in their children's participation in Badminton halls. So there is a difficult and daunting mission on the shoulder of Badminton Federation in order to plan and develop potentials, the training of national athletes who can win in Asia and the world, given that the world's top powers are in Asia, more attention needs to be paid to the issue.

The main issue is that there is a remarkable talent in this sport in the country, but so far we have not been able to find a suitable place in Asia. It seems that the correct approach for the development of Badminton in Iran, Asia and the world is having a well thought out strategic plan that ensure Badminton future in the country. The purpose of the strategy is to set long-term goals and objectives for the organization, to accept a set of actions and to allocate resources to achieve them (R. 5)

In fact, strategic management is a process through which organizations analyze their internal and external environment to recognize them and establish their strategic path to provide strategies helping in gaining determined goals; they apply those strategies to satisfy Key members of the organization called stakeholders [6]. The strategic management process involves six main stage.

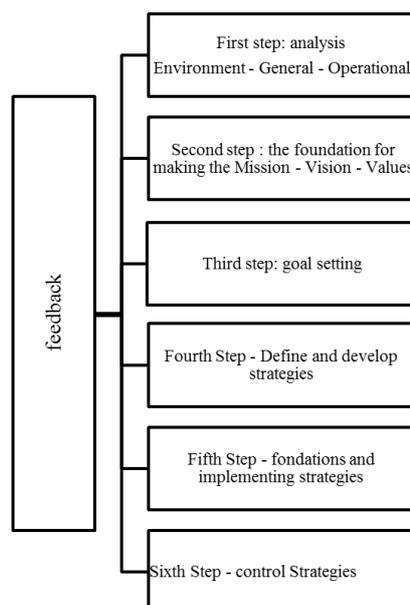


Fig. 1: Strategic Management Process [7].

The purpose of the operational programs includes short term applicable organizational activities strategies based on the Executive Council strategies [8]. Given the above, the purpose of this study is to design a strategic plan of Islamic Republic of Iran Badminton Federation.

Methods:

This is a descriptive study. The sample population consists of Badminton board chairman and board members, heads of sports federations and Badminton sport provincial elites, 51 subjects in total. Due to the limitations of the research community, a whole number of sample was considered equal to the population.

Data collection method in the current study is of field type using mixed methods of combined quantitative and qualitative methods of data collection. Beginning with documentation study, (document mining) data were collected. In addition, an open questionnaire was used to survey community members to get feedback on assignments, weaknesses, strengths, opportunities and threats throughout Badminton Federation. Based on the strategic studies techniques, the following questionnaire was used in the study:

1. Open questions for inquiry of participants commented on the mission, vision, strengths and weaknesses, opportunities and threats and to prepare an initial list of SWOT.
2. Scoring internal factors table that were completed by members of the Strategic Council, The table was adjusted in the form of a multi-column matrix so that the first column shows the titles of Badminton Federation strengths and weaknesses; the second column corresponds to the importance and sensitivity of each strengths and weaknesses. The importance factor was included with regard to the views of members in the Strategic Council, So that the sum of all the strengths and weaknesses should be equal to the number 1 ($\sum=1$). In the third column of the matrix grades 1 or 2 was given to weaknesses according to the severity, and grades 3 or 4 was given to strengths. In the fourth column of the matrix, coefficients of the second and third columns of each of the factors were multiplied together to calculate a score for each factor separately. Then the sum of calculated scores of all factors was obtained to find final score of Badminton federation external factors. All the calculations have been conducted according to strategic study technique.

The external factors scoring table were completed by members of the Strategic Council. The table was adjusted in the form of a multi-column matrix so that the first column shows the titles of Badminton Federation strengths and weaknesses; the second column corresponds to the importance and sensitivity of each strengths and weaknesses. The importance factor was included with regard to the views of members in the Strategic Council, So that the sum of all the strengths and weaknesses should be equal to the number 1 ($\sum=1$).

In the third column of the matrix grades 1 or 2 was given to weaknesses according to the severity, and grades 3 or 4 was given to strengths. In the fourth column of the matrix, coefficients of the second and third columns of each of the factors were multiplied together to calculate a score for each factor separately. Then the sum of calculated scores of all factors was obtained to find final score of Badminton federation external factors. First, the descriptive statistics were used to determine individual characteristics and then subjective comparison of subjects has been conducted.

Then, descriptive statistics were to determine individual characteristics and the descriptive comparison of subjects. Then, using techniques for Strategic Studies internal and external factors scores have been determined and the strategic position of the Federation has been determined. Strategies were prioritized using strategic studies techniques.

Results:

Given that each strategy is achieved by comparing the internal and external factors, Table 1 shows the causes of different strategies of Islamic Republic of Iran Badminton Federation.

Table 1: Factor of Badminton federation strategies.

Strategy makers		Strategies	
Strength (S)	Opportunity (O)	So	
S2, S4, S6	O1, O7 O3 O5	Providing absorption, breeding talent and empowering systems at higher levels.	1
S5, S8	O5, O6, O8	Badminton free training system design for families on different occasions using professionals and volunteers	2
S1, S3	O3, O4	Developing good relationships with Asia and World Federation	3
S4, S7 S2 S6	O4, O2, O5	Creating cultural beds, widespread Information and Awareness, and effectiveness to the community and Badminton community	4
Strength (S)	Threat (T)	ST	
S6, S7 S4S2	T3	Promotion of Badminton coaches and referees	1
S1, S3, S2, S4	T2, T7	Increased regional and international event	2
Weakness (W)	Opportunity (O)	Wo	
W1, W3	O8	Strengthening marketing, revenue generation and diversification of Federation income sources	1
W1	O6, O1, O5	Promote Badminton in open spaces, educational institutions, business and recreational areas	2

W ₁	O ₁ , O ₅ , O ₈ , O ₇	launching Family competitions	3
W ₄	O ₇ O ₈ O ₃	Establishing Professional Badminton in the country Academy Professional Badminton Academy established regional headquarters in	4
W ₃	O ₈ O ₃ , O ₁	Activation of municipalities, schools, universities for Badminton sport	5
Weakness (W)	Threat (T)	WT	
W ₂	T ₅	Create a payment system and encourage national team players	1

Considering the results of quantitative strategic planning matrix Badminton Federation strategies calculations were prioritized in Table 2.

Table 2: Badminton Federation Strategies prioritized.

Priority	score QSPM	Strategy statement	No.
1	5/06	Created the educational system to empower and promote Badminton coaches and referees	1
2	4/97	create cultural beds and continuous and effective information to society and Badminton community	2
3	4/93	increasing regional and international events	3
4	4/84	develop a talent recruiting system and enabling champions at high-levels	4
5	4/56	Strengthening of marketing, income making and diversifying Federation income sources	5
6	4/52	establishing Professional Badminton Academy in regional headquarters in the country	6
7	4/42	Designing free Badminton training to families on different occasions using specialists and volunteers	7
8	4/38	Activating municipalities, schools, and universities in Badminton sport	8
9	4/36	Create a system of salary to the national team	9
10	4/34	Develop appropriate relationships with Asia and the World Federation	10
11	4/14	Develop and promote Badminton in open spaces, and educational, commercial and recreational places	11
12	4/05	Launching the Family Tournament	12

Operational program corresponding to Badminton Federation strategies:

The initial list of Badminton Federation strategies obtained from qualitative interviews with some of the elite members of the research population. The main point is that which programs should be set to accomplish each of Federation strategies? Initial list have been discussed in the strategic council and then general program related to 12 Federation strategies was obtained as in table (3) and confirmed.

Table 3: Badminton Federation general program.

1) Create educational system to empower and promote Badminton coaches and referees
A - Allocating separate credit in Badminton Federation for Education and Research Committee
B - Employing scientific elite individuals in Education Committee to promote the coaches and referees
C - Monitoring coaches and referees performance
D - Compilation of a charter for national team coaches selection
2) Create cultural beds and continuous and effective information to society and Badminton community
A - Strong and consistent communication with the media (including provincial television channels)
B - Preparation of CDs to train proper Badminton playing
C - Creating a social Badminton network at the state level
D - to create conditions suitable for disabled individuals through short Badminton (small Badminton playgrounds)
E - Badminton development among pupils, students, workers, civil servants, and the armed forces through education in schools, universities and cooperation in organizing special events for such groups
3) Increasing regional and international events
A - encouraging the hosting West Asian tournament in the country and gaining the funding from Asian Federation
B - Hosting Islamic countries Badminton tournament every year in commemoration entitled 7 Tir martyrs
C - Hosting West Asian club tournament every two years in Iran
D - Hosting Ranking tournament at different levels (1, 2,3) and obtaining the admission fee from participants
4) Develop a talent recruiting system and enabling champions at high-levels
A - Formulating talent recruiting guidelines in Badminton
B - Activation of the talent recruiting committee of the sporting boards all across the country and close monitoring of their performance
C - Close cooperation with the heart of the country's sports, i.e., educational system (Badminton Association of schools, especially in primary school).
5) Strengthening of marketing, income making and diversifying Federation income sources
A - Transforming the federation to a non-governmental public institution
B - Designing a plan for optimum income making use of Federation exclusive venues across the country
C - Determining business partners in Badminton Federation for valid and legal income making
D - Holding stronger and better internal ranking of adult, young players and getting admission fees
E - Holding coaching and refereeing classes for interested participants to get admission fees
And - Efficient and revenue making use Badminton halls in national team holidays
F - Creating strong management systems for greater efficiency from public sources of income, such as investment in public banks, stock and etc.
6) Establishing Professional Badminton Academy in regional headquarters in the country
A - Training specialists to run the academy
B - Create a professional Badminton academy in eight regions of the country and holding national camps in eight campuses

7) Designing free Badminton training to families on different occasions using specialists and volunteers
A - Creating a proper system of education for interested families in a Federation on various occasions by champions and leaders in this field
B - Activating administrations' sport committees through proper interactions
C - Theoretical and practical training concurrently by interested volunteers to families
D - Badminton sports development among disadvantaged and low income segments of the society
E - Badminton training to government employees by volunteers in each of the males and females
8) Activating municipalities, schools, and universities in Badminton sport
A. - Providing facilities and expertise to develop the sport of Badminton in organizations, municipalities and provincials and educational system
B - Interaction with managers and municipal agencies and universities to help develop the sport of Badminton and getting necessary hardware
C - Aiding in holding municipal government employees tournaments to implement strategies
D - Aiding in holding student tournaments
9) Create a system of salary to the national team
A) -Drafting a system of salary to the national team
B - Create a new plan to find private sponsors for each national team individuals
10) Develop appropriate relationships with Asia and the World Federation
A - Establishing West Asia Badminton Academy in Iran and introducing it to the Asian and World Federation
B - Setting a new comprehensive plan to be approved by international Badminton societies
C - Aiding to organize Asian and world camps in the country as well as the optimal use of these camps for coaches and players
D - Holding Coaching and Referee Clinics in partnership with the Asian and International Federations using the New Science
11) Develop and promote Badminton in open spaces, and educational, commercial and recreational places
A - Creating non-chain Badminton in open spaces, expanding Badminton playgrounds in parks, cultural centers, neighborhoods and public places
B - Creating banners for Badminton training to families in business locations
C - Preparing and distributing brochures and Badminton equipment in the parks, business centers for public sport
D - Holding outdoor Badminton tournaments in public places and open spaces
12) Launching the Family Tournaments
A - Holding championship of father and son, two brothers and two sisters, mother and daughter
B - Holding house maker ladies tournament in each province separately

Discussion and Conclusions:

This study is a part of investigations conducted in regard to Badminton strategies. So, the discussion is in the form of the questionnaire questions responses discussion. Questions seven to the final one are related to strategic planning.

The seventh question is on the strategic position of Federation. According to studies, Federation is in a competitive state, i.e. the organization should apply its strengths so that less impacted by threats. Federation should check out to see which program is suitable for each competitor while seeing that what program to be avoided. Federation should strive for lower costs and increase the quality of their services.

Eighth and ninth research question was focused on "what are Badminton Federation strategies?" and "what are operational plans associated with each of the strategies?" after SWOT analysis, twelve strategies have been identified and prioritized for the Federation that they are jointly being discussed and concluded.

The first strategy is to create a robust educational system to empower and promote coaches and referees. Federation has attempted extensively to gain this goal, but there are no extant results. Holding first class coaching classes has a 5 year delay and should be held as soon as possible. A lot of efficient coaches are waiting for their first class certificate cards to participate in international events. Study shows that in most of the noted countries these classes are being held annually.

Corresponding operational programs to the first strategy include: prediction of separate credit in Badminton Federation for Educational and Research Committee, the use elite and scientific individuals in the Educational Committee to promote coaches and referees, monitoring accurate performance of coaches and referees and compilation of selecting national teams' coaches. This strategy is consistent with Badminton Association of England coach education strategy with the strategic plan of: to publish an annual plan for recruiting and training the best coaches where it is most needed, to standardize the cost of the educational coaching program with local flexibility and to establish a mechanism that will measure how educators are active (i.e. active coaching means at least one hour coaching per week).

The second strategy is to create cultural beds and continuous and effective information to society and Badminton community. Regarding creating cultural beds which is a necessity today to our country, providing nation with information and awareness about sports is vital. Badminton is a fun activity with continuous need for information and awareness. Corresponding operational plans are: strong and consistent interaction with the visual media (including television and provincial centers), creating a social Badminton network at the state level, creating conditions suitable for disabled individuals through short Badminton (small Badminton playgrounds), Badminton development among pupils, students, workers, civil servants, and the armed forces through education in schools, universities and cooperation in organizing special events for such groups.

A third strategy is increasing regional and international events. Badminton Federation has been successful to some degree in the field. Holding eighteen Fajr International tournaments on the international calendar is one

of the strengths of the Federation. Federation must prepare their hardware and software systems and then try to hold international events to gain champions to their ideal point. Canadian Federation holds 4 international tournaments in different cities annually to promote Badminton players with significant development. Operational plans associated with this strategy include: encouraging the country to hold the West Asian tournament with Asian Federation funding, hosting Islamic countries Badminton tournament every year in commemoration entitled 7 Tir martyrs, hosting West Asian club tournament every two years in Iran, hosting Ranking tournament at different levels (1, 2,3) and obtaining the admission fee from participants.

The fourth strategy is to develop a talent recruiting system and enabling champions at high-levels. There are ample talents regarding Badminton in the country demanding for special Badminton halls in all provinces. We hope federation committees act more proactively to flourishing these talents as backups for national team. This strategy is consistent with Badminton federation objectives and the country sport strategy. Corresponding operational programs to this strategy include: formulating talent recruiting guidelines in Badminton, activating the talent recruiting committee of the sporting boards all across the country and close monitoring of their performance, and providing close cooperation with the heart of the country's sports, i.e., educational system (Badminton Association of schools, especially in primary school).

The fifth strategy is strengthening of marketing, income making and diversifying Federation income sources. Corresponding operational programs to this strategy include: transforming the federation to a non -governmental public institution, designing a plan for optimum income making use of Federation exclusive venues across the country, determining business partners in Badminton Federation for valid and legal income making, holding stronger and better internal ranking of adult, young players and getting admission fees, holding coaching and refereeing classes for interested participants to get admission fees, efficient and revenue making use Badminton halls in national team holidays, and creating strong management systems for greater efficiency from public sources of income, such as investment in public banks, stock and etc. dependence in the state allocated budget is one of the federation weaknesses with negative impact on the federation performance. This indicates that the federation should seek for transforming to a non -governmental public institution and designing a plan for optimum income making.

The sixth strategy is establishing Professional Badminton Academy in regional headquarters in the country . Badminton is not among that medal winning sports in Iran, but widely practiced by nation and there are special Badminton halls in all provinces. Zanzan province which is the land of Badminton has two halls for men and one hall for women. Therefore, it is necessary to provide other provinces with Badminton academy. Corresponding operational programs to this strategy include: preparing trained specialists to run the academy and creating a professional Badminton academy in eight regions of the country and holding national camps in eight campuses.

The seventh strategy is designing free Badminton training to families on different occasions using specialists and volunteers. Corresponding operational programs to this strategy include: creating a proper system of education for interested families in a Federation on various occasions by champions and leaders in this field, activating administrations' sport committees through proper interactions, providing theoretical and practical training concurrently by interested volunteers to families, Badminton sports development among disadvantaged and low income segments of the society, Badminton training to government employees by volunteers in each of the males and females. This strategy is correspondent to BEC and being applied in all countries, optimally.

The eighth strategy is activating municipalities, schools, and universities in Badminton sport. This strategy can provide federation with revenue as well as attract families' attention to Badminton to recruit hidden talents. This strategy is in consistence with BWF, since international Badminton federation uses this strategy. Corresponding operational programs to this strategy include: providing facilities and expertise to develop the sport of Badminton in organizations, municipalities and provincials and educational system, interacting with managers and municipal agencies and universities to help develop the sport of Badminton and getting necessary hardware, aiding in holding municipal government employees tournaments to implement strategies, and aiding in holding student tournaments.

The ninth strategy is to create a system of salary to the national team. National team players are concerned with economic problems, lack of sponsors and not gaining income from federation. They practice without motivation with the intention for the championship. This has led federation to set a plan for creating a salary system for national team players. Corresponding operational programs to this strategy include: drafting a system of salary to the national team, and creating a new plan to find private sponsors for each national team individuals.

The tenth strategy is developing appropriate relationships with Asia and the World Federation. Corresponding operational programs to this strategy include: Establishing West Asia Badminton Academy in Iran and introducing it to the Asian and World Federation, setting a new comprehensive plan to be approved by international Badminton societies, aiding to organize Asian and world camps in the country as well as the optimal use of these camps for coaches and players, and holding Coaching and Referee Clinics in partnership with the Asian and International Federations using the New Science. Badminton Federation should be able to

increase its members in World Federation to obtain the presidency of the West Asian Federation once again to increase its influence upon World Federation.

The eleventh strategy is developing and promoting Badminton in open spaces, and educational, commercial and recreational places. Corresponding operational programs to this strategy include: creating non-chain Badminton in open spaces, expanding Badminton playgrounds in parks, cultural centers, neighborhoods and public places, creating banners for Badminton training to families in business locations, preparing and distributing brochures and Badminton equipment in the parks, business centers for public sport, and holding outdoor Badminton tournaments in public places and open spaces. This strategy is consistent with Canadian Federation Mission Statement.

The twelfth strategy is launching the Family Tournaments. Badminton had no plan for this strategy. Applying this strategy can help in recruiting talents in families with less expenses.

Conclusions:

According to above, developing badminton in open spaces, and educational, business and recreational places as well as holding badminton tournaments will lead to better strategy improvements regarding this sport.

REFERENCES

- [1] Aghazadeh, H., 1382. Comparative study of models of strategic planning, *Tadbir Magazine*, 20: 19-29.
- [2] Machado, 2004. The Status of Strategic Planning in Portuguese Higher Education Institutions Higher Education Policy, pp: 17.
- [3] Kaplan, R. Vonor Tond, 1386. Strategy -focused organization, Parviz Bakhtiari, Publishing by Industrial Management, pp: 25-78.
- [4] Alvan, M., 1384. Public Management: Twenty-third edition, published by Ney Publications, Tehran, pp: 23-58.
- [5] Armstrong, M., 1390. Strategic human resource management, translated by Arabi, M. and Omid, M., Cultural Research Bureau, Tehran, pp. 35-69.
- [6] Ghasemi Javid, A., 1380. The planning and implementation of programs at the National Iranian Gas Company, MA, Tarbiat Modarres University, Tehran, pp: 67-112.
- [7] Seif Panahi, J., 1388. Design and strategic planning athletics of Kurdistan Province, MS Thesis., pp: 7-96.
- [8] Fardar, D., 1388. Strategic Management, translated by Parsaeian A., and Arabi, M., Fifteenth edition, Cultural Research Bureau, pp: 30-89.