

Designing a Model of Key Factors in Success in Taekwondo (with an Emphasis on the Olympics)

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Abstract

The aim of this paper was to provide a comprehensive model for the sport of taekwondo (with an Emphasis on the Olympics). For this purpose, the researchers referred to experts in the field of Iranian taekwondo and collected information from them through an in-depth interview. Then, the data obtained from twenty-one interviews were coded and analyzed by grounded theory. The results of grouping the codes indicated twenty-one components at seven levels of: comprehensive governance, smart coaching, prudent preparation, mental development, professionalism, breeding successors, and consistent support. According to the Iranian Taekwondo sport model, all the obtained codes can be placed in seven main groups. The first step includes comprehensive governance with an emphasis on intelligent management, making policy and strategic leadership, sports talent management, and consistent organizing. The second step is smart coaching which is realized through building capacity in coaches, previous learning, analyze of position, competitors, etc. In the third step, prudent preparation of Taekwondo is considered and the focus is on the style and method of training, participation in various competitions, training recommendations, and holding related tests. In the fourth step, cultivating the soul and psyche is another key factor and includes the items of psychological assistance to sports and attention to spirituality and ethics. The fifth step is professionalism, which is along expertise. In the sixth step, breeding successors is considered, which can be achieved with support. The seventh step is consistent support, which requires the implementation of support programs, grounding in education and training, providing hardware (facilities and equipment), and optimizing power supply. The level of comprehensive governance actually includes the authority over internal and objective components of taekwondo in the Islamic Republic of Iran. The presented model can be used as an analytical tool for taekwondo sports in the Islamic Republic of Iran for the Olympic Games as a basis for logically and principally solving the problems of this field of sports. Thus, the key success factors in Taekwondo (with the emphasis on the Olympics) were extracted and confirmed, and the research model was drawn and its fit was confirmed. In order to succeed in taekwondo, the managers in the field of taekwondo are advised to pay attention to the factors of this model, which include comprehensive governance, smart coaching, prudent preparation, mental development, professionalism, and breeding successors, consistent support.

Keywords: Model, Taekwondo, Key Success Factors, Olympics

INTRODUCTION

Nowadays, the status of sustainable medal-winning countries in championship sports (Olympic Games, Asian Games and World Championships) is one of the significant indicators of countries' development and while providing the ground for building and promoting the national identity of countries, it plays a very important role in providing public vitality. Accordingly, the investment of countries in the field of championship sports is a very main and acknowledged issue, which reminds policymakers of the need to design models for the development of this field. In order to be successful in Olympics games, financial resources alone are not enough. Almost all successful countries (except Brazil) have invested in all factors and have a plan. Continuing the current trend of the country's championship sports cannot pave the way for a serious revolution. Intellectual and human investment in all cases can pave the way for more sustainable success in the country by spending less financial resources. The path that

needs to be taken into account due to the shortage of financial resources (Shaji, 2017).

In this regard, physical education and sports have an affective position in developed and developing countries. In the view

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of many experts in the field of sports and physical education, there are many structural, human and managerial problems that block its development and promotion. The macro indicators of sports and physical education in the quantitative and qualitative sectors are facing serious and major anomalies. Lack of proper planning and lack of feasible plans, lack of possibility of controlling, supervising and reforming their management and performance, inefficient and non-committed management flow, lack of attention to the use of research and sports science in a consistent and principled basis, lack of attention to meritocracy and employing qualified and committed sports forces in various sectors are among the anomalies that have always faced the body of the sports community of countries with many pests (Seif *et al.*, 2014). Iranian Taekwondo officially started its activities in 1975, with the continuous efforts of the coaches and veterans of this sport in the Armed Forces Taekwondo Association, and in January 1977, it was approved by the country's physical education officials. In October 1975, the second round of the World Taekwondo Championships was held in Korea, in which a taekwondo team of a special force (parachutists) participated and Mr. Hossein Rabieezadeh won the first bronze medal in the fourth weight category (Azar Pad, 2003).

The challenge of not using the strategic model of success in Olympic Taekwondo and the use of intellectual and human resources in order to win in the Olympics and the World Championships, is essential and needs research. The main motivation for the work is actually the experience of forty-four years of consistent activity, winning 53 championship titles in various taekwondo competitions, having a first-class refereeing and coaching degree of the federation, possessing the black belt of Dan 8 and years of leading sports teams. The important advantage of the Islamic Republic's brilliance in taekwondo among other countries and gaining Iran's honor and pride encouraged the researcher to study the design of a strategic model for success in the Olympic sport of Taekwondo; therefore, identifying and determining the most important factors for winning the Asian, International and Olympic Championship medals is very effective, vital and

necessary, and it prevents the waste of human and financial resources of the country.



Figure 1: Gholam Reza Goodarzi first-class refereeing and coaching degree of the federation, possessing the black belt of Dan 8 and years of leading sports teams

In various fields of Taekwondo, such as energy systems, mental imagery, self-defense, pumice (form), plyometric training method, marketing and cyborg methods, many things have been done so far; thus, no research has been done on designing a strategic model of success in Olympic Taekwondo. Success in the Olympic Taekwondo competition in the Islamic Republic of Iran is not consistent and permanent, and it is random. The table below shows the Taekwondo games from the beginning of the Olympic Games. The general trend shows that the successes achieved have not been continuous and we have been deprived of medals in some years.

General table of Olympic Taekwondo Games (Source: Taekwondo Federation of the Islamic Republic of Iran, 2019)

Competition courses	Year of holding	The place	Team rank	Number of Medals Gold	Silver	Bronze
Thirty- first	2016	Brazil - Rio de Janeiro				1
Thirtieth	2012	England - London			1	
Twenty-ninth	2008	China - Beijing		1		
Twenty-eighth	2004	Greece - Athens		1		1
Twenty-seventh	2000	Australia - Sydney				1
Twenty-fifth	1992	Spain - Barcelona			1	1
Twenty-fourth	1988	South Korea - Seoul				1

Studies have indicated that the main problem in the field of human resources is "being unsportsmanlike" and "multiple-

employment of managers" and in the field of allocated financial resources, the main problem has been "inefficient management of financial resources" (Mushtaqian, et al, 2013).

Research conducted by the Australian Taekwondo Federation in 2018 under the title High Performance Strategic Plan on winning the 2020 Olympic Taekwondo competition has concluded that the role of cyborg training is very important and valuable. The Australian Taekwondo High Performance Plan is actually the key goals and required strategies to provide a strategic sports perspective. The most important thing is the physiological needs of the TKD (Combat) competition.

Mental imaging is as effective as practical taekwondo practice and is performed internally and externally. Muscle neural coordination is enhanced by mental imaging (Goodarzi., 2016)

In a study conducted by Hamreh et al. (2013) on the effect of six weeks of plyometric exercises on static and dynamic balance, reaction speed and nervous coordination of taekwondo practitioners, they concluded that various factors are involved for success in taekwondo. Among the factors, the importance of balance, coordination and speed of reaction, which are the important factors in physical fitness, can not be ignored. Therefore, the current study has been conducted in order to complete and expand the new practicing methods of taekwondo practitioners. In this study, the effect of six weeks of plyometric exercises on dynamic and static balance, reaction speed and coordination were investigated. In the dynamic equilibrium index before and after the test, a significant difference was observed in the plyometric group. In a study conducted by Nazakat Al-Husseini et al. (2016) entitled "The effect of exercise with visual stimuli on the reaction time of male taekwondo practitioners", it was concluded that eight weeks of training with visual stimuli had an effect on the time of selective reaction of the right and left foot in roundhouse kick, front Kick, and reverse turning kicks; Therefore, it may be possible to improve some selected visual skills, such as the selected timing of reactions in taekwondo practitioners, by performing selected visual exercises.

In a study conducted by Butcher et al. (2015) entitled SUCCESSFUL ELITE SPORT POLICIES, the factors affecting strategic success in taekwondo can be classified into three levels of: macro, meso, and micro. Macro-level factors depend on the social and cultural (dynamic) environments in which people live, and include economy, demography, geography and climate, urbanization, politics, and national culture. Mezzo factors affect the level of the country's political environment. At the micro level, factors affecting the success of individual athletes are due to the influence of hereditary genes and the social influence of parents, friends and coaches.

The main areas of sports management, along with the impact of sports as a social category, are supposed to be personalities

that combine a lot of knowledge and skills with each other. Modern organization is understood as a complex system, in which several components are important for its performance. One of the most significant things is human resource management. A manager's personal characteristics are: his ability to recognize his negative traits and to know how to control them. At the same time, the positive characteristics are: maturity, calmness, personal growth ability, self-esteem, failure to transfer, curiosity, healthy lifestyle, ability to be responsible in one's decisions, credibility, honesty and self-confidence. Success in sports is based on the synergistic effects of a variety of factors, from coaches, sponsors, the media, physicians, physiotherapists, to engineers, and so on (Iztok Retar, et al. 2015).

Every year, a significant portion of material and spiritual resources is spent on sports. However, it must be admitted that, unfortunately, there is no precise prioritization in the country's sports, and principally, no proper program for the development of sports is considered. But, the activities and programs which have been accepted at the national level without clear vision and logical goals are implemented, and the fulfillment of big aspirations are followed randomly and tastefully.

Another part of this bitter reality goes back to prescriptions that quasi-physicians prescribe without expertise and knowledge of chronic sports diseases, and unfortunately, not only, no cure is obtained, but it makes treatment more complicated and difficult. Whereas, in many countries, the development of sports is taking place with a scientific perspective, and the high peaks are being conquered one after another.

Iran is also full of human talent, and there is a good ground for that, but apparently the root of the problem must be sought in the lack of proper planning that this issue itself, probably has a deeper root in the lack of knowledge and ignorance of the real and original problems. In this situation, it is obvious that one should not expect proper development of sports.

As long as a goal is not set for an organization, that organization does not know where it wants to go, and if the goal is determined, but if it is not planned, the organization does not know how to achieve that goal. So any system that wants success, must have clear goals, and must determine how and when to achieve that goal, and move towards the desired goal based on the prepared plan, and it always must monitor its movement to identify and adjust possible deviations.

In today's world, where we are witnessing dramatic changes in various fields, the environment is facing a lot of very intense turmoil and competition. For being successful, organizational systems must use a kind of planning that is futuristic and environment-oriented, and while identifying the environmental factors, their impact on the organization and how the organization interacts with them are become clear in the long run (Lamir et al., 2013).

Key factors in managerial success

One of the main challenges regarding the key factors of success is identifying and extracting these factors, depending on the type of key factors, there are various methods. To identify these factors, a two-step study is required:

Factors that are external and the organization has little control over them.

Factors that are called internal and are more under the control of the organization (Mira, 2013).

The key success factors in sports

The success of major sports programs of the country requires that these programs be broken down into the levels of federations and provincial sports departments; in fact, in order to succeed in the field of sports, the provinces must also set up their plans in line with the macro-sports programs in the country (Marashian *et al.*, 2018).

Every system needs resources to survive. Although different organizations and institutions are identified and recognized with human resources, the role of other resources in its formation is very significant. An organization's resources include human resources, finance, physics, facilities, management, and information and technology resources. Meanwhile, the role of financial, physical and human resources in the sports system seems to be more important than other resources (Afrinshkaky *et al.*, 2005).

In Iran, despite the existence of various organizations and departments (Taekwondo Federation, Deputy Minister of Public Sports, Ministry of Sports and Youth, Municipalities, Ministry of Education, Ministry of Science, Research and Technology, etc.), each considering itself responsible in some way for sports, unfortunately, we see that due to the tendency of physical education managers and sports media to play football, less attention has been paid to taekwondo. A review of the literature in this field indicates that little has been done on modeling in the field of key factors of success in public taekwondo, and the research has been widely disseminated. Despite the various opinions expressed in this regard, there is a shortage of a model that explains the framework of Iranian taekwondo. Therefore, the need to address this issue and provide a comprehensive model for taekwondo in this developing country is becoming more apparent than before. To this end, we must look for a comprehensive model for taekwondo (with the emphasis on Olympics) in Iran, because only if taekwondo is successful can we see constructive modifications in the development process of the country.

Research Model

All research studies are based on a conceptual framework that identifies the considered variables and the relationships between them (Edward *et al.*, 1322). In the current study, based on the levels (analyze), the sport of taekwondo in Iran has been discussed and an attempt has been made to reveal its hidden and neglected dimensions and find a new order and framework in this field, finally, a justifiable approach to its localization and application regarding the

multidimensionality of the study framework can be suggested (Collins *et al.*, 2012).

METHOD

In order to design the Iranian public sports model, it was necessary to refer to the experts who have been working in the field of taekwondo for many years in the country, and to use their opinions in designing the model. For this purpose, the qualitative approach of the research called the grounded theory method was used in an emerging way. If research seeks to address the underlying aspects of a phenomenon and its understanding in the humanities, social sciences, and behavioral sciences, the use of quantitative methods will not yield tangible results. Therefore, in this case, qualitative research methods are used (Bazargan, 1312, p. 32). The advantage of this research plan is that it first thoroughly scrutinizes the phenomenon under the study, and obtains the dimensions and components that make up the phenomenon (Danaeifard, 1312, p. 11). What is important in the grounded theory method is the access to in-depth data in order to explain patterns, concepts, classes, and features and dimensions of the phenomenon (Glaser 3, 1222, pp. 11-11). Grounded data theorizing can be very useful in the field of managerial research, but so far it has been less used in Iran and in the field of sports. Using this method, the researcher can systematically extract the common aspects from among the large volume of data and accordingly, can theorize in their research field.

The first step in implementing the grounded theory method is forming the subject and questions in the minds of researchers. Researchers' interest and experience in the executive area of Taekwondo sports, on the one hand, and their scientific and academic expertise in Taekwondo, on the other hand, created a theoretical sensitivity in their minds about Taekwondo. Referring to the literature in the field of Taekwondo, it was observed that there is no comprehensive model of Taekwondo. It was from here that the main subject and questions of the research were formed in the minds of researchers:

What are of the key factors of a success in taekwondo?

What are the components of the key factors of a success model?

The next step was to select participants. As the study was qualitative, the chain-referral sampling (or snowball sampling) was used. One of the reasons for using this sampling method is that all the studied individuals have a special profession, skill or knowledge and the number of them is small. In this method, experts and specialists are efficient theorists who participate in the creating, modifying and refining the theory and model (Houman, 1321, p. 12).

Therefore, the statistical population of this study consisted of all experts who had scientific and practical expertise in the field of taekwondo. First, a list of experts in Taekwondo sports, including university professors (with books or

research in Taekwondo sports), the managers of organizations related to Taekwondo sports was prepared, and then an in-depth interview was conducted with them. After the interview, each of the interviewees was asked to introduce other taekwondo experts to the researcher; in this study, 21 persons were interviewed, and from the 17th interview onwards, repetition was observed in the received information, but to be sure, the interview continued until the twenty-first interview. However, from the nineteenth interview onwards, the data were completely duplicated and saturated. Data collection began in May 2019 and lasted until February 2020. The interview began with questions about the levels and components of the conceptual model, and the rest of the questions were based on the interviewee's answers. All interviews were recorded, and after each interview, data were analyzed to establish the model. The steps for analyzing the data from the interviews were as follows:

Step 1. Open coding

First, the content of all the interviews was implemented and then their open coding was done. In a way that, the data collected in the interviews were written on paper, then, open codes were created by line by line and paragraph by paragraph analyzing of the existing writings. These codes were adapted from the writings and in some cases, they were exactly the written texts. A total of 143 open codes were obtained from the analyze of twenty-one interviews.

Step 2 - Axial coding

Axial coding is the second stage of analyze in grounded theory. The purpose of this step is to establish a relationship between the produced classes (in the open coding stage). In axial coding, the generated codes in the previous step were rewritten in a new way, with the aim of creating a connection between the codes. Axial coding leads to the creation of groups and categories; all similar codes were placed in their own special group. For this purpose, all the created codes were reviewed and compared with the texts so that no content

would be forgotten. In this process, several open codes could be coded as a central code. The extracted 143 open codes were converted to 21 axial codes.

Step 3 - Theoretical Stage (Selective coding)

Once all the data has been opened and centralized as mentioned, it is time to classify them. In fact, the goal of grounded theory is to produce a theory, not just a describing the phenomenon. To turn analyze into theory, the classes must be related to each other regularly. Selective coding based on the results of the previous two stages of coding is the main stage of theorizing. In this way, it systematically links the central class to other classes and presents those relationships within the framework of a narrative and corrects the classes that need further improvement and development. In grouping the codes, the axial codes extracted from the interviews were grouped and then the created groups were compared with each other to identify and extract the main groups and their dimensions. Of course, at this stage, referring to the theoretical literature of the research helped a lot in making the classifications more accurate. In this research, based on the researchers' understanding of the text of the phenomenon under study, that is, Taekwondo, the paradigm model framework has been shown in a graphic form narratively.

RESULTS

In sports management, the priority is to coordinate and manage sports events, sports facilities management, human resource management, finance, sports, public relations and more. Management can be understood as a creative process, which allows an organization to achieve its determined goals (top athletes) (Iztok Retar *et al.* 2015). Grouping of codes in each case and comparing them, indicated that all the obtained codes can be placed in seven main groups, which includes the following table. The first step includes comprehensive governance with an emphasis on intelligent management, strategic policy and leadership, sports talent management, and consistent organizing.

Table 1: General and Subsidiary Groups and Axial Codes Extracted from All Interviews in Comprehensive Governance

Row	Code	Category	main factor
1	Professional management	Smart management	Comprehensive governance
2	Time Management		
3	Contingency management		
4	Not employing a manager for more than five years in the relevant post		
5	Employing fair managers		
6	Communicating the manager with veterans and professors and experts in the field of taekwondo and exploiting their opinions		
7	Monitoring the manager's initiative		
8	Monitoring the evolution of the manager		
9	strategic Management		
10	strategic Management		
11	Management stability		
12	Management in the proper selection of national team members		

13	Using the experiences of previous managers	
14	Making the right decision	
15	Division of labor	
16	Using outstanding and leading technical managers	
17	Using efficient expert force	
18	Making decision based on Expertise	
19	Division of labor on the basis of expertise	
20	Proper planning	Strategic policy making and leadership
21	Using a program-oriented overview	
22	Long-term planning	
23	Stability in running programs	
24	Careful and evaluative executing programs	
25	Matching methods and programs of areas and areas covered by Taekwondo	
26	Planning based on environmental reality	
27	Correct goal setting	
28	Setting specific goals	
29	Monitoring performance	
30	Developing an appropriate strateg	
31	Having a vision	
32	Emphasis on the talent of geographically gifted provinces	Sports talent management
33	Choosing Taekwondo practitioners from the age early childhood to above	
34	Studying athlete records	
35	Having a very high emotional intelligence of the athlete	
36	Attracting talented people in Taekwondo	
37	Genetic factors	
38	Having good physical condition (having long legs and high speed and considering the apometric index).	
39	Paying attention to the geographical area in talent search	
40	Creating an elite database	
41	Careful selection of players	
42	Beneficiary structure (eg, volunteers, parents, athletes and sports teams, sponsors, donors, etc.)	Compatible organization
43	The ownership structure (e.g., private, public, public and private sports) of organizations, etc.).	
44	Organizational structure (e.g., associations, federations of associations, associations of federations, companies, etc.)	
45	Creating a club- oriented system	

Research has shown that the role of educators in sports varies from a teacher, a professor, and a friend to a counsellor, a coach, an organizer, a motivator, a leader, a planner, a decision maker, and the main source of all knowledge related to sports and practices (Zabo). Coaches need to provide ethical training and help athletes gain all their potentials, and

play a supportive role, and help in building athletes' confidence (Hardman et al., 10). The second step is a smart coaching step that is realized through building capacity in coaches, previous learning, analyze (analyze) of the situation, competitors, etc.

Table 2: General and Subsidiary Groups and Axial Codes Extracted from All Interviews in Smart Coaching

1	Training coaches of domestic teams	Building Capacity in coaches	Smart Coaching
2	Coaches using the highest technical indicators in education		
3	Making coaches Structure-oriented at the national level		
4	Creating conditions for coaches to participate in various global classes		

5	Observational evaluation of learners by the coach	
6	Pay attention to the basic instructors in Taekwondo	
7	Increasing coaching knowledge	
8	Employing bodybuilding instructors	
9	Patriotic and sincere behavior of coaches and taekwondo coaches with learners	
10	Assessing the coach's ability to analyze athletes	
11	Considering the athlete's experience in competitions	Previous learnings
12	Using the experiences of coaches	
13	Hiring foreign coaches as analysts	Analyze of Situation, Competitors, and so on
14	Employing athlete analyzers in teams	
15	Motor and mechanical analyze	

When Taekwondo entered the Olympic Games program (Sydney, 2013), the sport attracted the attention of many scientists. Recent studies indicate that the athlete's tonometer data is the most important determinant of performance indicators in many sports. Taekwondo was no exception, and

the factor of weight-centered indicator was recognized as one of the most important success factors (Vershi Nin *et al.*, 2019). The third step is prudent preparation, which includes the style and method of training, participation in various competitions, training recommendations and holding related tests.

Table 3: General and Subsidiary Groups and axial codes extracted from all interviews in prudent preparation

1	Using a proper training system that fits the field of Taekwondo	Prudent preparation
2	Time Management	
	Using continuous and consistent exercises	
3	Increasing physical fitness	
4	Separation and segregation of athletes from each other based on their physical capabilities	
5	Paying attention to the mural and relaxation of Taekwondo players	
6	Performing deceptive and unpredictable movements	
7	Using a training opponent who is similar to a real opponent	
8	Monitoring and controlling the athlete's training	
9	Complete familiarity of the athlete with the rules of refereeing	
10	Using discipline	
11	The spirit of fighting in competitions	
12	Emphasis on practice and the use of technical and tactical skills	
13	Applying the highest technical indicators for selecting athletes	
14	Putting an athlete in a situation similar to the real competition	
15	Holding free competitions	Recommendations for practices
16	Participating in overseas competitions	
17	Holding a tournament	
18	Focusing on the country's junior competitions	
19	Simulating the competition hall with the original location	
20	Performing national championships	
21	Holding school competitions	

22	Holding sports and student festivals	
23	Controlling and evaluating competitions	
24	Exercising in the weather matching for the location of competition	Holding related tests
25	Creating an appropriate training space	
26	Unifying the style of training and education of clubs in the country	
27	Using South Korean professors and the International Taekwondo Center	
28	Getting information on the South Korean national team's trainings	
29	Using the Federation Belt Test to find elit	
30	Performing physical fitness tests	
31	Performing special taekwondo tests	

Regarding the broadcasting function of the media, they can broadcast about sports events in a planned, accurate and timely manner, and for this purpose, appropriate structural planning and content should be provided for broadcasting. It is also possible to inform and promote promotional activities in order to participate in sports activities through the media. Considering the social marketing function through grounding, the possibility of forming stakeholders, networking in different segments of society and also due to

the increasing progress of information technology and the interest of young people in virtual communication methods, creating virtual networks can increase people's participation in taekwondo (Ehsani *et al.*, 2012). In the fourth step, cultivating the soul and psyche is another key factor and includes the following items: psychological assistance to sports, capacity building in media, and concern for spirituality and morality.

Table 4: General and Subsidiary Groups and Axial Codes Extracted from All Interviews in Spiritual Development

1	Using a sports psychologist	Psychological assistance in sports	Cultivating the soul and psyche
2	Creating a systematic system in the discussion of psychology		
3	Imagination		
4	Athletes' mental and intellectual readiness		
5	The mindset of taekwondo practitioners		
6	Using a psychiatrist and performing regular meditation		
7	Using yoga		
8	Creating a sense of competitiveness		
9	Raising the level of motivation of the taekwondo player based on the bar chart		
10	Training and psychological inculcation by the instructor		
11	Familiarity with English words to avoid stress in foreign competitions		
12	Psychological checks of coaches and even the president of the federation		
13	Consistent efforts to increase motivation in taekwondo practitioners		
14	Familiarity of the community with the sport of taekwondo through the media	Media capacity building	
15	Trading with the media		

16	More presence of taekwondo athletes in the live broadcast of IRIB	
17	Establishing relationship between the provincial taekwondo delegations and the championship base of the Sports and Youth Administration	
18	Making efforts to enter Taekwondo in the Student Sports Federation	
19	Strengthening Consulting (Sports Diplomacy)	
20	Expanding and creating championship sports bases	
21	Encouraging private sector cooperation	
22	Strengthening spiritual capital	Attention to spirituality and morality
23	Appreciating and truly valuing heroes and professors	
24	Trusting and seeking help from God Almighty	
25	Traveling to religious and sacred sites before competitions	
26	Coach ethics assessment	
27	Continuously following the promises made by the authorities	

Coaches need to have specialized training for different levels. For example, some coaches are coaches who are able to perform tasks up to just the provincial, national, or international level, or some are only effective for a certain age group. This means that in improving the technical level of coaches, the people who they are working with should be considered, and in other words, this work should be done professionally (Nazari, 2017). The fifth step is professionalism that seeks specialization.

1	Utilizing the knowledge of university professors	Expertise	Professionalism
2	Inviting South Korean taekwondo masters to participate in the national team as consultants		
3	Using the experience of former coaches and champions		
4	Using the opinion of professionals and champions in Taekwondo		

In Canada, many young sports talents are also recognized through school competitions. In Australia's Sports Talent Search Program, there are three basic steps that include identifying students in schools, conducting special sports tests on them, and developing identified talents. In other words, in Australia, the path of educating athletes starts from schools and eventually reaches the level of international competitions (quoted by the Strategic Document of the Comprehensive System of Development of Physical Education and Sports: Component of Development of Championship Sports, 2004). The sixth step is raising the successors that can be achieved through support.

		Building support	Breeding Successors
1	Peer matching and succession		
2	Youthfulness		
3	Forming several national teams for matching		
4	Investing on young Taekwondo players		
5	Investing on base teams		

Sports equipment and infrastructure, including all the tools, equipment and sports facilities needed for various sports, as well as spaces and all facilities, services, welfare and health of sports, which facilitates performing sports activities at the level of training, practicing, and competition (detailed document of the comprehensive system of physical education development). In this component, study and needs assessment, access, quality, distribution of sports in the country, fairness, safety and beautiful design of sports equipment and infrastructure that can affect the level of people's participation in taekwondo are considered. The seventh step is consistent support, which requires the implementation of support programs, grounding in education and training, provision of hardware (facilities and equipment) and optimization of nutrition.

Table 5: General and Subsidiary Groups and Axial Codes Extracted from All Interviews in Consistent Support

1	Supporting champions through the state system and physical education and the federation and taekwondo delegations	Implementing support programs	Consistent Support
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2	Psychological support to solve personal problems of coaches				development of taekwondo
3	Making efforts to address athletes' personal problems		11	Using the highest technical indicators of Taekwondo equipment and supplies	Supplying hardware (facilities and equipment)
4	Supporting sports stars and elites		12	Physical structure	
5	Providing the expenses of coaches		13	Creating space for growth and flourishing in trainings	
6	Paying cash and non-cash to the champions		14	Adjusting the nutrition of athletes	Optimizing nutrition
7	Payment of pension after the championship		15	Using the nutritionist's instructions	
8	Making comprehensive efforts to make families empathize with players		16	Taking advantage of the highest nutrition indicators	
9	Interacting with education and training office to pave the way for competitions	Grounding in education and training Office			
10	Taking advantage of the important role of education in the				

The presented model of key factors in the success of Taekwondo (with an emphasis on the Olympics) is merely a conceptual model that matches the literature on Taekwondo on the one hand and the levels of the analyze of theories on the other hand. And it is expected that using the opinions of the elites of Taekwondo, the components of the model, their relationships, the logic of selecting these components and the connections between them will have a solid foundation.

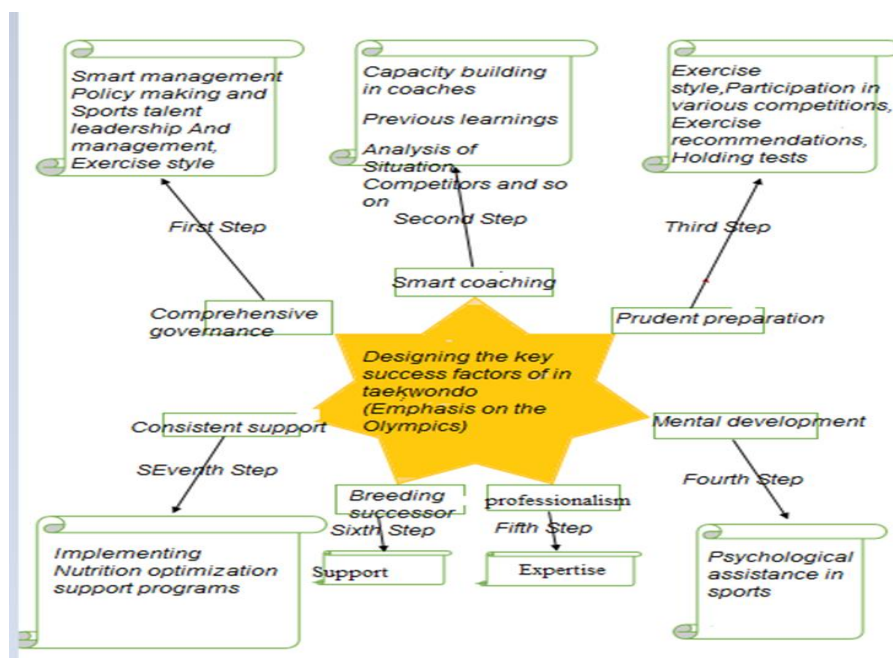


Figure 2: The conceptual model of Taekwondo (Goodarzi, 2020)

CONCLUSION

The purpose of this study is to design a model for taekwondo. For this aim, the researchers referred to the experts in the field of Taekwondo and collected information from them through in-depth and open interviews. Then, the data obtained from the interviews were coded by grounded theory. The results of group coding showed seven levels in taekwondo. Previous experiences in the Islamic Republic of Iran and other countries indicate that a specific institution with vast facilities and great capabilities alone cannot lead to the development of taekwondo and the increase in public participation; because taekwondo is a social product and an intra-product and the total output of the society. Therefore, one of the main reasons for the inefficiency of the current plans of being a single institution, is acting in isolation, and the lack of a holistic system model and plan in this area. And the proposed model can be used as an analytical tool for taekwondo (with an emphasis on the Olympics) as a basis for logically and principally solving the numerous problems in this field of taekwondo in the Islamic Republic of Iran. Based on this model, the process of Taekwondo sports in the Islamic Republic of Iran for the Olympic Games can be analyzed, and a new classification can be obtained based on the models of Taekwondo sports in other countries and the opinions of Iranian experts. This model is a suitable and indigenous framework for studies in this field and can be used as an introduction to the success of taekwondo of the Islamic Republic of Iran in the Olympic Games, it creates a macro and comprehensive cognition based on identifying the key factors affecting taekwondo sports and how they interact with each other, and by providing the required information to explain the background situation, and finally the structure and behavior of Taekwondo sports; based on the results of this study, the decision-making managers and policy makers of Taekwondo are assumed to consider the components of the seven levels in determining policies and providing plans. Steps at these levels include the followings: The first step is comprehensive governance with an emphasis on smart management, policy making and strategic leadership, sports talent management, and consistent organizing. In the second step, intelligent coaching is realized by building capacity in coaches, previous learning, analyze (scrutinize) of the situation, competitors, etc. In the third step, prudent preparation of Taekwondo is considered and the focus is on the style and method of training, participation in various competitions, training recommendations, and holding related tests.

In the fourth step, cultivating the soul and psyche is another key factor and includes the items of psychological assistance to sports and attention to spirituality and ethics. The fifth step is professionalism, which is along expertise. In the sixth step, breeding successors is considered, which can be achieved with support. The seventh step is consistent support, which requires the implementation of support programs, grounding in education and training, providing hardware (facilities and equipment), and optimizing nutrition supply. The level of

comprehensive governance actually includes the authority over internal and objective components of taekwondo in the Islamic Republic of Iran. And they should consider their sub-sectors, and it is obvious that with the development of taekwondo and institutionalizing it among the people of the society, we will see its direct and indirect effects on the process of sustainable development of the country.

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