

A STUDY OF KEY SUCCESS FACTORS OF THAI WEIGHTLIFTERS IN THE WORLD WEIGHTLIFTING CHAMPIONSHIPS AND THE OLYMPIC GAMES

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Abstract

This study was to find out the factors affecting the success of Thai weightlifters in the World Weightlifting Championships and the Olympic Games and to provide suggestions about how to administrate and manage the team in order to improve the operations of the Thai Amateur Weightlifting Association (TAWA) in the World Weightlifting Championships and the Olympic Games. This research employed the Delphi Technique as a research methodology by collecting opinions from 21 experts from the Thai Amateur Weightlifting Association board, Thai national weightlifters, weightlifting experts, coaches, referees performing between 2004 to present, the National Olympic Committee of Thailand under the Royal Patronage of His Majesty the King (NOCT), the Sports Authority of Thailand board, the Department of Physical Education board, and representatives of supporters of the Thai Amateur Weightlifting Association. The research results found that the factors leading to the success of Thai weightlifters in the World Weightlifting Championships and the Olympic Games consist of five factors including the association management, athlete management and preparation, coach management, sport science, and referee management. However, all those factors need cooperation and teamwork under supervision of board of the association via management.

Keywords: The Thai Weightlifter, Key Success Factors, the World Weightlifting Championships, the Olympic Games.

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INTRODUCTION

At present, the whole world recognizes sports as an important factor to make children and adults healthy in body, mind, and mood. It can also help ensure that everyone is a good citizen who knows their own roles and rights. Those who play sports learn sportsmanship consisting of fairness, ethics, respect, and a sense of fellowship which helps everyone to live peacefully and in harmony. Furthermore, sports can help protect us from and offers practical solutions to vices such as drugs and crime. More importantly, sports can gain fame for and create a good image of Thailand for people around the world. These advantages of sports conforms to King Bhumibol's royal guidance "We all know the sports objectives very well that it is how to practice a person and team to have strength and unity so that a strong body and mind will belong to everyone, and how to successfully practice. According to honor and fame of a country, we all know well that sports is accepted as a tool to bring honor to the country. It can obtain the honor of talent and strength for citizens of each country."

Weightlifting is one of the sports which Thai athletes have been able to earn medals from the Olympic Games. It is an international and popular sport which is included in each Olympic Games. Therefore, many countries anticipate that their athletes will get gold medals from the weightlifting competition. Moreover, many countries employ a multipronged approach to achieve the success they desire which includes trying to develop their coaches, including the weightlifting staff, trying to increase training efficiency by using sports

science and sports technology, and other specialized training facilities.

Key Success Factors are so important and should be created in order to achieve the goal. If there are core factors of success which are concrete for staff to adhere to and orient themselves toward, chief executive officers and the entire staff of an organization will know what they must do in order to make the achievements of the athletes meet the organization's vision. These achievements can be realized with the proper combination of resources like *Man, Money, Materials, and Management*. Moreover, if the highest efficiency is needed, there must be a *process* which involves the basic roles or activities of the executives.

The fact that Thai athletes participate in the Olympic Games, World Championships, and other professional competitions is a result of the systematic and effective management of the Sports Authority of Thailand. The researcher is interested in studying factors affecting the success of the Thai national weightlifting team in the World Weightlifting Championships and the Olympic Games and to provide suggestions about how to administrate and manage the team in order to develop the operations of the Thai Amateur Weightlifting Association (TAWA). The goal is to help bring continued success in the World Weightlifting Championships and the Olympic Games. It is hoped that this research and the suggestions that come from it can lead the relevant organizations, people, and the whole country to greater efficiency and achievement in the future.

LITERATURE REVIEW

Management is the most important factor for organizational success, especially in sports organizations which are inevitably involved with various individuals and groups such as sponsors, athletes, spectators, or even with international sport organizations and governments. Thus, it is necessary for them to have good planning and management practices (Thomas and Dyall, 1999).

Sport management involves a combination of skills related to planning, organizing, directing, controlling, budgeting, leading, and evaluating within the context of an organization (DeSensi, Kelley, Blanton and Beitel, 2003). Accordingly, identification of critical success factors in any particular industry is a valuable practice for a number of reasons. First of all, it leads to a better understanding of the competitive environment, which in turn may assist in making decisions related to new product development and marketing activities. Understanding of the development of critical success factors then enables a firm to make a successful entry into an industry, find a different position among other firms, and operate optimally between higher perceived value and cost reduction (Ketelhohn, 1998).

Consequently, the Key Success Factors (KSFs) of Thailand Amateur Sports Associations move towards functioning at the elite level in international sports competitions consists of 12 factors including leadership, sports personnel, sports networks, medal opportunities, budget, venues and facilities, sponsors, sports administration and sports science

knowledge management, physical education and fundamental sports, rules and regulations, society and culture, as well as economy and politics (Chaipun, 2009). However, Raiman Boonthom (2014) found that the key components of the Model of Amateur Boxer Development when it came to producing Thailand National Amateur Boxing Athletes was composed of the amateur boxing athlete selection process, the athlete's potential development, the provision of competition opportunities for athletes, and the provision of support and administrative measures.

CONCEPTUAL FRAMEWORK

Key Success Factors are extremely crucial and should be found in order to achieve the goal. If there are core factors of success that staff members can adhere to in their specific positions, chief executive officers and the staffs of an organization will realize what they need to do to achieve the organizational objectives and its

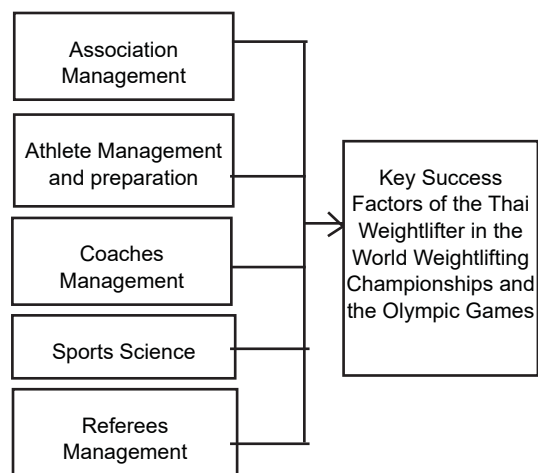


Figure 1: Key Success Factors of the Thai Weightlifter in the World Weightlifting Championships and the Olympic Games

vision. Such achievement can be created by the proper use of various management resources, such as *Man, Money, Material, and Management*. Additionally, if the highest efficiency is required, there must be a *Process* considered as the fundamental role or activity for executives, which consists of five factors including the management of the association, the preparation of athletes, coach management, the practice of sports science for athlete development, and the support from referees in the competition. (Figure 1)

METHODOLOGY

This research aims to study factors affecting the success of Thai national weightlifting team in the World Weightlifting Championships and the Olympic Games as well as to provide specific ways to manage the team in order to develop the operations of the Thai Amateur Weightlifting Association (TAWA) in the World Weightlifting Championships and the Olympic Games. This qualitative research was analyzed using the Delphi Technique. The Methodology of the research is as follows:

1. The research was based on principles, concepts, theories, textbooks, research papers, national and international online databases of sport management. The National Collegiate Athletic Association (NCAA) of the United States of America, which organizes the athletic programs of many colleges and universities in the United States and Canada, was accessed. Online information from the Australian Sport Commission (ASC), which is the Australian Government's statutory agency

responsible for distributing funds and providing strategic guidance and leadership for sporting activity in Australia, was also utilized as well as the database from Japan Institute of Sports Science (JISS), which is a major center for sports sciences and medicine. It promotes research activities and provides support for athletes and sports instructors, in cooperation with the Japanese Olympic Committee, sports federations, universities and sports research institutions and organizations. Furthermore, information from top-level athletes related to their performance development and intensive continuous training as well as opinions from experts with specific qualifications were also crucial for this study.

2. The questionnaire was created and qualified by the Index of Item Objective Congruence (IOC). In other words, experts proved the content validity in order to find an indicator for the content accuracy as well as suggestions for improving the tool.

3. To study factors affecting the success of the Thai national weightlifting team in the World Weightlifting Championships and the Olympic Games, the research used the Delphi technique to collect twenty-one experts' opinions. The data collection was conducted three times. Firstly, open-ended questionnaires were delivered to the experts to answer and express their opinions freely. The second and third rounds were implemented by using the analyzed and synthesized opinions from the experts in the first round to collect the data in the same group of samples. Additionally, mean, median, and interquartile range were derived from the samples.

4. A public hearing was held for the

purpose of presenting the concepts found in the research using the Delphi technique. The concepts concern factors affecting the success of the Thai national weightlifting team in the World Weightlifting Championships and the Olympic Games and providing suggestions about how to administrate and manage the team in order to develop the operations of the Thai Amateur Weightlifting Association (TAWA) in order to achieve greater success in the World Weightlifting Championships and the Olympic Games.

5. The research results were summarized and reported, including what the researcher found such as concepts and suggestions from the public hearings. After that, the results were presented and reported.

DATA ANALYSIS AND RESULTS

Based on the study of factors impacting the success of the Thai national weightlifting team in the World Weightlifting Championships and the Olympic Games and providing suggestions about how to administrate and manage the team in order to develop the operations of the Thai Amateur Weightlifting Association (TAWA) in order to achieve greater success in the World Weightlifting Championships and the Olympic Games, the researcher analyzed and concluded as follows:

There are five factors which cause the success of the Thai national weightlifting team in the World Weightlifting Championships and the Olympic Games.

1. Association management

Management of the Association is the

main factor of success when examining the areas which the Thai Amateur Weightlifting Association systematically supervises. There are 4 Ms which comprise the management factor or *Man, Money, Material, and Management*. There are also the seven-step principles of Luther Gulick called POSDCORB the acronym stands for steps in the administrative process: Planning, Organizing, Staffing, Directing, Co-ordinating, Reporting, and Budgeting.



Furthermore, the association employs Input - Process – Output model and effective four-step management method called PDCA model (Plan–Do–Check–Act).



The research refers to the seven main components for association management under the control of Association President and the board of the Thai Amateur Weightlifting Association as shown below.

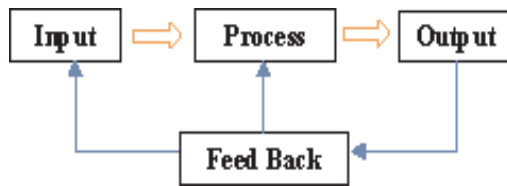
1.1 There are four elements for strategy and planning which are vision, mission, objectives, and an explicit plan. There must be clear and specific goals for the Olympic Games and World Weightlifting Championships. There should also be a goal for each competition for collecting scores, achieving the qualifying competition's quota for the Olympic Games, and determination of short-term, medium-term, and long-term plans using the analysis technique called SWOT. The determination to expand networks and to increase members and athletes should be continuously planned. In addition, there should be an on-going determination of development plans and an increase of trainers who have experience in competitions both in Thailand and abroad. Lastly, plan the augmentation and development of referees of the association and the International Weightlifting Federation. This should include networking, offering the representatives of the association and joining the election and appointment of the executive directors and directors of Asian and ASEAN federations.

1.2 For personnel management, the Thai Amateur Weightlifting Association abundantly pays attention to this factor. The association has invited experts from various occupations such as soldiers, police officers, politicians, government officers, experts of sports techniques and sports science for weightlifting, ex-athletes, coaches, and referees to become board members, consultants, and staff. There are meetings to assign responsibilities and duties depending on the knowledge, ability, and interest of each person following

the rule "put the right man on the right job". The association is always ready to consider advice and opinions from all people. Moreover, there are the processes for promoting, supporting, and rewarding so that the staff can gain more knowledge, abilities, and proficiency. This can lead to the achievement of the mission and maintenance of expert staff's loyalty, especially those who dedicate and devote themselves to the organization.

Additionally, there are the systems to select coaches, athletes, referees, and experts of sports science who are in charge of the national team and participate in competitions. They must be sincere, fair, and dedicated to competitions, fame, and honor, including emphasizing happiness for Thai people.

1.3 Management is the heart of the association management of the Thai Amateur Weightlifting Association. There are structures and people in charge of eleven sections which are the administrative section, the sports technique section, the organizing committee section, the coaches and athlete preparation section, the medicine and sports science section, the foreign relations and information technology section, the public relations section, the privileges and welfare section, the law section, the education section, and the reception section. All officers from every section and the association board and consultants hold a meeting every month in order to determine policy and to plan, follow up on the progress of each section, and assess how all tasks follow the system concept in the following diagram.



To analyze the process for operating and improving the weak points for the future requires using a system called the PDCA Cycle which is shown in the diagram below.



Plan consideration and operation of the Thai Amateur Weightlifting Association must be reviewed by the executive directors, consultants, and officers from every section. This process includes six elements for public hearings.

1. Participation in perception
2. Participation in opinion expression
3. Participation in creation
4. Participation in thinking and decision making
5. Participation in operation
6. Participation in inspection

The management plan of the Thai Amateur Weightlifting Association is composed of tactic determination to send representatives from Thailand to become committee members in international sports organizations such as International Weightlifting Federations, Asian Weightlifting Federations, ASEAN Weightlifting Federations, and the National Olympic Committee of Thailand under the Royal Patronage of His Majesty the King (NOCT). They determine tactics for the operations which accord with the policies and regulations of the related organizations such as the International Weightlifting Federations, Asian Weightlifting

Federations, International Olympic Committees (IOC), Olympic Solidarity (OS), the World Anti-Doping Agency (WADA), the Sports Authority of Thailand, the Ministry of Tourism and Sports, and the government policy. The tactics can result in effective plans, such as being a host for international competitions, supporting and expanding national weightlifting competitions, sending athletes to join international competitions, operating to keep athletes on the national team practicing and training, preparing practicing camp (accommodation, instruments, and other facilities), effectively selecting sports science experts, doctors, physiotherapists, and staff, and receiving support from both governmental and private organizations.

1.4 Places and equipment preparation is another important factor to support and develop the weightlifting athletes to help them succeed. This means that there must be readiness for places, instruments, and competitions which the Thai Amateur Weightlifting Association has to provide that meet international quality standards and in sufficient quantity. Both importantly and interestingly, due to the fact that the weight disks used in each competition have different quality, the association needs to provide the same weight disks before sending weightlifters to compete in order to familiarize them with the weight disks used in international competitions. Moreover, the association must provide other kinds of facilities such as saunas, accommodations, restaurants, and an appropriate atmosphere for practicing.

The problem is that the standard equipment is seriously expensive so it is difficult for the association to seek a

large budget while the budget sources and supporters are limited. Hence, the association must develop and provide cheaper equipment made in Thailand to stay within the budget allocated. At present the association has resolved the equipment problem by decreasing the capital expenditures as follows:

- 1) Using old engine belts from the Mae Moh power plant to make a warm-up floor for practicing
- 2) Producing a warm-up floor made from plywood, rubber sheets, and a steel frame all made in Thailand
- 3) Producing steel plates for practice under the association management
- 4) Developing score boards and judging set systems
- 5) Producing practice equipment in Thailand, such as Snatch platforms, or Jerk platforms, etc.

To develop local equipment not only helps save the association's budget but also assists clubs in providing the equipment more easily as sufficient for coaches and athletes needs under a limited budget. Furthermore, the domestically made judging set system can also help Thai athletes and coaches get acquainted with World Standard officiating and augment efficiency of Thai referees for domestic and international competitions.

1.5 Budget and privilege are clearly planned in the short term, the medium term and the long term in order to seek support from the government, the Sports Authority of Thailand, the National Olympic Committee of Thailand under the Royal Patronage of His Majesty the

King (NOCT) and the private sector every year. This includes offering goods instead of monetary staff which is called Value In Kind (VIK).

In addition, the public relations operation and publicity of the accomplishments of the association in such media as television, newspapers, radio, and other social media will help people know the overall results continuously and extensively. This can easily affect other government sectors and the private sector increasingly support the association.

When there is systemic apportioning of budget, clear regulations, account reports, regulations for dividing gratuity from the National Sports Development Fund, rewards for athletes and related staff, salaries for athletes, coaches, and other officers, it results in retaining personnel.

1.6 Public relations for the association's success is an essential supplementary factor because it is a channel to communicate with people, the government, and the private sector. This can increase the number of people interested in weightlifting as well as to increase the number of members of the association and weightlifters to cover all regions in Thailand. Consideration for budget and value in kind will tend to be higher as well. The association cooperates with all kinds of media to encourage them to broadcast competitions. The association is pleased to give the mass media information through its website, the internet and social media. There is also the network connection between the International Weightlifting Federation and the Asian Weightlifting Federation. There is also a policy to create Weightlifting Heroes to be idols for the public. These are all approaches to public

relations policy which distributes news and the accomplishments of the association continuously and thoroughly in the whole country.

1.7 A good Welfare policy is a crucial factor which athletes, coaches, and the staff of the association expect and it affects their determination, diligence, and patience for practicing, competing, and working. They expect that they will be taken care of and provided appropriate welfare. For example, they wish to access accident insurance, medical care, know the criterion for sharing rewards to Thai and foreign athletes and coaches, the original affiliation of athletes, access to jobs after retiring from being athletes, education (normal and special classes), funds, and welfare for their parents. When these policies are adequate, it results in their willingness to do their best and high morale which sport associations and clubs need to try to realize by executing good welfare policies.

2. Athlete management and preparation which are appropriate indicators of the effectiveness of the association. Furthermore, it is the index of success which the Sports Authority of Thailand and the government specify, especially in the Olympic Games, the ASEAN Games, and the SEA Games. The crucial elements which make the Weightlifting association prepare athletes well and win are described as follows:

2.1 The effective encouragement and improvement of club members and athletes need coach training, equipment support, funds from original affiliation to found clubs and develop club members, staff and athletes continuously and sufficiently.

2.2 The process for athlete selection, involves committees from various fields including coaches, referees and sport scientists in exercise technology, sports psychology, and sports medicine. They all are taken care of and controlled by the decisions of the association board and experts in order to achieve goals.

2.3 The elements that determine the readiness of training camps consists of coaches, places, equipment, and practice plans for the short-term, the medium-term, and the long-term. It can exist with cooperation between coaches and sports scientists who are experts in physiology of exercise, sports psychology, nutrition, biomechanics, modern medicine, alternative medicine, Physical therapy, and massage. This cooperation is supervised by the board of the association.

2.4 The process for athlete screening focuses on the ability of each athlete. If they pass the screening tests which are supervised by the board of directors, coaches, referees, and experts from all fields of sports science. They analyze the results of the tests for the purpose of determining the possibility for success of each athlete based on the statistics of each competition. In addition, they need to consider the accomplishment of each athlete in the last few years. They have to search for the preparation and plans of athletes from other countries as supporting documents.

2.5 Planning for a competition is composed of three stages as follows:

Stage 1: The readiness before the competition for at least 1-3 months is an important stage for both coaches and athletes. They must appropriately adjust

their practice plan in order to achieve each athletes' goals. There is also emphasis on practicing to lift in each position to ensure athletes readiness, assessment for each position, and appropriate weight for each class. Additionally, each athlete's health must be assessed with examinations for such things as injuries, fever, or other kinds of symptoms which must be protected from before competitions.

Stage 2: The readiness for a competition abroad is the most essential factor due to the differences of time and the duration of travel which potentially results in the loss of effectiveness of athletes. By virtue of the above reason, the Thai Amateur Weightlifting Association places importance on this factor. For instance, in the Games of the XXXI Olympiad or 2016 Summer Olympics in Rio de Janeiro, Brazil, the board of directors of the association agreed to upgrade seats for athletes from economy class to business class and planned to leave for Brazil ten days before the competition for the benefit of all athletes. Moreover, all athletes must have their health checked before leaving, including vaccinations and tests for banned substances to avoid mistakes caused by athletes' ignorance.

Stage 3: The readiness of athletes during a competition. The association realizes the importance of the medical team, physical therapists, and sports psychologists. The association included these groups in the supporting teams as well as the team manager, coaches, and referees. For the Olympic Games, there is another supporting team that is responsible for food and other facilities in order to make athletes ready and successful including

trying to protect them from problems and unexpected mistakes.

2.6 The welfare system is the system which can motivate athletes by providing such things as salary, rewards, future employment, education, welfare for parents and family, and welfare for clubs and coaches of their original affiliation.

3. Coach management is as vital as athlete management because they have to prepare athletes for competitions. Firstly, there must be a process for Thai and foreign coach screening since they have to perform their mission with athletes in every competition. For the screening, the association must present it to the meeting of the executive committees for their approved make. This is a system to boost coaches from the clubs, especially those who can produce athletes who become national-level athletes or who are assistant coaches in order to increase their level of experience.

The main responsibility of the weightlifting coach for the national team is to watch competitions in various programs to consider who has potential and can be developed into national-level athletes. The important programs for weightlifting competitions they should watch are the Thailand Weightlifting Championship in all classes. Coaches need to consider athletes' body, age, skills, and statistics. Furthermore, they have to assess the mental states of athletes in such areas as their patience, determination, and persistence. Athletes' physical efficiency is evaluated by sports scientists and referees and then it is presented to the executive committee for approval. After the national athlete screening process, coaches have to hold a

meeting to assign duties such as holding practices for athletes, controlling athletes' disciplines for practice and disciplines in training camp, controlling nutrition, planning with physiologists, doctors, sports psychologists, and bio-mechanists, and overseeing the camp.

For the short-term plan for practice, there are daily, weekly, monthly, and yearly plans. For the medium-term and long-term plans, there are goals that athletes must reach based on the policies of the association. This can improve each athlete to their highest capacity. Athletes can compete only twice a year and three months apart in order that athletes can take time to recuperate and perfectly prepare themselves for the next competition.

For each program of weightlifting competition, coaches must share duties, responsibilities, and preparation as follows:

3.1 Preparation before leaving for competitions. Athletes must check all kinds of documents, their health, be tested for banned substances, test their efficiency according to the conditions set by the Sports Authority of Thailand, inform athletes about places for training camps based on the rule "Where About", and prepare equipment, food, and medicine for competitions.

3.2 During competitions, coaches must survey the environment of the accommodations, training grounds, and athletic fields. Travel and facilities are also essential for athletes. Additionally, there are meetings of team managers and validity check of the start list for competition planning.

3.3 After competitions, there must be another team to look after athletes who

receive medals and undergo testing for banned substances. In addition, the team must take care of an interview with the mass media including scheduling practicing after competition in order to relax muscles and maintain the perfectness of athletes' bodies for maintaining the practicing schedule.

4. Sports science has been given a place of importance by the Thai Amateur Weightlifting Association. Sports scientists have to integrate basic knowledge, such as the physiology of exercise, sports psychology, or nutrition, and then pass it on to coaches. This knowledge can help coaches apply it to athlete screening and training. They will measure and assess body efficiency such as height, weight, shape, fat, strength, power, rapidity, elasticity, deftness, balance, and coordination of eyes, hands, and feet. There are also meditation, imagery, goal setting, stress elimination, and self-stimulation techniques.

During the training period of national athletes in the camp, coaches have to hold meetings to formulate practicing plans as shown below.

4.1 Physiologists of exercise assess the strength and muscles tone of athletes for the muscle training and weightlifting training schedule at the same time.

4.2 Physical therapists record the weightlifting position of each athlete during training and competition in order to analyze body angles and the directions of weightlifting disks. They then adjust each athletes' techniques for what is best for each athlete's body structure.

4.3 Sports psychologists must work closely with coaches and athletes to get them familiar with each other and

to build trust so that they can tell the truth or ask for advice. If they have any problems, psychologists can analyze the mental states of athletes before training including practicing meditation, imagery, goal setting, stress elimination, and self-stimulation in order that athletes can reach their highest potentiality.

4.4 Nutritionists also play an important role during training periods since all the athletes need to control their weight to fit the class they would like to compete in. When practicing to lift heavier weightlifting disks, athletes' bodies need sufficient nutrition and to increase the weight of athletes to allow them to be able to lift heavier disks. Therefore, nutritionists and coaches have to formulate plans to control athletes' weight conforming to practicing plans to make athletes able to lift heavier and heavier disks.

4.5 Athletes always need sports medicine. The services are often required for health checkups and muscle injury assessments. Consequently, the association has to pay attention to physical therapists and massage therapists so that they program warm-ups before training and relaxing muscles exercises after training to protect athletes from injury. Additionally, the medical team helps take care of checkups and ensuring protection from banned substances which is a big problem for all kinds of athletes.

4.6 Sports engineers and technology require a budget to support them from the government. However, the association has tried to reduce the cost for management and training by using local materials in athletes' training as much as possible. For instance, old engine belts from the Mae Moh power

plant are used to make warm-up floors for practicing. Practicing steel plates together with developing software are also used for score boards and judging set systems.

5. Referee management which is well-administrated can also affect the success of athletes. Therefore, the Thai Amateur Weightlifting Association has a policy to offer training courses and exam registration in order to increase the number of certified referees. In addition, the association offers them a chance to gain more experience; for example, helping them register for exams to become referees for the International Weightlifting Federation. When they have completed the qualifications and have performed as referees for the appropriate length of time, they are selected to be in charge of weightlifting competitions in the ASEAN Games, the SEA Games, or the World University Games and the Olympics. Moreover, they are assigned to be experts who train other coaches in Thailand. When Thailand becomes a host, they will be members of committees to screen athletes for training camp and international competitions. They are also encouraged to become part of the board of directors of the Asian Weightlifting Federation and the International Weightlifting Federation in order to increase opportunities to get useful information for the Thai Weightlifting Association, such as changes of rules and regulations in competitions. It also allows Thai referees to build better friendships with foreign referees. These all provide great benefits for Thai weightlifters.

Points of recommendations from the interviewees

Summary of strong points of the Thai Amateur Weightlifting Association's administration affecting the accomplishment of athletes

1. The administration of the association is systematic and orderly. The association always listens to others' opinions. There are strategies, plans, clear goals including short-term, medium-term, and long-term plans.

2. For personnel management, there are invitations and selections of experts from various fields such as

- Politicians, soldiers, or police officers
- Experts of administration
- Experts of sports
- Sponsors

3. There are invitations for companies or sponsors such as the Electricity Generating Authority of Thailand as a vice-president and representatives from other companies as advisors.

4. There are continuous and stable welfare systems for athletes such as

- Education
- Medical care and accident insurance
- Employment after retiring from being athletes
- Provision of welfare like accommodations, food, and salary
- Reward organization from the sports funds

5. The association has encouraged three representatives from the International Weightlifting Federation and four representatives from the Asian Weightlifting Federation to participate in the process to develop and rectify rules and

regulations. Furthermore, they have to play an important role in supporting the budget for member countries, host screening, and referee screening for each competition.

6. There are plans for training camps for adult and youth in order to continuously and systematically prepare the team.

7. The association has given precedence to all the coaches so these are basic to advanced training courses. Additionally, coaches who work well can have a chance to become assistant coaches on the national team and can experience international competitions in order to build their will power and decision-making skills.

8. The association has encouraged referees to obtain an exam registration to become referees for the International Weightlifting Federation and has developed standards and knowledge until Thai referees are recognized and selected to serve in weightlifting competitions around the world.

9. The association focuses on all types of sports science so that they can be used to adjust and develop athletes' efficiency together with closely controlling and following the cooperation and interaction between sports science, coaches, and athletes.

10. The association realizes the necessity of technology so it supports the development of locally produced equipment in Thailand.

The researcher's recommendations

Recommended from the research results

According to the research results, factors affecting the success of Thai

national weightlifting team in the World Weightlifting Championships and the Olympic Games indicate the importance of the following five factors:

1. The administration of the association, which was analyzed, planned, operated, and systematically followed, consists of seven elements as follow:

- 1.1 Strategy and planning
- 1.2 Personnel management
- 1.3 Administration
- 1.4 Places and equipment
- 1.5 Budgets and privileges
- 1.6 Public relations
- 1.7 Welfare

The Board of directors of Thai Amateur Weightlifting Association determined the strategies, plans, personnel recruitment, responsibility assignment, assessment, and performance of all committees. They are ready to listen to others' opinions and suggestions to improve the organization until the goals are achieved.

2. Athlete management and preparation

- 2.1 Effective encouragement and improvement of club members
- 2.2 Process for athlete selection
- 2.3 Training camp
- 2.4 Process for athlete screening
- 2.5 Planning for a competition
- 2.6 System of welfare for athletes

3. Coach management

3.1 Encouragement and development of coaches in Thailand

3.2 Coach screening for the Thai national team

3.3 Athlete screening to join the Thai national team

3.4 Determination of coaches' duties for training camp

3.5 Plans for practice and competition

4. Sports science

4.1 Physiology of exercise

4.2 Biomechanics

4.3 Sports psychology

4.4 Nutrition

4.5 Sports medicine

4.6 Sports engineer and technology

5. Referee management

5.1 Increase the number of referees in the association

5.2 Encouragement of exam registration among Thai referees to become referees for the International Weightlifting Federation

5.3 Delivery of Thai referees to perform in international competitions

5.4 Special duty assignment

5.5 Support of committee selection to serve in Asian and international federations

Recommendations for further study

1. There should be a comparison of factors for success between Thai athletes in other kinds of sports such as boxing, volleyball, and taekwondo.

2. There should be a comparison of factors for success of Thai athletes between individual sport and team sport in the World Championship and the Olympics Games in various sports.

3. There should be an experimental study which takes the administration system of the Thai Amateur Weightlifting Association to apply to the management of other amateur associations to determine if success can be duplicated in other types of sports in the Olympic Games.

CONCLUSION

The research results found that the factors leading to the success of the Thai weightlifter in the World Weightlifting Championships and the Olympic Games consists of five factors. First, the association management including strategy and planning, personnel management, facilities and equipment management, budget and privilege, public relations and welfare. Second, athlete management and preparation which includes empowering the association in order to increase the number of clubs, members, and athletes, athlete recruitment, training, practicing, consideration of sending athletes to competitions, planning for competitions, and the welfare for athletes. Third, coach management. This factor comprises of the empowerment of coaches in Thailand, coach selection for the Thai national team, consideration of the Thai national athlete selection process, coaches orientation for training the national team, and planning for practice and competition. Forth, sport science which emphasizes Physiology of Exercise, Biomechanics, Sports Psychology, Nutrition, Sport Medicine, and Sport Engineering and Technology. Fifth, referee management which refers to increasing the number of the association's referees, encouraging Thai referees to become International Weightlifting Federation referees, supporting Thai referees to perform in international competitions, assigning them special duties and supporting them to be selected as committee members of Asian and International Weightlifting Federations. However, all these factors need cooperation

and teamwork under the supervision of the board of the association via proper management.

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