

STRATEGY FOR COACHING AND DEVELOPMENT OF SPORTS ACHIEVEMENT BRANCHES IN SUPPORTING THE SUCCESSFUL IMPLEMENTATION OF THE NATIONAL SPORTS GRAND DESIGN (DBON) IN BENGKULU PROVINCE

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ABSTRACT

The purpose of this study is to identify internal and external factors and formulate strategies for coaching and developing superior sports achievements in Bengkulu Province. This research is a design of survey research, which is research that takes samples from a population that uses questionnaires as a data collection tool. The design of data used is primary data obtained through questionnaires. The research samples are some of the stakeholders of coaching and developing leading sports in Bengkulu Province such as the Indonesian National Sports Committee (KONI) Bengkulu, Youth and Sports Office, Sports Coaches, Sports Athletes, Sports Observers, Sports Industry and Sports Society in Bengkulu totaling 80 people. The sampling method used purposive sampling. The data analysis methods used are descriptive analysis, SWOT analysis and qualitative analysis. Based on the results of data analysis, it is known that: the Evaluation of internal factors (IFAS) and external factors (EFAS) to obtain strategies for coaching and developing regional leading sports in Bengkulu Province in supporting the successful implementation of DBON is an S-O strategy (aggressive strategy), namely: (a) Fostering public interest in sports through sports promotion efforts (S2;O2); (b) Coaching athletes in community sports clubs through the provision of coaching budgets (S4;O2); (c) Conduct regular coordination and coaching between the management and athletes of each sport and involve the sports community (S2;O4) and (d) Provide planned awards to sportsmen so that sports become a profession (S4;O4).

Keywords: Internal, External, Strategy, Coaching, Development and Design of National Sports Greats Internal, External, Strategy, Coaching, Development and Design of National Sports Greats

1. INTRODUCTION

Nowadays, people understand a lot about sports. Currently, sport is used as one of the physical activities (besides work) that is favoured by all groups, from children to the elderly. Sports as an effort to maintain physical and spiritual health, because in sports there is an interplay of activities between muscles, conditions and joint space physically and spiritually in the struggle against natural elements, other people and oneself. In Presidential Regulation Number 86 of 2021 concerning the Grand Design of National Sports (DBON) and Law Number 03 of 2005 which was replaced by Law Number 11 of 2022 concerning the National Sports System, it is explained that sports are all systematic activities to encourage, foster, and develop physical, spiritual and social potential.

The DBON basic framework guides the development of a map of sports excellence in each region in Indonesia, as part of the procession of successful implementation of DBON as a whole. This is of course related to the potential of sports in each region that is different, as mandated in Law Number 03 of 2005 concerning the Sports System article 34 paragraph (2) affirmed that in determining national / regional superior sports there are 10 factors that must be considered, such as: athletes, early childhood development, schools, training (sarpras, methods), coach competence, sports science and technology, funds, future guarantees, and professional organisations. DBON as a form of implementation of legal tools, so that national sports can be organised as a sports architecture which in essence is carried out sports coaching and development which begins with the stages of sports introduction, monitoring and bathing, as well as bakit development and achievement improvement. The staging is directed at the promotion and acculturation of sports, breeding, and improving sports achievements at the regional, national and international levels. All of these stages involve family elements, associations, educational units, and sports organisations that exist in the community, both at the regional and central levels. In accordance with these stages, the entire scope of sports can work together to form a flexible and comprehensive national sports system building.

To achieve the objectives of the National Sports Grand Design, a DBON road map has been prepared which is divided into 5 periodisations. The DBON road map as shown in Table 1.1 below.

Table 1. National Sports Grand Design Road Map 2021-2045

Roadmap	Information
Stage 1 2021-2024	The development stage is focused on building the foundation for the implementation of DBON through strengthening, regulation, preparation of norms, standards, procedures and criteria
Stage 2 2025-2029	The strengthening stage is focused on strengthening the foundation of DBON implementation that has been built in stage 1 through systematic and tiered sports coaching and development from the regional to the national level.
Stage 3 2030-2034	The development stage is focused on the development and innovation of DBON implementation as a continuity in stage 2 through innovation in sports coaching and development based on sports science and technology.
Stage 4 2035-2039	The stabilisation stage is focused on stabilising the implementation of DBON as a continuation of the 3rd stage through the application of Sports coaching and development based on Sports science and technology and sustainability.
Stage 5 2040-2045	The sustainability stage is focused on the sustainability of DBON implementation as a continuity in the 4th stage through the latest and sustainable Sports science and technology-based Sports coaching and development system.

Source: DBON Master Document (2021)

Based on preliminary study data sourced from KONI (Indonesian National Sports Committee) in 2021, it shows that throughout the participation of PON (National Sports Week) the Bengkulu Province contingent has always been 30th in the national rankings (out of 34 Provinces). From the results of the medal acquisition, it continues to decline and the graph of the distribution of sports achievements is getting narrower. Furthermore, Bengkulu Province throughout the participation of POPNAS events from week III (1995) to week XIV (2017) averaged at number 4 in general with an uneven distribution of sports.

Table 2. Historical data of Bengkulu athletes' medal achievements in PON and POPNAS

Medal Acquisition	PON XVII – Kalimantan Timur (2008)	PON XVIII – Riau (2012)	PON XIX – Jawa Barat (2016)	PON XX – Papua (2021)	POPNAS (2015)	POPNAS (2017)	POPNAS (2019)
Gold	2	0	0	1	0	2	1
Silver	2	2	2	4	1	1	2
Bronze	5	4	2	7	4	5	0

Source: Dinas Pemuda dan Olahraga Provinsi Bengkulu (2022)

The results of PON or POPNAS are an early reflection of the results of sports coaching and development in Bengkulu Province. Based on initial analysis, there are at least several things that become gaps between coaching and achievement development in Bengkulu Province, namely: First, the implementation of event participation which has not included an open medal acquisition target supported by adequate research data and supporting documents, and has not accommodated budget policy support as needed, then the irony is that the implementation of regional training camps (PELATDA) in Bengkulu Province is held in a relatively short time. Secondly, the role of PPLP (Student Sports Education and Training Centre) in Bengkulu Province has not been maximised in the process of sports coaching and development, this is because there is a disparity between the potential of each region and the facilities available at the provincial level. Thirdly, the programme of coaching and development of sports achievements in Bengkulu Province has not been able to run optimally due to the lack of strong policy support, budget and representative infrastructure (Sarpras) as well as cross-sectoral policy coordination between agencies. Then, there is still a tug of war over the implementation of sports coaching and development in each sports agency/organisation. Fourth, the lack of periodic, independent tests of athletes' physical and technical abilities, as well as the absence of easy programme evaluation materials that meet scientific principles in Bengkulu Province.

This matter has an attachment to several studies as reinforcement, namely the study of the analysis of developmental participation patterns in elite athletes who won the Olympic championship shows that peak performance can be achieved through the coaching and development of sports talents from a young age through the stages of breeding and programmed training (Gullich, 2017). The results of research by Hays et al. (2009) that talent identification from a young age and competition are the results of coaching and development of sports achievements. Then, Pankhurst and Collins (2013) research shows that there are five main constructions in coaching and developing sports achievements: (1) Sport specialisation and selection,

(2) Practice, (3) Athlete development, (4) Coaching from junior to senior, and (5) The role of policy makers in the sports system.

Coaching is a process carried out to change individual behaviour and shape their personality, so that what is aspired to can be achieved as expected (Bailey & Moley, 2016; Qomarullah, 2020). Then, development is a process to make existing potential into something better and more useful while research and development is a process or steps to develop a product or improve existing products into products that can be accounted for (Wright et al., 2018; Qomarullah, 2020). Brylinsky (2010) identifies the characteristics of sports coaching and development are carried out in order to achieve a level of maturity and goals, there is a directed procedure design, and according to events. Therefore, to achieve maximum sports achievement, athletes need programmed, directed coaching and development from an early age level and continuously and supported by adequate support.

Paying attention to previous studies that distinguish this research is that the researcher raises the role factor in this case retired sportsmen. This research also discusses the tiered and sustainable development of regency / city student sports in the Regional Student Sports Education and Training Centre (PPLPD) whose implementation is under the guidance of the Regency / City Youth and Sports Office in Bengkulu Province. PPLPD Regency / City fosters DBON Sports by considering the regional potential of each Regency / City.

The strategy of sports coaching and development in Bengkulu Province needs to be designed in order to obtain an empirical picture of policy formulation and management patterns that require a flow of thinking in the form of formulating, implementing and evaluating in the context of strategic superior sports in Bengkulu Province. An important component of the coaching and development strategy is collaboration partnership by involving all stakeholders directly related to sports in Bengkulu Province such as the Department of Youth and Sports (Dispora), Department of Education (Dispendik), KONI Bengkulu Province, parent sports organisations, academics, teachers, practitioners, researchers and several senior sports figures including retired sportsmen or athletes, including Dedi Hermansyah who is a former football athlete, Edi Santoso who is a retired wrestling athlete who was a gold medalist at the PON level. Edi Santoso is still active as a wrestling coach for PPLP and SMANKO Bengkulu.

2. LITERATURE REVIEW

2.1 Physical Activity Theory

Physical activity behaviour theory provides a basis for diagnosing why humans adopt and maintain certain health behaviours, the process of habituation of motion and thought, substitution of understanding of exercise and participatory manifestation through planned behaviour, social knowledge, autonomous activity, and systemic environmental health conception strategies (Verloigne et al., 2011; Qomarullah, 2020). Humans behave or do activities because of certain goals with a need (need) from a person, motivation or purpose will arise, so that humans behave including the choice of sports activities, then if the goal is achieved, the individual experiences satisfaction (Wilson et al. 2012).

Sport is a plural event, this is based on research from three countries (Slovenia, Croatia, Germany) showing that sports activity is a cultural event with no age difference, and gender differences and has six factors that are the reason: (1) Sport action with friends; (2) Popularity; (3) Fitness and health; (4) Social status; (5) Sports events; (6) Relaxation through sports (relaxation through sports) (Kondric et al., 2013).

Based on this description, it can be concluded that sports, apart from being seen as competitive physical activity, can also be interpreted as a cultural, sociological pluralist event, is a planned movement with various positive goals, and can be of collective health value.

2.2 Strategy Management

Strategic management can be defined as the art and knowledge to formulate, implement and evaluate cross-functional decisions that enable an organisation to achieve its goals (David, 1998). Meanwhile, Jauch and Glueck (2000) define strategic management as the number of decisions and actions that lead to the preparation of a strategy or a number of effective strategies to help achieve corporate goals. Mintzberg (1989) describes three approaches or strategies that can be used to formulate organisational strategy, namely the entrepreneurial approach, the adaptive approach and the planning approach.

Public organisations are public service organisations that are responsible for providing services to the community in order to create community welfare and have legitimate authority (abash) in the fields of

politics, government administration and law in an institutionalised manner so that they have an obligation to protect their citizens and serve their needs. This research uses three components of management strategy, which include core strategy, consequence strategy and control strategy. Core strategy is to clearly reorganise the purpose, role and direction of the organisation. Consequence strategy is a strategy that encourages healthy competitors to increase motivation and performance through rewards by taking into account economic risks and rewards. Control strategy is to change the location and form of control within the organisation. Control is transferred to the lowest organisational layer, namely the implementer, transferred based on the vision and mission that has been determined, thus a good empowerment process occurs.

2.3 The Nature of Sport

Sport comes from two syllables, namely olah and raga. The word olah means managing and raga means body / body / body. So sport is an activity of managing the body (physical) in order to improve physical health. In a longer sense, sport is defined as a series of regular and planned physical movements to maintain movement (maintain life) and improve movement ability (improve quality of life) (Bloomfiel et al. 1992).

In English, sport is referred to as 'sport' which includes all forms of physical activity or competitive play in the form of casual or organised participation (Tromlinson et al. 2010; Qomarullah, 2020). The way to identify 'sport' is by looking at the purpose of the activity, which is to maintain or improve physical abilities and skills and provide pleasure to the perpetrator (Tomaszewski et al. 2011). Sport also provides entertainment for participants (Cantelon, 2011; Lunt, 2010).

In Government Regulation Number 86 of 2021 concerning the Grand Design of National Sports (DBON), it is explained that sports are all systematic activities to encourage, foster and develop physical, spiritual and social potential. Sport is seen as adequate physical activity, an important prerequisite for maintaining and improving health. Kaupuzs (2013) explains that physical activity can strengthen the body's immunity, reduce the risk of heart disease and blood vessels, arthritis and various cancer risks and have a positive impact on human mental health.

Other experts interpret sport as an activity or activity that is carried out consciously and does so without pressure to compete at least with himself (Skinner et al. 2008). Sport is also a universal human movement activity (Tengan & Markham, 2009) that emerged from past and present cultures, but each culture has its own definition depending on space and time (Duke & Crolley, 2010; Qomarullah, 2020).

Based on these various descriptions, it can then be concluded that sport is a form of organised universal physical activity by exerting physical skills that can be competitive or recreational in nature to provide health value, strengthen muscles, heart, and innervation, by being done consciously and competing despite oneself. Sport is a cultural event based on space and time, with internal and external motivations from participants.

2.4 Aspects of Sports Development Strategy and Achievement

In order to achieve maximum athlete achievement, programmed, directed and continuous coaching is needed and supported by adequate support. In order to achieve optimal athlete performance, intensive and continuous training is also needed, sometimes causing boredom (boredom). This can be a cause of decreased achievement, therefore prevention is needed by planning and doing varied exercises. Intensive training is not enough to guarantee the achievement of improved performance because improved performance is achieved if in addition to intensive, quality training is carried out (Tohar, 2002).

Sports experts around the world agree that to produce high sports achievements, the stages of sports development are needed, namely through the stages of massing, breeding and achievement (Irianto, 2002), as described below.

1. Massing

In order to obtain good sports seeds, it needs to be prepared from the beginning, namely with a massing programme that is carried out by moving children at an early age to do sports activities as a whole or any type of sport.

2) Seeding

Nursery is an effort applied to capture talented athletes in sports achievements that are researched in a directed and intensive manner through parents, teachers, and coaches in a sport. The purpose of nursery is to provide prospective talented athletes in various sports achievements, so that they can be continued

with more intensive coaching, with an innovative system and able to utilise the results of scientific research and modern technological devices.

3. RESEARCH METHODOLOGY

This research uses qualitative methods, which prioritise an exploratory process to understand the meaning of individual or group behaviour, describing social problems or humanitarian issues (Creswell, 2009). Creswell (2009) further explains that: ‘The process of research involves emerging questions and procedures, data typically collected in the participant’s setting, data analysis inductively building from particulars to general themes, and researchers making interpretations of the meaning of the data. The final written report has a flexible writing structure’.

Merriam (2009) further explains that: ‘The overall purposes of qualitative research are to achieve an understanding of how people make sense out of their lives, delineate the process (rather than the outcome or product) of meaning-making, and describe how people interpret what they experience. In principle, ‘qualitative researchers are interested in how people interpret their experiences, how they construct their worlds, what meaning they attribute to their experiences’.

Broadly speaking, Saldana (2011) also provides a limitation that: ‘qualitative research is an umbrella term for a wide variety of approaches to and methods for the study of natural social life. The information or data collected and analysed is primarily (but not exclusively) nonquantitative in character, consisting of textual materials such as interview transcripts, field notes, and documents, and/or visual materials such as artifacts, photographs, video recordings and Internet sites, that document human experiences about others and/or one’s self in social action and reflexive states’.

According to Creswell (2009) qualitative methods are divided into 5 (five) types, namely phenomenological research, grounded theory, ethnography, case study and narrative research. Phenomenological is one type of qualitative research, where researchers collect data by participant observation to find out the essential phenomena of participants in their life experiences. Grounded is one type of qualitative method, where researchers can draw generalisations (what is observed inductively), abstract theories about processes, actions or interactions based on the views of the participants studied. Ethnography, is one type of qualitative research in which researchers conduct studies of group culture in natural conditions through observation and interviews. Case study, is one type of qualitative research, in which researchers conduct in-depth exploration of programmes, events, processes, activities of one or more people.

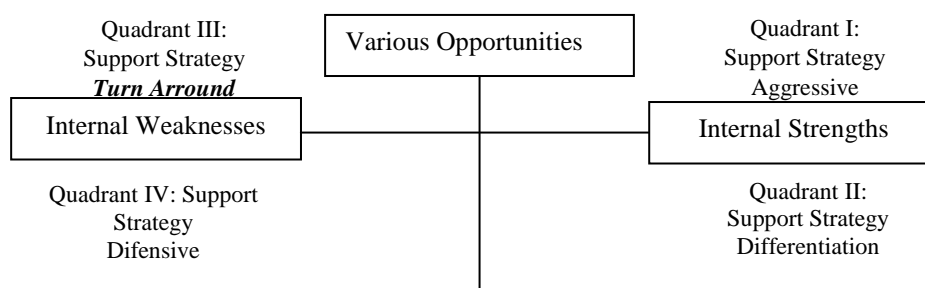
The case study chosen by the researcher is a holistic single case study. According to Yin (2009) holistic single case study research is research that places its focus on only one large case that is analysed as a whole. In general, Yin (2009) also explains that there are 5 (five) reasons for using only one case in research: 1) the selected case provides evidence of a well-developed theory. 2) the selected case has certain specificities and is unique in contrast to other cases. 3) the selected case is typical or representative of other similar cases. 4) the case can be chosen because it is a special opportunity for the researcher. 5) the case is chosen because it is longitudinal, that is, it occurs in two or more at different times.

3.1 Descriptive Analysis

Descriptive analysis in this study is used to identify internal factors consisting of strengths and weaknesses and external factors consisting of opportunities and threats in supporting and hindering the coaching and development of superior achievement sports in Bengkulu Province. In order to facilitate descriptive analysis and content analysis, it is carried out with the help of frequency distribution table values, average values and percentages of respondents’ answers to the research questionnaire.

3.2 SWOT Analysis

SWOT analysis can also be depicted in a diagram to determine the position of coaching and development of superior achievement sports in Bengkulu Province and support its development strategy..



Various Threats

Figure 2 SWOT Framework

Quadrant I:

Aggressive Growth Strategy. The strategy is based on a very favourable situation for the coaching and development of superior sports achievements in Bengkulu Province, because it has the strengths to take advantage of existing opportunities.

Quadrant II:

Diversification Strategy. Formulation of strategies for coaching and developing superior sports achievements in Bengkulu Province by optimising various internal strengths in the face of an unfavourable environmental situation.

Quadrant III:

Turn Around Strategy. The strategy of coaching and developing superior sports achievements in Bengkulu Province by taking various steps to overcome the weaknesses faced internally so that market opportunities can be utilised.

Quadrant IV:

Difensive Strategy. The strategy of coaching and developing superior sports achievements in Bengkulu Province by reducing or changing the form of business unit involvement in products or markets.

Through SWOT analysis, the considerations made in formulating strategies are as follows:

1. Using advantages and strengths to exploit existing opportunities in the coaching and development of superior achievement sports in Bengkulu Province.
2. Using the advantages and strengths that exist in the coaching and development of superior sports achievements in Bengkulu Province to avoid or eliminate existing obstacles or threats.
3. Overcoming weaknesses in utilising the benefits of existing opportunities
4. Seek to overcome weaknesses by avoiding constraints or threats with existing strategies.

3.3 Qualitative Analysis

This research uses Miles and Huberman's strategic data analysis technique. Miles and Huberman (1994), suggest that activities in qualitative data analysis are carried out interactively and take place continuously until completion, so that the data is saturated (redundancy). Activities in data analysis include data 'reduction, data display, and conclusion drawing/verification'.

After the researcher collects data, the next step is to do anticipatory before reducing the data. Miles and Huberman (1994) further explained that: 'anticipatory data reduction is occurring as the research decides (often without full awareness) which conceptual frame work, which sites, which research questions, which data collection approaches to choose'.

Stainback (1989) further explains that: 'data analysis is critical to the qualitative research process. It is to the recognition, study, and understanding of interrelationships and concepts in your data that hypotheses and assertions can be developed and evaluated'.

Data analysis is used to understand relationships and concepts in the data so that they can be developed and evaluated. Spradley (1980) explains that data analysis of any kind is a way of thinking. Data analysis is related to the systematic examination of something to determine the parts, the relationship between parts, and the pattern of its relationship to the whole. Data analysis in qualitative is inductive, starting from the researcher before entering the field, during the field and after the field. Data analysis is focused during the process in the field along with data collection.

4. RESULTS AND DISCUSSION

4.1 Results

From the results of the identification of internal and external factors, the IFAS and EFAS calculations are obtained as described below.

- a. Internal Factor Analysis Strategy (IFAS) Development and Coaching of Top Sports Branches.

Table 3 below summarises the rating value and weighting score of internal factors in the development and coaching of regional superior sports in Bengkulu Province.

No	Factors	Average	Weight	Rating	Weight Score
Strength (S)					
1	Availability of personal support for sports	3,10	0,109	4	0,44
2	Availability of community funds	3,16	0,111	4	0,45
3	Availability of sports industry funds	3,16	0,111	3	0,33
4	Availability of planned awards	3,20	0,113	4	0,45
5	Regulations and legal instruments	3,14	0,111	3	0,33
6	The existence of an internal evaluation system	3,10	0,109	4	0,44
7	Competition climate	3,14	0,111	4	0,44
8	Availability of main sports facilities	3,20	0,113	3	0,34
9	Cross-sector cooperation	3,16	0,111	3	0,33
Sub Total		21,31	1,000		3,55
Weakness (W)					
1	Availability of number of sports athletes	3,00	0,091	4	0,36
2	Availability of the number of sports coaches	2,88	0,088	4	0,35
3	Availability of number of sports referees	3,00	0,091	4	0,36
4	Availability of APBN / APBD funds	3,02	0,092	3	0,28
5	Availability of other sources of funds	3,02	0,092	4	0,37
6	Internal regulation of sports	3,04	0,092	3	0,28
7	Availability of athlete containers (clubs)	3,04	0,092	2	0,18
8	Availability of supporting infrastructure	2,88	0,088	4	0,35
9	Availability of technology	3,04	0,092	4	0,37
10	Availability of athlete training institutions	3,03	0,092	4	0,37
11	Information disclosure	2,93	0,089	3	0,27
Sub Total		19,09	1,000		3,54
Total Average					3,55

Source: Research results 2022 (processed)

Description:

1.00 - 2.00 Low (Weak)

2.01 - 3.00 Medium (Enough)

3.01 - 4.00 High (Strong)

Table 3. shows that the internal factors owned by sports in Bengkulu Province in their coaching and development have an average value of 3.55. The average value is in the range of 3.01 - 4.00. This value illustrates that internal sports have a 'strong/high' potential ability to be fostered and developed into regional superior sports, so that they can support the successful implementation of the National Sports Grand Design (DBON) in Bengkulu Province. When viewed from the weight score obtained on the strength factor of 3.55, it is higher than the value of the weight score of the weakness factor of 3.54. These results indicate that the strengths possessed by sports stakeholders in can be done by eliminating factors that inhibit internally. In this case, sports coaching efforts can be carried out by considering aspects of strengths and weaknesses owned by each sport.

b. External Factor Analysis Strategy (EFAS) Development and Coaching of Leading Sports Branches

The following table 17 summarises the rating value and weighting score of external factors in the development and coaching of regional leading sports in Bengkulu Province. Table 4.15 shows that the external factors owned by sports in Bengkulu Province in their coaching and development have an average value of 3.53. The average value is in the range of 3.01 - 4.00. This value illustrates that externally, sports have a 'strong/high' potential ability to be fostered and developed into regional flagship sports, so as to support the successful implementation of the National Sports Grand Design (DBON) in Bengkulu Province.

Table 17 External Factor Analysis Strategy (EFAS) on the Development and Coaching of Regional Featured Sports in Bengkulu Province

No	Factors	Average	Weight	Rating	Weight Score
Opportunities (O)					
1	Increasing population	3,10	0,109	4	0,44
2	Number of potential sports population	2,94	0,111	4	0,45
3	Community support for sports	3,32	0,111	3	0,33
4	Internal coordination of each sport	2,96	0,113	4	0,45
5	Taking athletes outside the region	3,04	0,111	3	0,33
6	Supportive sports industry	3,04	0,109	4	0,44
7	Sports week	3,02	0,111	4	0,44
8	Regional sports week	2,98	0,113	3	0,34
9	National sports week	2,96	0,111	3	0,33
Sub Total		27,36	1		3,55
Threats (T)					
1	Public interest in sports	2,82	0,128	4	0,51
2	Availability of sports	2,82	0,128	4	0,51
3	Sports database	2,82	0,128	4	0,51
4	Sports coaching at the club	2,62	0,119	3	0,36
5	Development of science and technology	2,62	0,119	4	0,48
6	Existence of supporting institutions	2,68	0,122	3	0,37
7	Investor interest in sports	2,82	0,128	2	0,28
8	International sports week	2,82	0,128	4	0,51
Sub Total		22,02	1		3,50
Total Average					3,53

Source: Research results 2022 (processed)

Description:

1.00 - 2.00 Low (Weak)

2.01 - 3.00 Medium (Enough)

3.01 - 4.00 High (Strong)

When viewed from the weight score obtained on the opportunity factor of 3.55 is higher than the value of the weight score of the threat factor of 3.50. These results indicate that the opportunities possessed by stakeholders in sports can be done by eliminating factors that threaten externally in each sport, such as increasing public interest in certain sports, providing coaching to clubs, increasing investor interest in sports and so on.

4. Alternative Strategies for Coaching and Development of Top Achievement Sports Branches in Bengkulu Province

The results of the evaluation of internal factors (IFAS) and external factors (EFAS) are then used to formulate alternative strategies for coaching and developing regional leading sports in supporting the successful implementation of DBON in Bengkulu Province. In making alternative strategies from each component of IFAS and EFAS, a SWOT matrix is then created. The selection of alternative strategies is based on the factor that has the highest weight score value. Alternative strategies obtained from this SWOT matrix are: S-O strategy; W-O strategy; S-T strategy and W-T strategy. The results of the formulation of alternative strategies for coaching and developing regional superior sports in supporting the successful implementation of DBON in Bengkulu Province are shown in Table 4.16 below.

Table 18 Matrix of Alternative Strategies for Coaching and Development of Regional Leading Sports Branches in Supporting the Successful Implementation of DBON in Bengkulu Province

	<i>Strengths</i>	<i>Weaknesses</i>
Internal Factors	1. Availability of personal support for sports (S1) 2. Availability of public	1. Availability of the number of sports athletes (W1) 2. Availability of the number of

Eksternal Factors		funds (S2)	sports coaches (W2)
		3. Availability of sports industry funds (S3)	3. Availability of the number of sports referees (W3)
		4. The existence of planned awards (S4)	4. Availability of APBD / APBN funds (W4)
		5. Regulations and legal instruments (S5)	5. Availability of other sources of funds (W5)
		6. Internal evaluation system (S6)	6. Internal regulation of sports (W6)
		7. Competition climate (S7)	7. Availability of athlete containers (clubs) (W7)
		8. Availability of main sports facilities (S8)	8. Availability of supporting infrastructure (W8)
		9. Cross-sector cooperation (S9)	9. Availability of technology (W9)
			10. Existence of athlete training institutions (W10)
			11. Information disclosure (W11)
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	Opportunity	S-O Strategy	W-O Strategy
	1. Increasing population (O1)	1. Growing public interest in sports through sports promotion efforts (S2;O2)	1. Identify the sports community's interest in sports (W5;O2)
	2. Number of potential sports population (O2)	2. Fostering athletes in community sports clubs through the provision of a coaching budget (S4;O2)	2. Create and develop athlete training institutions for each sport specifically (W10;O2)
	3. Community support for sports (O3)	3. Conducting regular coordination and coaching between administrators and athletes of each sport and involving the sports community (S2;O4)	3. Encourage community sports clubs to continue to grow (W5;O4)
	4. Internal coordination of each sport (O4)	4. Provide planned awards to athletes, coaches, and other sports people so that sports become a profession (S4;O4)	4. Organize routine training schedules for sports that already have athlete training institutions (W10;O4) 4.
	5. Taking athletes outside the region (O5)		
	6. Supportive sports industry (O6)		
	7. Sports week (O7)		
	8. Regional sports week (O8)		
	9. National sports week (O9)		
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	Threats	S-T Strategy	W-T Strategy
	1. Public interest in sports (T1)	1. Create an investment climate in sports so that public interest in sports increases (S2;T1)	1. Encourage all parties (community, local companies) to participate in the development of regional flagship sports (W5;T1)
	2. Availability of sports (T2)	2. Make regulations and facilities in the development of sports by the community (S2;T2)	2. Cross-sector cooperation to jointly carry out sports coaching (W5; T2)
	3. Sports database (T3)	3. Support the coaching of sports athletes by sports clubs with the inclusion of coaching funds (S4;T1)	3. Building an athlete training institution accompanied by its infrastructure (W10;T1)
	4. Sports coaching at the club (T4)	4. Fostering sports to continue to exist in participating in sporting events (S4;T2) 4.	4. Accommodate all regional superior sports to be trained on an ongoing basis (W10;T2) 4.
	5. Development of science and technology (T5)		
	6. The existence of supporting institutions (T6)		
	7. Investor interest in sports (T7)		
	8. International sports events (T8)		

From the formulation of alternative strategies in the SWOT Matrix obtained from IFAS and EFAS, 16 alternative strategies for coaching and developing regional superior sports in supporting the successful implementation of DBON in Bengkulu Province were obtained, namely:

S-O strategy

- Growing public interest in sports through sports promotion efforts (S2;O2)
- Fostering athletes in community sports clubs through the provision of a coaching budget (S4;O2)
- Coordinate and conduct routine coaching between administrators and athletes of each sport and involve the sports community (S2;O4)
- Provide planned awards to athletes, coaches, and other sports people so that sports become a profession (S4;O4)

S-T strategy

- Create an investment climate in sports so that public interest in sports increases (S2;T1)
- Make regulations and facilities in the development of sports by the community (S2;T2)
- Support the coaching of sports athletes by sports clubs with the inclusion of coaching funds (S4;T1)
- Fostering sports to continue to exist in participating in sporting events (S4;T2)

W-O strategy

- Identify the interest of the sports community in sports (W5; O2)
- Create and develop athlete training institutions for each sport specifically (W10;O2)
- Encourage community sports clubs to continue to grow (W5;O4)
- Arrange routine training schedules for sports that already have athlete training institutions (W10;O4).

W-T strategy

- Encourage all parties (community, regional companies) to participate in the development of regional superior sports (W5: T1)
- Cross-sector cooperation to jointly carry out sports coaching (W5; T2)
- Building an athlete training institution accompanied by its infrastructure (W10;T1)
- Accommodate all regional superior sports to be trained on an ongoing basis (W10;T2)

- Grand Strategy for the Guidance and Development of Achievement Sports Branches in Bengkulu Province in Supporting the Successful Implementation of the Grand Design of National Sports (DBON)
Grand strategy is the main strategy that is most appropriate to use in accordance with the objectives of research or research. In SWOT analysis, determining the grand strategy is the final step in the SWOT method (Rangkuti, 2005). To facilitate the determination of the grand strategy, mathematical operations are used from the average score values as described in the IFAS and EFAS stages. The mathematical operation is to determine the coordinate points of the grand strategy on the Cartesian diagram.

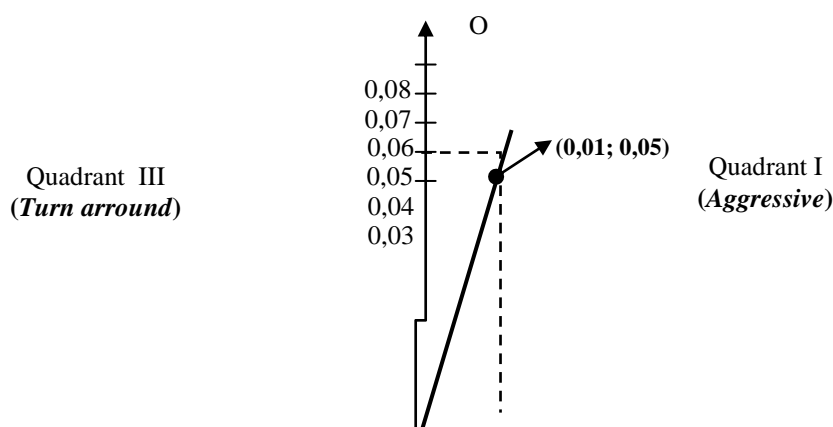
Based on the IFAS and EFAS Matrix, the scores of strength factors (S), weakness factors (W), opportunity factors (O) and threat factors (T) in efforts to foster and develop regional superior sports in supporting the successful implementation of DBON in Bengkulu Province are summarised in Table 4.17 below.

Table 19 Determination of Grand Strategy Coordinate Points on Cartesian Diagram

IFAS	Score Value	EFAS	Score Value
Strength (S) score value	3,55	Opportunity (O) score value	3,55
Weakness (W) score value	3,54	Threat (T) score value	3,50
S - W score	0,01	O - T score	0,05

Source: Research Results 2022 (processed)

Table 19 shows that the comparison of strength scores and weakness scores has a positive value of 0.01. Likewise, the comparison of the opportunity score and the threat score has a positive value of 0.05. Both values are coordinate points used to determine the grand strategy of the Cartesian diagram.



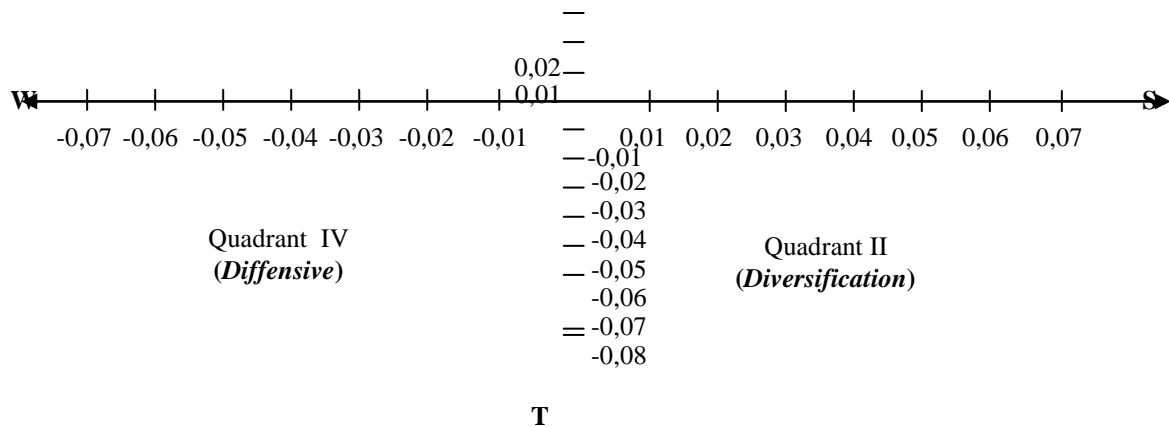


Figure 4 Grand Strategy of Coaching and Development of Regional Featured Sports Branches in Supporting the Successful Implementation of the National Sports Grand Design (DBON) in Bengkulu Province

When viewed from Figure 4, the position of the coaching and development strategy for regional superior sports in supporting the successful implementation of DBON in Bengkulu Province is in Quadrant I (Aggressive Strategy). In this quadrant, the efforts to foster and develop regional superior sports face favourable conditions because they can take advantage of strengths sourced from the internal environment to take advantage of opportunities from a supportive external environment. So, from the results of the Cartesius diagram, the grand strategy for coaching and developing regional superior sports in supporting the successful implementation of DBON in Bengkulu Province is the S-O strategy. The S-O strategies that can be carried out are:

1. Growing public interest in sports through sports promotion efforts (S2; O2)
2. Fostering athletes in community sports clubs through the provision of a coaching budget (S4;O2)
3. Conduct regular coordination and coaching between administrators and athletes of each sport and involve the sports community (S2;O4)
4. Provide planned awards to athletes, coaches, and other sports people so that sports become a profession (S4;O4)

4.2 Discussion

1. Growing Public Interest in Sports Through Sports Promotion Efforts (S2;O2)

Interest can be defined by the tendency to respond in a certain way around it. Interest can also be interpreted as a condition that occurs when someone sees the characteristics of the temporary meaning of situations that are associated with their wants or needs. So that what someone sees will arouse someone's interest to the extent that what he has seen and has a relationship with his own interests. Interest is a sense of liking or preferring and a sense of interest in a thing or activity, without anyone telling or anyone telling (Ahmad, 2019). According to Slameto (2010), interest is a sense of preference and a sense of interest in a thing or activity, without anyone telling you to. Interest is basically the acceptance of a relationship between oneself and something outside oneself. The stronger or closer the relationship, the greater the interest.

Therefore, to increase public interest in sports, it requires encouragement, opportunities and space to express it, so that interest will be stronger. Law Number 3 of 2005 concerning the National Sports System, has given a mandate and mandate to the government to encourage, foster and develop the physical, spiritual and social potential of the community which is actualised in the form of coaching in sports, so that it develops into part of national sports activities.

2. Coaching Athletes in Community Sports Clubs Through the Provision of a Coaching Budget (S4; O2)

The issue of local government policy towards sports coaching is still a discourse that continues to be discussed until now. This can be seen from the lack of sports support facilities such as sports arenas or sports centres, welfare for athletes, coaches and other sports people in the form of bonuses or coaching money, lack of professionalism of players and coaches in the field of sports and most importantly the lack of budget allocations. This is in line with the findings of Dana (2014) that the expectations of the sports community are the existence of local government policies in changing the athlete coaching system,

allocating a coaching budget, building sports support facilities (main and supporting facilities) and coaching for coaches.

Effective coaching for outstanding athletes cannot be done in the short term. LTAD provides guidance for coaches, athletes, administrators and parents in all areas including the planning, training, competition and recovery stages. This includes the ever-changing competition or championship and all aspects required by athletes. For LTAD to be successful means that each component must share a role with the sporting community in order for long-term athlete development to take centre stage.

3. Conduct Regular Coordination and Coaching Between the Management and Athletes of Each Sport and Involve the Sports Community (S2;O4)

The process of coaching and sports development requires simultaneous time, starting from childhood or early childhood until the child reaches the highest level of competition efficiency. Coaching starts with a general programme of basic training leading to the development of comprehensive sports efficiency and then to specialised training in specific sports. The implementation of the partnership-based strategic flagship sports coaching and development model is based on a three-domain framework, namely: (1) TID (talent identification and development); (2) FTEM (foundations, talent, elite and mastery); and (3) LTAD (long-term athlete development).

As a consequence of the implementation of the Great Design of National Sports (DBON), each region is expected to have readiness to pick up the implementation of the policy, as the roadmap of DBON itself. Internal efforts in relation to welcoming the implementation of DBON are to coordinate and provide routine coaching to regional administrators, athletes and interested stakeholders, by:

- a. Realising independent and quality sports resources. In carrying out activities that are the institution's own programmes, it must also collaborate and coordinate with related agencies. This is done to form a joint commitment related to work programmes, regulations and public awareness.
- b. Provide athletes who excel at the regional and national levels. In implementing this programme, it is necessary to develop a management system and strengthen commitment and cooperation that is interrelated, mutually reinforcing and mutually beneficial among sportsmen, sports coaches and sports personnel as well as parties concerned with sports for achievement improvement.

4. Provide Planned Awards to Sports Athletes to become a profession (S4; O4)

Professional athletes in a sport must be willing to sacrifice their time to defend their country and nation. Basically, sports are important for human life. Improving static and dynamic health is a person's goal in exercising. In addition, achievements can also be achieved with sports, therefore achievement can be an attraction for someone in pursuing sports. When an athlete can achieve victory and sporting achievements at international events, the athlete can be applauded and adored, it becomes a pride for the athlete. After struggling for the good name of the country and going through their heyday of being an athlete who has not passed. Forms of respect and appreciation become things that are coveted, but not a few athletes are concerned about their future because they do not get their rights. Today it is very important to realise that every right must be attached to an obligation.

In order to implement this programme, the right regulations are needed, starting from the selection system and recruitment of athletes carried out in stages and systematically. The phasing of this policy design requires an in-depth and comprehensive study in the form of an academic paper, so that the programme can be carried out properly and appropriately.

5. CONCLUSIONS AND SUGGESTIONS

5.1 Conclusions

Based on the results of the research and discussion, the following conclusions can be drawn.

1. There are nine strength factors and a number of internal weakness factors in the efforts to foster and develop regional superior sports in Bengkulu Province, starting from the aspects of human resources, budget financing, regulations, facilities and infrastructure and coordination / cooperation.
2. Externally, efforts to foster and develop regional superior sports in Bengkulu Province are faced with eight threat factors by utilising existing opportunities ranging from an increasing population, more and more sports, the existence of a sports industry and the existence of sports events both at the sports, regional and national levels.

3. The evaluation of internal factors (IFAS) and external factors (EFAS) obtained a strategy for coaching and developing regional superior sports in Bengkulu Province in supporting the successful implementation of DBON is an S-O strategy (aggressive strategy), namely:
 - a. Growing public interest in sports through sports promotion efforts (S2; O2).
 - b. Fostering athletes in community sports clubs through the provision of a coaching budget (S4;O2).
 - c. Conducting regular coordination and coaching between administrators and athletes of each sport and involving the sports community (S2;O4).
 - d. Provide planned awards to sportsmen so that sports become a profession (S4;O4).

5.2 Suggestions

From the research findings produced, the suggestions that can be given include:

1. The Regional Government of Bengkulu Province needs to develop regulations on the determination and management of regional superior sports in an effort to support the implementation of DBON which will apply nationally. The regulation is used as a practical and regulative basis that will strengthen the coaching that will be carried out.
2. Providing facilitation for the region in the form of technical guidance such as training in determining superior sports and technical assistance in organising regional superior sports in each level II region (district / city).
3. Encouraging the formation of an association of coaches, referees and coaches because its existence is important not only for coaches, referees and coaches themselves but also as a place to exchange information for the development of coaching and management of regional superior sports.
4. Immediate establishment of a database of superior sports in a structured, systematic and easily accessible manner both at the national and regional levels.
5. The study of the financing system as an approach to the method of providing funds for sustainable sports.

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