

The Road to an Olympic Medal: The Case of Gymnastics and Archery Federations

Olimpiyat Madalyasına Giden Yol: Cimnastik ve Okçuluk Federasyonları Örneği

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Abstract: The aim of this study is to determine the reasons, attitudes, and management policies followed by the Gymnastics and Archery Federations, which won Olympic medals for the first time in Turkey's Olympic history at the Tokyo 2020 Olympics. Additionally, this study aims to present an exemplary roadmap for other federations by analyzing these policies. In the research, a semi-structured interview technique, one of the qualitative research methods, was used. The research data was obtained through online and email-based individual interviews. The study was completed by conducting interviews with two federation presidents (Gymnastics and Archery). The researcher transferred the responses of the two federation presidents directly into Word documents without any modifications and analyzed the data using the content analysis method with the help of expert academics in the field. The researcher coded the data from both interviews and later categorized them into themes and categories. They collaboratively examined the codes, themes, and categories. The Gymnastics and Archery Federations, which won an Olympic medal for the first time, emphasized that their innovative, transformative, and collaborative projects contributed to their success. It was found that selecting management teams and boards from experts in their respective fields, preferably from within the sport itself, and ensuring coordination among them contributed to success. They considered the medals won at the 2020 Olympics as just the beginning, believing that dreams had been realized and that there were no limits. Their primary goal is to increase success in every upcoming Olympic event. In conclusion, while Participant K1 emphasized the importance of a newly established and sustainable system and transparency at every component level on the road to success, Participant K2 highlighted the significance of individual responsibilities and the importance of guiding individuals in leadership.

Keywords: Olympics, gymnastics, archery.

Özet: Bu araştırmanın amacı, Türkiye'de olimpiyat tarihinde ilk defa altın madalya kazanan Okçuluk ve yine ilk defa olimpiyat madalyası kazanan Cimnastik federasyonlarının 2020 Tokyo olimpiyatlarında madalya almasının gerekçelerini, tutumlarını, izlenen yönetim politikalarını belirlemek ve bu belirlenen politikalarla diğer federasyonlara örnek bir yol ortaya koymaktır. Araştırmada, nitel araştırma yöntemlerinden biri olan yarı-yapılandırılmış görüşme tekniği kullanılmıştır. Araştırma verileri bireysel görüşme tekniği ile online ve e-posta olarak elde edilmiştir. Araştırma iki federasyon başkanı (Cimnastik-Okçuluk) ile görüşmeler yapılarak tamamlanmıştır. Araştırmacı, araştırmaya katılan 2 federasyon başkanının görüşlerini alarak tümevarım yöntemiyle analiz etmek amacıyla başkanların verdiği cevaplarda hiçbir değişiklik yapmadan Word sayfalarına aktarmış ve elde edilen verilerin tamamı araştırmacılar ve alanında uzman akademisyenler tarafından içerik analizi yöntemi ile analiz edilmiştir. Araştırmacı iki görüşme verilerini kodlamış ve daha sonra kodlara ve kategorilere ayırmışlardır. Araştırmacı kodları, temaları ve kategorileri birlikte incelemiştir. Olimpiyatlar da ilk kez altın madalya alan Okçuluk ve ilk kez madalya alan Cimnastik Federasyonları yenilikçi değişimci ve paylaşımcı projeleri başarılarına katkı sağladığına işaret etmiştir. Yönetim ekiplerini ve kurullarını alanlarında uzman ve mümkünse branşın içinden gelen kişilerden seçerek aralarında koordinasyonun sağlanmasının başarıya katkısı olduğu tespit edilmiştir. 2020 Olimpiyatlarında kazanılan madalyaların başlangıç olduğunu ve hayallerin hayata geçtiğini ve bunun sınırı olmadığını düşünmekte ve gelecek her olimpiyat da başarıyı artırmak, başlıca hedefleri olmuştur. Sonuç olarak K1, başarıya giden yolda, yeni oluşturulan ve sürdürülebilirliği mümkün olan sisteme ve her bileşen düzeyinde şeffaflığın önemini ön plana çıkartırken, K2 başarıya giden yolda bireysel olarak verilen sorumlulukların etkili olduğunu liderlik anlamında onlara rehberlik etmenin önemini ön plana çıkartmıştır.

Anahtar Kelimeler: Olimpiyatlar, cimnastik, okçuluk.

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INTRODUCTION

The Olympic Games, due to their ability to reach large audiences and their inclusion of competitive games, enable societies to come together with a peaceful approach. Baron Pierre de Coubertin, known as the modern founder of these games, aimed to spread this ideological and philosophical approach, which he introduced as the concept of Olympism in 1896, to society with an understanding of fair play. Within the evolving and changing social dynamics, the Olympic Games can be defined as a mega-international sports event that masses enjoy following and orienting towards (Viehoff & Poynter, 2016). Since the event extends beyond national borders, involves significant investments in the host location, allows for the cultural promotion of the country, and contributes to development, it can be considered a source of prestige. In this respect, it can be said that the Olympic Games also carry a political identity, thereby attracting the attention of national politics. Due to these characteristics, the Olympics, which are supervised by the International Olympic Committee (IOC), are organized within strict institutional boundaries (Malfas et al., 2004).

Large-scale events requiring organization on the international stage were used in the 20th century as part of the promotional and marketing strategies of developed countries. In the 21st century, they have become a phenomenon involving competition among cities, gaining increasing interest from developing countries. In this respect, the Olympic Games are considered one of the

world's largest and most significant sports organizations, as countries seek economic, social, political, and athletic benefits from these events (Essex & Chalkley, 1998), while also aiming to maximize the achievements of athletes competing in various sports disciplines. Additionally, the Olympic Games serve as a spectacle and a visual sports feast for millions of viewers from different countries worldwide (İlhan, 2014, s. 57). From this perspective, the Olympic Games can be seen as an inspiration for sustainable futures on a global scale (Martin et al., 2021).

Although hosting the Olympics requires a country to allocate significant resources, potentially leading to an economic burden, the 1984 Los Angeles Olympic Games demonstrated that such an event could also generate economic benefits (Yıldız & Aydın, 2013). Previous Olympic host countries have shown that the sports facilities built for the games contribute to the development of national sports and employment, while the resolution of transportation and infrastructure issues enhances both the city's aesthetics and daily life. For example, Beijing applied to host the Olympics in 2000, initially planning to spend \$14.3 billion on infrastructure development. However, this amount later increased to \$40 billion. According to the Beijing Municipality, only \$1.8 billion of the total expenditure was allocated to new sports facilities, while the remaining portion was used for infrastructure projects such

as airports, metro systems, etc (Devecioğlu, 2011, s. 238). Therefore, the impacts of hosting the Olympic Games can be categorized as follows (Scandizzo & Pierleoni, 2018):

- **Intangible economic benefits:** The Olympics enhance tourism potential in the host country.
- **Tangible economic impacts:** Increased investments in the host country can improve international trade relations.
- **Infrastructure and urban renewal benefits:** The construction of sports facilities enables the establishment or renewal of various infrastructures such as transportation, sewage systems, water networks, energy systems, and accommodation.
- **Social benefits:** The Olympics contribute to the development of national sentiments and improve communication within society.
- **Psychological benefits:** The increased sense of social unity in the host country can lead to greater trust and harmony.
- **Environmental benefits:** The Olympics promote the development of new construction standards, clean technology opportunities, improvements in drinking and wastewater management, renewable energy use, new waste management systems, and environmental education programs.
- **Political benefits:** Hosting the Olympics increases a country's international recognition and prestige while fostering institutionalized collaboration between public authorities and the private sector.

Hosting the Olympic Games requires going through a candidacy process. While economic and political power plays a crucial role, certain evaluation criteria are considered by the International Olympic Committee (IOC) (IOC, 2012):

1. Vision and Legacy
2. Games Concept and Competition Venues
3. Olympic Village(s)
4. International Broadcast Center (IBC) / Main Press Center (MPC)
5. Sports Experience
6. Environment and Meteorology
7. Accommodation
8. Transportation
9. Transportation
10. Transportation
11. Telecommunications
12. Energy
13. Energy
14. Government and Public Support
15. Finance and Marketing

Despite Turkey's bids for the 2000, 2004, 2008, and 2012 Summer Olympics, its applications were ultimately unsuccessful (Küçüktaş, 2015, s. 109-110). For the 2020 Olympics, Turkey reached the finals against Tokyo but was again unable to secure hosting rights. In 2024, Turkey participated in the Olympics only with its athletes. When analyzing the candidacy process, it is evident that Istanbul, Turkey's candidate city, lagged behind its competitors in terms of facilities, organizational experience, GDP per capita, and the number of representatives in international sports organizations. However, the most significant shortcoming in the selection process was the limited number of voting members, which posed a major disadvantage for Turkey's candidacy (Akoğlu et al., 2019).

Examining the last three Olympic Games, Turkey was represented by 103 athletes in Rio de Janeiro 2016 (out of 11,180 athletes), 107 athletes in Tokyo 2020 (out of 11,316 athletes), and 101 athletes in Paris 2024 (out of 10,500 athletes) (TMOK, 2025). In addition to participation rates, the number of medals won is a crucial factor. Since its establishment in 1923, Turkey has accumulated 104 Olympic medals across different sports until 2020 (Ziyagil, 2021). With the addition of 8 medals (3 silver, 5 bronze) from the 2024 Paris Olympics, the total number of medals has reached 112, including only 41 golds, 30 silvers, and 41 bronzes (TMOK, 2025). Studies since the 1970s suggest that a country's economic development level and socio-economic factors significantly influence its international sports success (Deniz, 2023). Supporting this claim, a study analyzing Olympic medal rankings from 1964 to 2020 found that economic indicators, particularly inflation and per capita income, impact overall medal success. Higher inflation negatively affects medal counts, while lower inflation correlates with increased success (Saki et al., 2024).

The limitations in medal counts may result from prioritizing quantitative over qualitative expectations in sports education, short-term sports policies, insufficient functionality of sports policies, difficulties between athletes and coaches, favoritism in federations, inadequate use of international sports technology, and short-term approaches to long-term Olympic success. However, enabling clubs under federations to use their resources efficiently, implementing innovative approaches, and maintaining the motivation of successful athletes can contribute to success.

Hosting the Olympic Games is considered a source of international prestige. However, securing such an opportunity is closely linked to athletic achievements. Therefore, consistently achieving success in the Olympics is a key criterion for hosting the Games. Supporting athletes is crucial in attaining these achievements. In this context, federations play a leading role in providing both sport-specific and personal development support to athletes. Ensuring that athletes train in well-equipped facilities, receive education, engage in social activities, and receive financial, moral, and legal support is of utmost importance. Combining all these components systematically is essential for achieving gold medals. Additionally, effective leadership qualities such as gaining the trust and respect of athletes, fostering adaptability, developing vision, and motivating athletes are fundamental (Appenzeller & Lewis, 2000, s. 43). Therefore, federation presidents serve as significant role

models for athletes, guiding and coordinating their activities towards success (Hernandez, 2002, s. 174).

This study aims to analyze the reasons behind Turkey's first-ever Olympic gold medal in Archery and its first-ever Olympic medal in Gymnastics at the 2020 Tokyo Olympics, along with the management policies followed by these federations, to provide a guiding framework

METHODS

In this study, which falls within the scope of descriptive research, a qualitative research method was employed.

Data Collection Tool: A semi-structured interview technique was utilized in the study, and an interview form comprising three sub-dimensions and 17 statements was developed. The research data were collected through individual interviews conducted online and via email. These data were obtained from interviews with the presidents of the sports federations of athletes who, for the first time in Turkish Olympic history, won medals in their respective disciplines at the Olympic Games held in Tokyo, Japan, from July 23 to August 8, 2021. Although the event was originally scheduled for 2020, it was postponed due to the pandemic. In this Olympic Games, six sports disciplines from the 18 federations representing Turkey won a total of 13 medals (TMOK, 2022).

The individual interview technique was chosen for this study as it is an effective method for obtaining information about individuals' experiences, behaviors, opinions, complaints, emotions, and beliefs (Ergin, 2021, p. 191). Semi-structured interviews integrate structured and unstructured interview approaches. In such interviews, the researcher asks predetermined questions in a specific order while allowing the interviewee to elaborate on their responses as desired (Batu, 2000). By employing semi-structured interview questions prepared based on the literature, the study ensures both objectivity and depth (Berg, 1988).

Population and Sample of the Study: The study included the presidents of the Archery and Boxing Federations, both of whom led their federations to their first-ever Olympic gold medals, as well as the president of the Gymnastics Federation, whose athletes won an Olympic medal for the first time in history. However, due to the busy schedule of the Boxing Federation president, the study was conducted only with the presidents of the Gymnastics and Archery Federations.

Data Analysis: The researcher transcribed the responses of the two participating federation presidents verbatim into Word documents for analysis using the inductive method. The participants were anonymized as K1 and K2. The collected data were analyzed through content analysis by the researcher and subject-matter experts. Content analysis involves categorizing similar data into specific concepts and themes, organizing them in a way that is comprehensible to readers, and interpreting them accordingly (Ergin, 2021, p. 193).

The researcher coded the two interview transcripts and then classified them into themes and categories. They reviewed these codes, themes, and categories collaboratively. In cases of disagreement, discussions were held to reach a consensus, after which the coding, themes, and categories were revised accordingly. Additionally, the participants expressed their satisfaction with the semi-structured interview questions, which were developed based on the literature and expert opinions.

The interview form was reviewed by an academic expert, who confirmed that the data had been accurately transcribed. Direct quotations from participant responses were included in the findings section without modification. The semi-structured interview form was finalized following consultations with expert academics to ensure clarity and comprehensibility. The final set of interview questions is presented below.

Table 1. Interview form

LEADERSHIP	1	What innovations have you introduced since taking office?
	2	What criteria do you consider when forming your management team?
	3	Were you with the athletes throughout the Olympics?
	4	Which leadership trait do you think contributed most to the success process?
	5	Why do you think these successes took so long to achieve?
	6	What was the most influential factor on the road to the Olympics?
ATHLETE- -COACH	7	Do you provide support for athletes' personal development outside of training and camp periods? If so, what kind of support?
	8	Did you offer any special training or attention to medal-winning athletes and coaches?
	9	Do coaches and athletes have optimal working conditions without financial concerns? What are the available resources?
	10	What are your criteria for selecting athletes and coaches who you believe will succeed?
	11	Do you have a reward system for successful technical staff? If so, what is it?
SYSTEMIC	12	Do you have short-, medium-, and long-term plans for facility development? Which ones have you implemented? What has been the contribution of facility development since you took office?
	13	Do you have a specific athlete education model for your discipline?
	14	What financial changes have occurred compared to the previous period?
	15	To what extent have you integrated technological advancements into your discipline?
	16	Do you think your discipline has truly expanded at the grassroots level?
	17	Will you make any additions to the current system to sustain the success achieved?

RESULTS

The results of the interviews conducted with the Presidents of the Gymnastics and Archery Federations are presented below.

Question 1: What innovations have you introduced since taking office?	
K1	✓ Conducted a SWOT analysis to identify the strengths and weaknesses of the federation and developed a strategic plan accordingly.
	✓ Established an online system to facilitate faster decision-making by leveraging technology.
	✓ Granted coaches the right to officiate as referees.
	✓ Restructured the Central Referee Board, consolidating it under a single entity.
	✓ Established Olympic training centers.
K2	✓ Increased the number of athletes from 1,200 to 120,000 and expanded the gymnastics discipline from 12 provinces to all 81 provinces, ensuring its nationwide spread in Turkey.
	✓ He stated that he strives to maintain a participatory, inclusive, and innovative management approach.
	✓ Instead of relying on ready-made information, he brings a new perspective by utilizing innovative and diverse sources.
2. What do you consider when forming your management team?	
K1	✓ He emphasized the importance of having individuals from the gymnastics field in management.
	✓ He ensured that politicians, educators, and healthcare professionals were included in the committees.
K2	✓ He paid attention to selecting experts in their respective fields.
	✓ He prioritized individuals who value teamwork and take pleasure in achieving success together.
3. Were you with the athletes throughout the Olympics?	
K1	✓ He stated that he was with all the athletes throughout the Olympics, whether at the accommodation, training hall, or competition venue.
K2	✓ He mentioned that he followed the Olympic Games from Turkey while the team psychologist accompanied the delegation. He believed that having the sports psychologist there with the athletes would provide a much greater contribution.
4. Which leadership qualities do you believe contributed to your success?	
K1	✓ Emphasized that he attributes success to the athletes while taking responsibility for failures himself.
	✓ Stated that he strives to fulfill all the athletes' needs on their path to success.
	✓ Highlighted the importance of collective wisdom and a culture of consultation.
	✓ Stressed that planning is essential and that they make four-year strategic plans.
K2	✓ Mentioned his ability to manage time and resources effectively while anticipating and addressing potential issues in advance.
	✓ Stated that being familiar with the country's dynamics and leveraging his experience allows him to both educate and guide the people he works with.
5. Why did success take so long to arrive?	
K1	✓ Stated that success comes when individuals who refuse to accept failure and take it personally assume leadership roles.
K2	✓ Agreed that success took time to achieve, explaining that winning at the Olympics requires an exceptional level of coordination.
	✓ Emphasized the need for the right plan, the right team, and the right athlete combinations. Mentioned that instead of assembling pre-existing examples, they created these combinations from scratch, which naturally took time.
6. What do you think was the most critical factor on the road to the Olympics?	
K1	✓ Planning.
	✓ Standing firmly behind the decisions made by the technical committee.
	✓ Highlighted that integrating a newly developed software program accelerated decision-making processes and played a crucial role in institutionalization. Stated that this institutionalization allowed them to compete on the same level as other countries.
	✓ Mentioned that future budgets would be allocated to institutionalization, education, and reward systems.
K2	✓ Stated that the "Youth of the Olympics Project," initiated in 2013, was the starting point for winning the medal. Emphasized that the courage to implement change and the patient support of the community led to winning Olympic gold after eight years.
7. Do you provide support for athletes' individual development outside of training and camp periods?	
K1	✓ Support for foreign language education.
	✓ Support for social activities.
	✓ Support for personal development, guidance, and psychological education.
	✓ Child protection program.
	✓ Support for academic achievements.
	✓ Stated that national athletes are provided with medical treatment opportunities, provided there is a board decision.
K2	✓ Emphasized that athletes' individual development and career management are very important to him. Stated that continuous support is provided for both sports-specific and general educational activities, and that athletes can also benefit from foreign language training included in camp programs outside of camp periods.
	✓ Mentioned that he sees all athletes as potential future managers and administrators of Turkish archery. Therefore, the more they can be involved in their development processes and guide them correctly at a young age, the more value they can add to the future of the sport.
8. Did you show special attention to the medal-winning athlete and coach?	
K1	✓ Emphasized that every athlete is special to them and that the same attention and value are given to all athletes, from the youngest to the Olympic athletes.
	✓ Stressed that in all decisions regarding athletes, the opinions of the athlete and coach are considered as much as those of the technical committee, and decisions are made collectively.
	✓ Highlighted that their coaching team is highly competent, to the extent that instead of going abroad for training, they are now in a position to train foreign coaches, emphasizing the significance of this achievement.
K2	✓ Stated that rather than showing special attention to a medal-winning athlete or coach, he considers all athletes and coaches as potential medal winners and strives to provide that special attention throughout the process leading to the medal.
9. Do coaches and athletes have optimal conditions without financial concerns?	
K1	✓ Explained that in the current system, athletes are categorized as "seed" and "Olympic squad" members. Stated that after introducing their reward regulation, they provided support to athletes and coaches who achieved success in competitions outside of the Olympics, World, and European Championships—events not supported by the ministry. Additionally, mentioned that even technical committees that sent athletes to the Olympics received small rewards.
	✓ Stressed that both coaches and athletes trained in the best and most suitable environment throughout the Olympic preparation process. Emphasized that from the beginning to the end of the process, the state provided financial and moral support to the entire team to the extent deemed appropriate. Highlighted that he did not allow any unwanted external interference in the training environment.

10. What are your criteria for selecting coaches and athletes?	
K1	✓ Stated that a coach who trains an athlete for the national team earns the right to be part of the national team staff. Emphasized that no distinction is made between coaches and athletes within the national team.
K2	✓ Mentioned that when selecting coaches, he prioritizes creating a team that can work in harmony without experiencing cultural conflicts.
	✓ Highlighted the expectation that all athletes, coaches, and administrators within the team work with the same level of motivation and commitment.
11. Do you have a reward system?	
K1	✓ Stated that after implementing their reward regulation, they provided support to athletes and coaches who achieved rankings in competitions that were not supported by the ministry, such as non-Olympic, World, and European championships. Additionally, mentioned that technical committees sending athletes to the Olympics received small rewards. Highlighted that significant changes were made in the technical committee, allowing coaches to become referees.
K2	✓ Explained that the technical team is rewarded within the federation's existing reward regulations. Emphasized that more than financial rewards, the national and international prestige gained through the team's successes holds greater value. Stressed that he aims to build a technical team that values and sees this prestige as an achievement.
12. Do you have short- and long-term plans for facility development?	
K1	✓ Stated that after taking office, gymnastics expanded to all 81 provinces, leading to:
	✓ Licensed athletes increasing from 1,200 to 120,000.
	✓ Competitive athletes increasing from 600 to 25,000.
	✓ The number of permanent coaches rising from 35 to 350.
K2	✓ Mentioned that there are small and large gymnastics halls in all 81 provinces, with about 15-20 cities having Olympic-level gymnastics halls. Additionally, highlighted the existence of three major facilities that include living spaces, saunas, cafeterias, and cinema halls.
	✓ Stated that his primary goal in facility development is to ensure that clubs in almost every region have an archery hall. Explained that the 100th Year Archery Facility in Antalya is being transformed into one of the world's most significant archery venues through new projects and expansions each year. His short-term priority is to add an indoor facility next to the Antalya 100th Year Archery Facility, making it a complete complex. Mentioned that they aim to promote and actively use the Samsun Archery Hall for international competitions annually, making it as prominent as the Antalya facility. Added that they plan to establish a dedicated Archery Facility in Ankara in the near future to address a critical infrastructure gap.
13. Do you have a sports education model design?	
K1	✓ Stated that there is an existing Sports-Education model.
	✓ Mentioned that during the development phase of this model, regional meetings will be held with university faculties of sports sciences and physical education departments (BESYO), where university deans and field instructors will participate. Additionally, regional camps will be organized for athletes on weekends.
	✓ Emphasized that gymnastics consists of three different disciplines: Artistic, Aerobic, and Rhythmic, and that each area should be taught separately within university specialization courses.
	✓ Suggested that the coaching certificates earned by students after these courses should be signed by university rectors along with the general director of sports.
K2	✓ Proposed replacing the requirement to write a research paper (currently necessary for earning the 4th and 5th level coaching certificates) with a requirement to train a champion athlete instead.
	✓ Confirmed that a sports education model exists and has been developed continuously since 2013. Stated that this model has helped Turkey win medals in European Championships, Mediterranean Games, World Championships, and most recently, the Olympics. Expressed confidence that this model will continue to contribute to future successes.
14. What changes have occurred in your financial situation compared to the previous period?	
K1	✓ Stated that the federation's budget has increased tenfold compared to the previous period but remains significantly lower than that of its competitors.
K2	✓ Explained that although financial processes fluctuate based on the country's economic conditions, thanks to years of experience, the federation has never encountered financial difficulties.
15. To what extent have you integrated technological developments into your sport?	
K1	✓ Stated that every training hall is equipped with cameras, allowing athletes to watch and analyze themselves, which contributes to their development.
	✓ Mentioned that in the national team, especially in artistic gymnastics, athletes are selected using a computer-based program. Individual and team criteria are uploaded separately into the system, and based on the scoring, the system determines the most optimal team selection.
K2	✓ Explained that since archery is a sport heavily reliant on technical equipment, technological advancements are closely monitored, and efforts are made to provide athletes with the latest technology gear each year. Additionally, to maximize the effectiveness of sports science, both biological monitoring and performance tracking devices are actively used in athletes' training processes.
16. Do you think your sport has truly reached the grassroots level?	
K1	✓ Stated that they have expanded to all 81 provinces and now aim to extend their reach to the districts of these provinces.
	✓ Mentioned the creation of a new discipline called "General Gymnastics and Movement Education," which will be implemented in nurseries and primary schools.
K2	✓ Expressed confidence in having followed a highly effective approach to grassroots development. As evidence, highlighted the high number of medals won by athletes in the Umit (Junior) and Youth categories at nearly every international competition.
	✓ Stated that archery is now practiced in almost every region of the country and that the diversity of regions represented by athletes in the national teams demonstrates significant progress in grassroots expansion.
	✓ Emphasized that the process of expanding to the grassroots level is still ongoing and that increasing the number of qualified athletes will have a significant impact on future successes. Planning efforts are structured around these realities.
17. Will you make additions to the existing system to sustain success?	
K1	✓ Emphasized the necessity of continuous progress, stating that competitors are constantly improving.
	✓ Expressed the need to put forth maximum effort in the coming years to ensure that 20 years from now, they won't have any regrets about what could have been done better. Stated that there are no limits to what they will do to maintain success.
K2	✓ Mentioned that the existing system will certainly undergo updates.
	✓ Highlighted plans to expand the athlete pool and aim for greater representation in the next Olympic Games, combining past experiences with future ambitions to increase the chances of winning more medals.

DISCUSSION

In this section, the findings obtained from the interviews conducted with federation presidents are evaluated and compared with similar studies in the literature.

Criteria for establishing a management team

Bozkurt Alvrdu (2018), in his publication *The Applicability of Good Governance in Sports Federations within the Framework of European Union Principles*, presents findings that align with the perspectives of our study participants. These findings include the following statements:

Participant 4: "We do not interfere with the decisions made by the committees within the federation. For example, the selection of athletes for the national team is entirely within their authority, as delegation of authority is fundamental to our governance approach."

Participant 5: "Committees make their own decisions regarding planned actions. Since authority is granted along with responsibility, in the event of failure, we can directly hold the committee accountable."

Participant 10: "The decisions made by the committees are advisory in nature; however, their implementation is subject to the approval of the board of directors."

Participant 11: "The merit system is of utmost importance and must be strictly adhered to. The knowledge, experience, and expertise of coaches are critical, and this is the most important factor. Furthermore, athletes should not be selected for the national team based on personal connections; only those who genuinely deserve selection should be chosen."

Participant 13 emphasized the "self-regulation mechanism of the committees."

In our study, K1 stated that "it is important that individuals within the management team come from the relevant sports discipline. Additionally, attention is given to including politicians, educators, and healthcare professionals in the committees." Meanwhile, K2 expressed that "priority is given to selecting individuals who are experts in their respective fields, who value teamwork, and who take pleasure in achieving success together."

Thus, it is possible to conclude that the findings of this study are supported by the literature.

To what extent have you integrated technological advancements into your discipline?

In Bozkurt Alvrdu's (2018) study, Participant 5 stated: "In order to ensure greater transparency, we have developed a professional website. On this webpage, we publish information regarding our organization and events." Participant 9 added: "We publish the dates and locations of our federation's training camps and competitions in advance on our website. Additionally, competition results are also published on the website. Regulations and guidelines related to the professional development of coaches are available online as well. We have found these resources to be highly beneficial for our management."

In our research, K1 mentioned: "Each training hall is equipped with cameras, enabling athletes to review their performances and contribute to their development. Additionally, in the national team, particularly in artistic gymnastics, athletes are selected through a computer-based program. The system evaluates both individual and team criteria, and the most suitable team is determined accordingly." Similarly, K2 stated: "We closely follow technological advancements and make efforts to equip our athletes with the latest technology each year. Moreover, we utilize sports science effectively by integrating both biological monitoring and performance tracking devices into our athletes' training processes."

It can be concluded that the use of technology within federations has increased, its applications have expanded, and it has been effectively utilized for athlete development and success. The findings of both studies align with our research results, highlighting that participants have made significant advancements in technological integration.

Do coaches and athletes have optimal conditions without financial concerns?

In Bozkurt Alvrdu's (2018) study, Participant 1 stated: "Speaking on behalf of our federation, we were unable to provide financial aid due to budget constraints. We could only offer various in-kind support, which we distributed fairly among all clubs." Participant 3 emphasized that the level of financial support provided by federations depends on whether the sport is Olympic or non-Olympic. Participant 13 underlined the importance of infrastructure investment, stating: "According to the main statute governing federations, at least 15% of revenues must be allocated to infrastructure development. However, this percentage can vary depending on the federation's income and the specific sport."

Both federations in our study have reward systems in place, and in addition to the official rewards provided by the ministry, federations also offer incentives for other competitions. Coaches, athletes, and even technical committees receive recognition and awards, which significantly contribute to success. Furthermore, representing Turkey in international competitions at the highest level remains a primary goal for both athletes and coaches, naturally leading to further achievements.

Thus, the findings in Bozkurt Alvrdu's (2018) study indicate that federations provide support primarily at the club and infrastructure levels, distributing resources fairly. Additionally, financial support varies depending on whether the sport is recognized as Olympic. These findings differ from those in our study concerning the extent and manner of financial assistance provided.

What are your criteria for selecting coaches and athletes?

In Bozkurt Alvrdu's (2018) study, the following statements were recorded: "Participant 1 emphasized the importance of the medal color for an athlete to be selected for the national team."; "Participant 4 highlighted the crucial role of the technical committee in the selection of national team players."; "Participant 6 stated, 'Consultants we bring from

abroad sometimes suggest that an athlete ranked fifth, rather than those in the top three, has greater potential for success and should be selected for the national team.' This underscores the significance of supporting promising athletes."; "Participant 9 mentioned, 'We often received requests questioning why certain individuals were not assigned as coaches. However, I ensured that appointed coaches possessed a high level of technical knowledge and proficiency in foreign languages.'"; "Participant 11 emphasized that a fair and objective evaluation process is ensured when selecting both athletes and coaches for the national team, drawing attention to the merit-based system in appointments."; "Participant 12 underscored the importance of national and international achievements in athlete selection." It was noted that, in some sports, the criteria for national team selection were based on rankings in the Turkish Championship, whereas in others, international achievements played a decisive role.

The findings of the present study are as follows: "K1 stated that a coach who trains an athlete qualifying for the national team is also entitled to a position in the national team, ensuring no distinction is made between athletes and coaches."; "K2 expressed that while selecting coaches, emphasis is placed on forming a team that can work harmoniously, avoiding cultural conflicts, and ensuring that all team members, including athletes, coaches, and administrators, work with the same level of motivation and dedication." The studies exhibit similar perspectives. In summary, there is a consensus that the selection of athletes and coaches should be impartial and objective, with meritocracy being a fundamental principle.

Do you have a specific athlete education model?

In Bozkurt Alvrdu's (2018) study, "Participant 9 stated, 'The athlete education model has significantly contributed to success. Collaborative efforts with the Ministry and universities have been particularly effective.'" In the present study, K1 mentioned that "an existing athlete education model is in place." During the development phase of this model, regional meetings will be held in collaboration with universities, specifically with the faculties of sports sciences and physical education and sports schools. These meetings will include deans and faculty members from the respective universities, and regional training camps will be organized for athletes on weekends. Both studies reveal similarities in the implementation of an athlete education model and emphasize active collaboration with universities.

What changes have occurred in your financial situation compared to the previous period?

In their study, Erturan and İmamoğlu (2006) determined that the introduction of autonomous federation management facilitated the generation of financial resources. The presidents stated that through initiatives such as sponsorships and advertisements, the federations were able to generate their own revenues more easily. Similarly, in this study, K1 stated that "the federation's budget has increased tenfold compared to the previous period; however, it still remains significantly lower than that of competitors in financial terms." The findings of this study align with those of Erturan and İmamoğlu (2006), supporting the argument

that autonomy contributes to budgetary growth. This assertion is reinforced by the participant's statement that the budget has increased tenfold.

Do you have short- and long-term plans for facility development?

In his 2018 study, Bozkurt Alvrdu examined the changes in federations' use of sports facilities from a financial perspective. Federation presidents generally reported that the facilities were inadequate and poorly maintained but noted that they did not face difficulties in accessing facilities owned by the General Directorate of Youth and Sports (G.S.G.M.). Similarly, Kayalı (2007) concluded in his study that autonomy is necessary for the effective and efficient use of sports facilities by federations.

In this study, K1 stated that "there are gymnastics halls of various sizes in 81 provinces, approximately 15-20 Olympic gymnastics halls, and three large facilities that include living spaces, saunas, cafeterias, and cinema halls." Likewise, K2 mentioned that "there are large sports facilities in Samsun and Antalya; however, the most crucial goal for facility development is to ensure that clubs in each region have access to an archery hall."

While the participants in Bozkurt Alvrdu's study emphasized the inadequacy and maintenance issues of sports facilities, the participants in this study highlighted the existence of sport-specific facilities and expressed their intention to increase their numbers.

Conclusion

The innovative, transformative, and collaborative projects implemented by the Archery and Gymnastics Federations, which won their first Olympic gold and first Olympic medal, respectively, have significantly contributed to their success. It has been determined that selecting management teams and committees from experts in their respective fields and, if possible, from within the discipline itself, has facilitated coordination and contributed to success. Supporting athletes and technical staff collectively on the road to the Olympics has had a notably positive impact. The president of the Gymnastics Federation personally accompanied the team, sharing their excitement, while the president of the Archery Federation was actively involved in the athletes' Olympic journey but believed that a psychologist's presence during the competition stage would be more beneficial.

Both federation presidents assumed responsibility on the path to success, and it was observed that their experience and consultative approach played a crucial role in achieving positive outcomes. It is evident that through proper planning, responsible teams, and strategic management, the federations have achieved unprecedented success by forming the right combinations. For these federations, the most critical factors on the road to Olympic medals have been institutionalization, clearly defined objectives, and well-structured projects. The patience demonstrated in implementing changes and closing historical gaps with other nations has been the most compelling evidence of their journey toward Olympic success.

Moreover, the Gymnastics Federation's insistence on education, reward systems, and institutionalization suggests that the number of medals will continue to increase in the future. Providing educational support to national team athletes during training camps, including English language training as a priority, has been a key goal in equipping athletes with essential skills. Utilizing theater, social activities, educational portals, and psychological support has also been recognized as instrumental in success and is expected to contribute to future achievements.

Both federations have shown equal interest in all their athletes, viewing them not only as future champions but also as potential national team coaches or even future federation presidents. Their commitment to making every sacrifice necessary for their athletes and fostering a sense of family has ensured that success is embraced collectively. This unity is considered the primary driver of past and future accomplishments. National team athletes have received support from both their federations and the Ministry, with university students benefiting from scholarships for national athletes, as well as opportunities for teaching and public service positions, providing them with financial stability. Additionally, the federations' reward systems have been found to be highly effective.

The selection of athletes based on merit has been emphasized, particularly in gymnastics, where efforts have been made to integrate personal coaches with national team coaches to ensure seamless collaboration. It is understood that achieving success requires a team of coaches working in harmony under the leadership of a head coach and technical director. Both federations have established award regulations, and beyond the official rewards provided by the Ministry, they have independently implemented reward systems for other tournaments. The recognition and encouragement of not only athletes but also coaches and technical committees have been identified as key contributors to success. Furthermore, the federations have set a primary objective of ensuring that Turkish athletes and coaches represent the country in the best possible manner on the international stage, which has naturally led to increased success.

The most crucial factor in achieving Olympic medals is believed to be infrastructure development. Both federations have established training facilities in every province and implemented the Turkish Olympic Preparation Centers

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- (TOHM) in select regions. In gymnastics, special training centers and dedicated gymnastics hotels have been developed to provide ideal environments for camps and seminars. Additionally, the significance of an athlete education model has been recognized, with particular attention given to collaborations between the Ministry and universities.
- Both federations have seen consistent budget increases and have managed to surpass countries with larger financial resources on the path to Olympic success. They have integrated the latest technologies into both training and competitions, utilizing performance-tracking systems and programs designed to identify the optimal team composition. Notably, both disciplines have rapidly expanded at the grassroots level, with activities in all 81 provinces leading to the emergence of high-quality competitions and national teams. The medals won at the 2020 Olympics are considered just the beginning, with no limits on future ambitions. Every upcoming Olympic Games is seen as an opportunity to further enhance success.
- In conclusion, while K1 emphasized the importance of transparency at all levels within the newly established and sustainable system, K2 highlighted the significance of individual responsibilities on the path to success, underlining the role of leadership in guiding and mentoring athletes and staff effectively.
- ## Recommendations
- Researchers may conduct a comparative analysis by gathering the opinions of the President of the Boxing Federation, who achieved success in the 2020 Tokyo Olympics.
 - Interviews can also be conducted with the presidents of different federations who have recently achieved success at the Olympic level.
- Ethics Statement:** In the present article, the ethical rules of the journal were followed in the research process in the current article. The responsibility for any violations that may arise regarding the article belongs to the author. The approval of Çanakkale Onsekiz Mart University Ethics Committee dated 22.09.2022 and numbered E-84026528-050.01.04-2200218710 was obtained.
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GENİŞLETİLMİŞ ÖZET

Federasyonlar, sporcuların hem spora özgü hem de kişisel gelişimleri için gerekli desteği sunan, başarıya giden yolda onlara olanak sağlamanın yanında sporculara yol gösteren en üst merci konumundadır. Federasyonların, branşa özgü eğitimleri etkili bir biçimde yürütebilmeleri için, uygun fiziksel koşullara sahip tesislerde barınma, eğitim, kültürel gelişim ve sosyalleşme faaliyetlerini sürdürebilmeleri büyük önem taşımaktadır. Bu süreçte federasyonlara maddi, manevi ve hukuksal destek sağlanması da hem sporcuların bütüncül gelişimi hem de sporun kurumsal yapısının güçlendirilmesi açısından kritik bir gerekliliktir. Tüm bu bileşenleri bir araya getirip sistematik olarak çalışmasını sağlamak, altın madalyaya giden yolda hedefe ulaşmak için önemli bir unsur olarak görülmektedir. Buradan hareketle bu çalışmanın amacı, Türkiye'de olimpiyat tarihinde ilk defa altın madalya kazanan Okçuluk ve yine ilk defa olimpiyat madalyası kazanan Cimnastik federasyonunun, 2020 Tokyo olimpiyatlarında madalya almasının gerekçelerini, tutumlarını, izlenen yönetim politikalarını belirlemek ve bu belirlenen politikalarla diğer federasyonlara örnek bir yol ortaya koymaktır.

Bu çalışmada nitel araştırma yöntemlerinden biri olan yarı-yapılandırılmış görüşme tekniği kullanılmıştır. Araştırma

verileri bireysel görüşme tekniği ile online ve e-posta olarak elde edilmiştir. Bu veriler, 2020 yılında yapılması planlanan ancak pandemi nedeniyle 23 Temmuz-8 Ağustos 2021 tarihleri arasında Japonya'nın başkenti Tokyo'da düzenlenen Olimpiyat oyunlarına katılarak Türkiye Olimpiyat tarihinde ilk defa kendi branşlarında madalya alan sporcuların federasyon başkanlarıyla yapılan görüşmelerden elde edilmiştir.

Araştırmacılar, araştırmaya katılan 2 federasyon başkanının görüşlerini alarak tümevarım yöntemiyle analiz etmek amacıyla başkanların verdiği cevaplarda hiçbir değişiklik yapmadan Word sayfalarına aktarmış ve görüşmeye katılan federasyon başkanlarını **K1** ve **K2** şeklinde adlandırılmıştır. Elde edilen verilerin tamamı araştırmacılar ve alanında uzman akademisyenler tarafından içerik analizi yöntemi ile analiz edilmiştir.

Yarı-yapılandırılmış görüşme formu uzman akademisyenlerle görüşülerek soruların kolay anlaşılabilir olması ve açık ifade edilip edilmediği konusunda istişareler yapılarak son hali verilmiştir. Görüşme formu soruları aşağıda verilmiştir.

Tablo 1. Görüşme formu

LİDERLİK	1	Göreve geldiğiniz andan itibaren getirdiğiniz yenilikler nelerdir?
	2	Yönetim ekibinizi kurarken nelere dikkat ediyorsunuz?
	3	Olimpiyatlar boyunca sporcularla birlikte miydiniz?
	4	Başarı sürecinde hangi liderlik özelliğiniz etkili olduğunuzu düşünüyorsunuz?
	5	Sizce başarılar neden bu kadar geç geldi?
	6	Olimpiyat yolunda en etkili nokta neydi?

SPORCU ANTRENÖR	7	Kamp ve antrenman dönemleri haricinde sporcuların bireysel gelişimi için destek veriyor musunuz? Evet ise ne tür destekler?
	8	Madalya kazanan sporcu ve antrenöre özel bir eğitim veya ilgi gösterdiniz mi?
	9	Antrenör ve sporcular geçim kaygısını düşünmeden optimum çalışma şartlarına sahipler mi? İmkanlar nelerdir?
	10	Başarılı olacağını düşündüğünüz sporcu ve antrenör seçimindeki kriterleriniz nelerdir?
	11	Başarılı olan teknik ekibe ödüllendirme sisteminiz var mı? Varsa nedir?
SİSTEMSEL	12	Tesisleşme anlamında kısa-orta-uzun vade planlarınız var mı? Hangilerini hayata geçirdiniz? Göreve geldiğiniz zamandan itibaren tesisleşmenin katkısı nedir?
	13	Branşınızla ilgili sporcu-eğitim modeli tasarınız var mı?
	14	Önceki döneme göre finansal durumda ne gibi değişimler oldu?
	15	Teknolojik gelişmeleri branşınıza ne ölçüde entegre ettiniz?
	16	Branşınızda gerçek anlamda tabana yayılabildiğinizi düşünüyor musunuz?
	17	Elde edilen başarının devam etmesi için mevcut sisteme eklemeler yapacak mısınız?

Sonuç ve Değerlendirme

Olimpiyatlar da ilk kez altın madalya alan okçuluk ve ilk kez olimpiyat madalyası alan Cimnastik Federasyonları yenilikçi değişimci ve paylaşımcı projeleri başarılarına katkı yapmıştır. Yönetim ekiplerini ve kurullarını alanlarında uzman kişilerden seçmek ve mümkünse branşın içinden seçerek aralarında koordinasyonun sağlanmasının başarıya katkısı olduğu tespit edilmiştir. Başarıya giden yolda iki federasyon başkanının da sorumluluğu üzerine almış, tecrübeleri ve istişare yapma özelliklerinin başarıya katkısı olduğu görülmüştür. Doğru plan ile sorumluluk sahibi ekip ve yönetimin bir araya gelerek doğru kombinasyonları oluşturarak geçmişte olmayan başarıyı yakalamış oldukları görülmektedir. Bu federasyonlar için olimpiyat yolunda madalyaya giden en önemli yol, kurumsallık ve koyulan hedefler ve projeler olduğu kesindir. Her iki federasyonda da değişimlerin gerçekleşmesi sürecinde gösterilen sabır, diğer ülkelerle geçmişte var olan farkların kapanmasını sağlamış ve bu durum, elde edilen madalyaların en önemli göstergesi olmuştur. Bunun yanında Cimnastik de eğitim, ödüllendirme, kurumsallaşma konusundaki ısrarı ileride madalya sayısının artacağı beklentisi sonucunu vermektedir.

Kamp dönemlerinde milli takım sporcularına eğitim desteği vermek, İngilizce eğitimi başta olmak üzere sporcuları son derece donanımlı hale getirmek kampların önemli bir hedefi olarak belirtmektedir. Tiyatro, sosyal faaliyetler, eğitim portallarından yararlanmak ile psikolojik destek verilmesinin de başarıya katkı sağladığı ve ileride muhtemel başarıya katkı sağlayacağı beklenmektedir. Her iki federasyonda da ödül yönetmeliği mevcut olup, özellikle bakanlığın resmi ödülleri dışında da diğer turnuvalar da federasyon tarafından ödüllendirmenin başarıya büyük katkısı olduğu görülmektedir. Antrenör, sporcu hatta teknik kurul bile ödüllendirilmekte ödülün yanı sıra uluslararası arenada sporcu ve antrenörün Türkiye'yi en iyi şekilde temsil edilmesi başlıca hedefleri olarak bildirilmiştir. Bu da doğal olarak başarıyı getiren bir unsur olarak değerlendirilmektedir.

Sonuç olarak K1 başarıya giden yolda, yeni oluşturulan ve sürdürülebilirliği mümkün olan sisteme ve her bileşen düzeyinde şeffaflığın önemini ön plana çıkartırken K2, başarıya giden yolda bireysel olarak üstlenilen sorumlulukların etkili olduğunu liderlik anlamında onlara rehberlik etmenin önemini ön plana çıkartmıştır.