

## The effective demographic model of sections quad Iran's sports based on Strategic Foresight

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Article Info	Abstract
<p>Original Article</p> <p><b>Article history:</b></p> <p>Received: 15 February 2021</p> <p>Revised: 28 February 2021</p> <p>Accepted: 12 March 2021</p> <p>Published online: 27 April 2021</p> <p><b>Keywords:</b> anticipation, demographic, key drivers, sport management, Strategic Foresight.</p>	<p><b>Background:</b> The traditional approaches to strategic planning in the face of uncertainty of the environment have no inflexibility, and there is no appropriate response to it. Strategic Foresight systems are welcomed by creating a strategy in a highly competitive environment.</p> <p><b>Aim:</b> The purpose of the study was to explain the effective demographic model of sections quad Iran's sports based on Strategic Foresight to end in 2036.</p> <p><b>Materials and Methods:</b> The present research is in terms of applied purpose, qualitative nature and implementation path in foresight methods, environmental scanning and survey. The statistical population were faculty members of sports management with associate degrees and higher who were selected by combining sampling.</p> <p><b>Results:</b> The experts approve the research model with GOF= 0.509. Also, development of academic disciplines in sport for all, land-use planning system in professional sport, per capita family income in championship sport, land-use planning system in educational sport as demographic key drivers were identified.</p> <p><b>Conclusion:</b> The research model can be effective as a guide in anticipation of the future of sections quad Iran's sports and provided the basis for envisioning the future state and effective decision-making.</p>

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## 1. Introduction

In the last four decades, the anticipation of future developments has dramatically decreased. Globalization has caused more factors and variables to affect the formation of the future [1]. On the other hand, traditional approaches to strategic planning in the face of environmental uncertainty are not flexible and do not have the appropriate response to it. Physical education, sports, and contemporary sports science are also dynamic realms changing rapidly and are affected by this environmental uncertainty [2]. According to the findings, most sports organizations face a turbulent environment, and environmental threats in all dimensions surround them [3]. Therefore, their managers should develop more robust strategies [4]. There are consistent discontinuities to impact the current and future operations characterizing the current environment of sections quad Iran's sports, organizational actions, and practices geared towards future decisions deemed crucial for sustained competitive success. Therefore, Iran's sports managers must move in line with the challenges of education, sport for all, championship, and professional sports [5].

To better understand the effects of the future and plan for a more positive output in the future, the result has been brought by Norman (2015) [6]. On the other hand, prepared for expected changes in reactions (pre-activity) and provoke desirable changes (pre-activity) in the future of sports organizations requires the inclusion of a kind of foresight in strategic management [4]. Strategic Foresight, with horizon 5-15 years [7] and as an interdisciplinary knowledge by benefits from some kind of inter-paradigm rationality field can be helpful in this regard [8]. Therefore, Strategic Foresight is a systematic,

integrated and holistic process that can enter sections quad Iran's sports in an uncertain, competitive, and unpredictable environment and act by presenting concerns about environmental changes and drawing horizons ahead to change the future of sports organizations.

According to Cuhls (2003) [9], creating a competitive strategy in foresight results from combining two general steps: a) Prediction, which involves examining the factors influencing the formation of the future; b) Action to develop a strategy. In Step a, all trends, macro trends, and drivers must be identified and analyzed. In Step b, we must look for actions that are responsive to future events, given the possibility, plausible, probable, and preferable futures. Therefore, identifying and examining are key drivers are one of the most important activities in Step a of Strategic Foresight. In addition, the use of common and advanced environmental scanning models such as steep, digest, quest, pest, and steeped [10] can guide us in entering the process of Strategic Foresight and identifying key drivers. Although there are various models of Strategic Foresight [3], based on the model of Hines and Bishop (2006) and the use of STEEPELD, this research proposes Strategic Foresight process of Iran's sports to anticipation alternative futures and strategic actions (Figure 1).

Demographic factors are one of the eight components of the STEEPELD model, which due to their impact on social change [11, 12, 13], social entrepreneurship startup [14], attitudes toward technology and cultural values [15] can play an important role in the development of sections quad Iran's sports. Demographic information includes gender, age, birth order, race/ethnicity, sexual orientation, religion while growing up, religion now, the

importance of religion now, frequency of attending religious services, employment status, educational level, individual income,

and household income [12]. In examining the factors influencing the future of Iran's sports, other factors can be added.



Figure 1. Strategic Foresight process [9]

Therefore, the authors of this article believe that by implementing the six steps of the Strategic Foresight process, a better understanding of the future can be achieved and more robust strategies for sports organizations can be developed. These steps are: (1) Framing, (2) Scanning, (3) Forecasting, (4) Visioning, (5) Planning and (6) Acting (Figure 1). They are in reality a commonsense, a step-by-step process that should be familiar to anyone. In order to anticipation the future of sections quad Iran's sports, this study examines steps 1 to 3 of this process and provides the basis for the next steps of the Strategic Foresight process in future research.

Farokhshahinia et al. (2021) explained the effective Environmental Scanning Model of Iran's Sports Strategic Foresight

on the STEEPELD model, the components of increasing social capital, expanding mass media and social networks, and developing a legal system identified as key uncertainties [3]. In addition, in another study, they identified international trade, integration in sports management, development of sports philosophy, an increase in sports standard per capita, an increase of social capital, environmental policies, expansion of mass media, and development of legal regulations as key drivers of effective the future of Iran's sports [10]. Van Slingerland et al. used environmental scanning to plan the future construction of the Canadian Centre for Mental Health and Sport [16]. Norman et al. (2015) used Strategic Foresight to paint a picture of the future of tennis. They believe

that while National Sports Organizations (NSOs) focus on operational efficiency, increased participation, and financial management, they should consider a time horizon of 10 to 20 years in their planning to identify environmental forces influencing their performance and seize an opportunity [6]. Vito et al. (2016) stated the success factors to invest in mega sports events. They showed the analysis of the macro-environment affecting the Olympic games, while helping the host cities, provides a useful insight to the organizers of the event in better use offers a hosting opportunity [17].

Despite the importance of demographic factors in the future of Iran's sports, systematic research has been conducted to identify, categorize and prioritize the key drivers of this factor, which sports management experts approve. The present study explains the effective demographic model of sections quad Iran's sports in order to provide the necessary basis for a more accurate image of the future and the development of more resilient strategies. The innovation of the research is that it evaluates the environmental scan based on the STEEPELD model and in an integrated way concerning the four components of educational sport, sport for all, championship sport and professional sport and uses a Strategic Foresight model to identify key drivers. Thus, the general target of the study was to explain the Effective Demographic Model of Sections Quad Iran's Sports based on Strategic Foresight. This study seeks to determine which demographic factors can be effective in the face of alternative futures of Iran's sports in 2036.

## 2. Materials and Methods

The present research is in terms of applied

purpose, qualitative nature and implementation path in foresight methods, environmental scanning and survey. According to Popper (2008), with regards to their nature, methods can be characterized as qualitative, quantitative, or semi-quantitative [18]. Based on his views, environmental scanning and questionnaire/survey research is part of qualitative research because these are based on subjectivity or objectivity. The statistical population were faculty members of sports management with associate degrees and higher, who were selected by combining sampling in two parts. In the first part, five members received a semi-open questionnaire to determine the identity Content Validity. In addition, due to Strategic Foresight, instead of focusing on public participation, it is consequentialist and focuses more on the participation of experts [19]. Therefore, with the approach of limiting the statistical population, 25 faculties of sports management who at least hold an associate professor degree and had a history of research work in the field of research were identified as the statistical population of the research. Then, based on Cochran's formula for a known population, 23 faculties were selected by simple random sampling as a statistical sample. The return percentage of research questionnaires was 65%, which is acceptable, and finally, 15 questionnaires were collected. After contacting them by phone and obtaining the initial cooperation agreement, the questionnaire was sent via WhatsApp social network and Email. In order to regulate the environmental factors, a 61-item questionnaire with convergent validity of (0.563), Coefficient of Cronbach's alpha (CA), and Coefficient of Composite Reliability (CR) were designed; Seven of which were related to

demographic factors. The statistical methods were descriptive statistics, structural equation modeling (PLS), and Friedman ranking.

### 3. Results

#### 3.1. Friedman test

According to the Chi-square (27.449) and the significance level (000.1) in the friedman test, respectively, legal, demographical, technology, political, ethical, sociological, economic, environmental, factors were confirmed as environmental factors affecting the future of Iran's sports (Table 1).

**Table 1.** Friedman rank test

Environmental factors	Average rating		
Economic	3.87	N	15
Political	4.50	X <sup>2</sup>	27.449
Ethical	4.50	df	3
Demographical	5.001	Sig.	0.001
Sociological	4.60		
Environmental	2.63	Friedman test	
Technology	5.00		
Legal	5.13		

#### 3.2. Structural equation modeling

Structural equation modeling (SEM) has been utilized to analyze the effective Environmental Scanning Model of Iran's sports Strategic Foresight. SEM is used to study the linear relationships between latent and explicit variables, which is more flexible than covariance-based models. According to Kock and Hadaya (2018), slightly underestimate the minimum required sample size for small samples (e.g.,  $15 \geq N < 50$ ) [20]. Based on the results of previous research obtained Smart-Pls human development factors, land-use planning system, gender equality and development of women's sports, per capita increase in space and sports facilities, per

capita family income and increasing the share of sports in the household basket, young population composition, improving academic development and development of academic disciplines were selected as the future drivers of Iran's sports [10]. Therefore, the studied factors are necessary to continue the research.

The software used in this research is Smart-Pls, through which the validity and reliability of measuring instruments can be examined. The faculty members of sports management achieved the content validity of the measurement tool. The average variance extracted index was used to evaluate the convergent validity. The criterion of convergence validity is that the average output variance extracted (AVE) is more than 0.05, which in this study is 0.563. Divergent validity is also measured by comparing the square root of the average output variance with the correlation between latent variables. Also, in examining the model for measuring Cronbach's alpha coefficients, all variables in this study are greater than 0.07. In addition, the Coefficient of Composite Reliability must be greater than 0.07 to indicate the internal stability of the structure [21]. Therefore, convergent validity (0.563), coefficient of Cronbach's (0.799), and coefficient of composite reliability (0.853) were confirmed in this study (Table 2).

In Smart-Pls software, the significance of the effect of variables is checked by the value of T. If the value of T is less than -1.96, it has a negative effect, but it is significant. If it is more than 1.96, there is a positive effect, and it is significant. Finally, if it is between +1.96 to -1.96, there is no significant effect. In addition, if the path coefficients are above 0.60, it indicates a

strong relationship between the two variables. If it is between 0.03 and 0.06, it indicates a moderate relationship. Below 0.03, it indicates a weak relationship. Thus, Table 3 and Figure 2 showed that the demographic factor has the greatest impact on championship sports and the least impact on the sport for all.

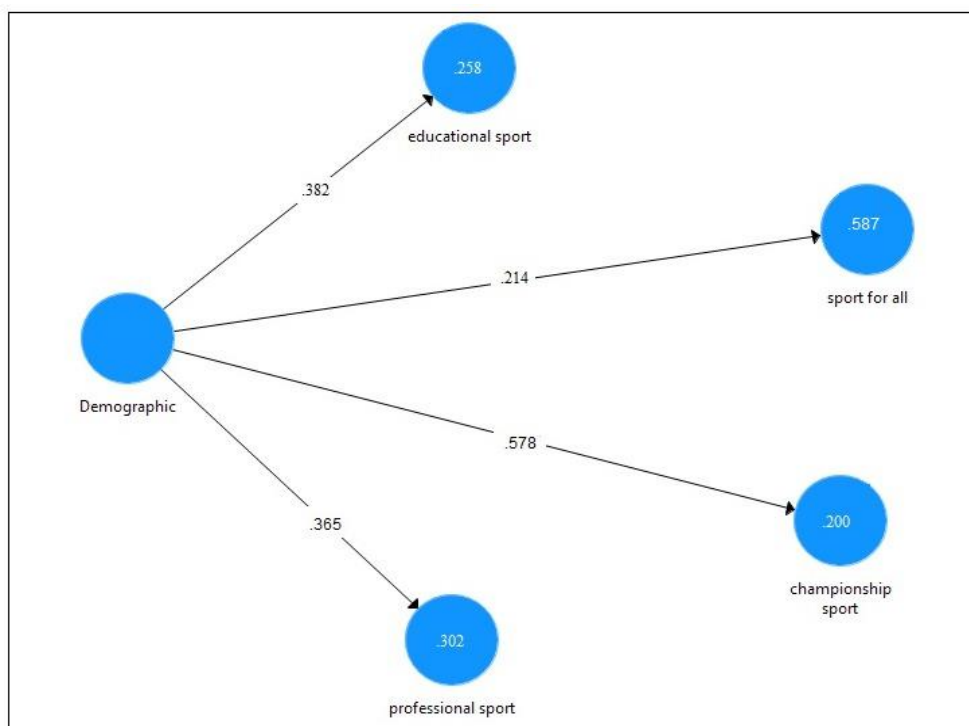
In addition, in Table 4, the elements of development of academic disciplines in sport for all, development of land-use planning system in professional sport, per capita family income in championship sport, development of land-use planning system in educational sport, as demographic key drivers were identified.

**Table 2.** Convergent validity and reliability of measurement tools

Research variables	Coefficient of Cronbach's alpha (CA)	Coefficient of Composite Reliability (CR) Pc >0.7	Average variance extracted (AVE)
Educational sport	0.48	0.721	0.501
Sport for all	0.709	0.863	0.543
Championship sport	0.813	0.807	0.514
Professional sport	0.804	0.740	0.578
Demographic	0.799	0.853	0.563

**Table 3.** Path coefficients and hypothesis testing

Relationship	Path coefficients	t-values
Demographic -> Championship sport	0.578	14.006
Demographic -> Educational sport	0.382	11.446
Demographic -> Professional sport	0.365	9.785
Demographic -> Sport for all	0.214	7.749



**Figure 2.** Structural model of the study

**Table 4.** Validity and reliability analysis of the measures

Cod	The demographic drivers	Loadings	T-value
<b>Educational sport</b> (CA = 0.48; CR = 0.721; AVE = 0.501)			
Es1	Human development	0.912	11.789
Es2	Land-use planning	0.951	12.369
Es3	Gender equality	0.909	11.630
Es4	Sports space per capita	0.895	9.687
Es5	Per capita income	0.905	10.241
Es6	Development of academic disciplines	0.949	12.004
Es7	Young population composition	0.882	9.012
<b>Sport for all</b> (CA = 0.709; CR = 0.863; AVE = 0.543)			
Sf1	Human development	0.971	12.986
Sf2	Land-use planning	0.828	9.669
Sf3	Gender equality	0.946	11.630
Sf4	Sports space per capita	0.908	1.259
Sf5	Per capita income	0.794	8.158
Sf6	Development of academic disciplines	0.987	13.254
Sf7	Young population composition	0.839	9.872
<b>Championship sport</b> (CA = 0.813; CR = 0.807; AVE = 0.514)			
Cs1	Human development	0.943	12.999
Cs2	Land-use planning	0.821	9.143
Cs3	Gender equality	0.900	12.654
Cs4	Sports space per capita	0.854	9.388
Cs5	Per capita income	0.980	13.088
Cs6	Development of academic disciplines	0.851	9.102
Cs7	Young population composition	0.921	13.000
<b>Professional sport</b> (CA = 0.804; CR = 0.740; AVE = 0.578)			
Ps1	Human development	0.934	12.606
Ps2	Land-use planning	0.937	14.824
Ps3	Gender equality	0.859	10.200
Ps4	Sports space per capita	0.819	9.864
Ps5	Per capita income	0.907	11.320
Ps6	Development of academic disciplines	0.742	7.267
Ps7	Young population composition	0.801	8.315

Notes: CA = Cronbach's Alpha;  $\rho_A$  = rho\_A; CR = Composite Reliability; AVE = Average Variance Extracted; all loadings were significant at 1%

### 3.3. The overall fit of the model

In structural equation modeling using the PIs method, unlike the covariance method, there is no indicator for the overall fit of the model. However, an indicator called goodness of fit (GOF) was proposed by Tenenhaus et al. (2004) [22]. This index considers both measurement and structural models and is used to measure the overall performance of the model. The range of this index is between 0 and 1. Mohsenin introduced the three values of 0.01, 0.25,

and 0.36 as a weak, medium, and strong GOF values, respectively [23]. Table 5 shows the value of 0.509 for the GOF, which indicates that the model has a strong fit.

$$GOF = \sqrt{\text{average}(\text{Comunalitie}) \times R^2}$$

The results of (SEM) indicated that the demographic index in the form of the STEEPELD model is effective in the environmental scanning of the future of sections quad Iran's sports. In addition, based on the findings of the Friedman test,

it can be inferred that this index is in the second place among environmental factors. The results of showed beta coefficients the demographic factor has the greatest impact on championship sports and the least impact on sport for all. Also, the results showed that the elements of development of academic disciplines in sport for all, development of land-use planning system in professional sport, per capita family income in championship sport, development of land-use planning system in educational sport, as demographic key drivers were identified.

**Table 5.** Average amounts R<sup>2</sup> and communality

Variables	Communality	R <sup>2</sup>
Demographic	0.853	0.578
Educational sport	0.496	
Sport for all	0.530	
Championship sport	0.605	$\sqrt{0.606 \times .0578} =$ 0.509
Professional sport	0.519	
Average	0.606	

The results of (SEM) indicated that the demographic index in the form of the STEEPELD model is effective in the environmental scanning of the future of sections quad Iran's sports. In addition, based on the findings of the Friedman test, it can be inferred that this index is in the second place among environmental factors. The results of showed beta coefficients the demographic factor has the greatest impact on championship sports and the least impact on sport for all. Also, the results showed that the elements of development of academic disciplines in sport for all, development of land-use planning system in professional sport, per capita family income in championship sport, development of land-use planning system in educational sport, as demographic key drivers were

identified.

#### 4. Discussion

In this study, after using the STEEPELD model as an environmental model affecting the strategic future of Iran's sports, the demographic key drivers were investigated. Therefore, it can help reduce the environmental uncertainty caused by managers' lack of information in strategic decisions. The drivers are a set of global and local forces shaping the future that is less likely to change in the short term. Therefore, they should be considered in Strategic Foresight (5-15 years) by the internal considerations, especially in championship sport financial and human capacity. Therefore, by identifying and controlling the key drivers of this research-including development of academic disciplines in sport for all, development of land-use planning system in professional sport, per capita family income in championship sport, development of land-use planning system in educational sport, more information about them- it is possible to provide solutions to environmental changes to sports organizations and in a more anticipating way, the future events of sections quad Iran's sports. The consequences of such forward-looking planning can be identifying a disruptive change that can be anticipated by searching for weak signals, interpreting these, and triggering organizational responses specified.

As results, improving the level of education and development of academic disciplines is a key driver in the sport's future and should be considered by planners. Facing the future complexity in sports requires dynamic thinking and a system that can respond quickly to these changes. On the other hand, universities can



fulfill their missions optimally when they are compatible with changes in other sectors [24]. Therefore, given the past trends and future changes, the need to develop future academic disciplines will increase. Because, for all, it is a popular topic in both policy and research, and leaning on the egalitarian policies and culture [25] and the favorable opinion of the political parties of the countries in supporting it [26]. Therefore, it seems necessary to pay attention to improving the level of education and development of academic disciplines for the beneficiaries of sport for all political parties in Iran.

Per capita, family income is another demographic factor introduced in this study as a key driver of championship sport. Per capita, family income by dividing the mid-point of the income category by household size is calculated [27], which is one of the indicators of countries' development. Achieving high economic growth and per capita income is affected by several factors: Debt - including public debt, households, and companies. Although some researchers consider debt to be beneficial for economic growth, it seems that due to the uncertainty of policy makers and public sector planners, restrictions on private sector access to resources and reduced savings in society have a negative impact on the economy [28]. Therefore, due to the economic problems of families' income, the income of sports clubs, international sports federations and other championship sports activists will be affected in the future.

Conceptually, land-use planning is an interdisciplinary science to create a balance between the three human elements, space and activity, which is defined as the regulation, distribution, and management of resources at the national and regional levels

[29]. However, it is widely recognized that the spatial planning of human urban activity affects the quality of life, health, and well-being [30]; In fact, the main goal of land-use planning should be the appropriate division of labor between different regions of the country. Therefore, one of the most important measures in the development of education and professional sports in the country delegates administration and planning powers to regions and provinces and political decentralization in the field of sports planning in the country. Thus, it seems necessary to formulate a general land-use planning strategy in professional and educational sports to determine the missions of each region. According to the concepts of Strategic Foresight, neglecting to formulate comprehensive land-use planning as a key driver leads to the lack of proper use of the potential human, organizational and spatial potential of the country and reduces the capacity of sports organizations in the face of international developments. It leads to the loss of huge resources of educational sports to build the future of sports in the country.

## 5. Conclusion

Considering that traditional approaches of environmental scanning in the face of environmental uncertainty are not flexible and cannot respond properly. Using Strategic Foresight models and identifying key drivers, sports organizations' dynamic and complex environments can be examined more closely. Therefore, given that the future is not yet written, the research model can be effective as a guide in anticipation of the future of sections quad of sport and lead us to concentrate on more effective and controllable demographic key drivers and provide the basis for envisioning the state of Iran's sports

demographic and effective decision-making.

### Conflict of interest

The authors declared no conflicts of interest.

### Authors' contributions

All authors contributed to the original idea, study design.

### Ethical considerations

The author has completely considered ethical issues, including informed consent, plagiarism, data fabrication, misconduct, and/or falsification, double publication and/or redundancy, submission, etc.

### Data availability

The dataset generated and analyzed during the current study is available from the corresponding author on reasonable request.

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