

## Identifying and Analyzing the Portfolio of Iran's Citizen Sports Development Scenario Based on Key Drivers

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### Abstract

**Purpose:** The purpose of this research is to identify the most likely scenario for the development of citizenship sports in the country.

**Method:** According to its nature, the current research is based on a future research approach, which is a survey method in terms of practical purpose. The statistical population of the research includes all experts who have the necessary knowledge and experience in the field of sports. The sampling method is snowball. 16 interviews were conducted with experts. According to the nature of the subject, various techniques and tools were used, such as interviews, expert panels, and questionnaires. In data processing, several techniques are used, including the Delphi technique, cross-effects analysis, and structural analysis, balance of mutual effects, and Mic Mac and Scenario Wizard software to understand the most key drivers and determine the most likely scenarios for the development of citizenship sports in the country. Used. Using the structural analysis method (cross-effects) and the use of Mic Mac software, the position of each factor in the obtained system was determined.

**Results:** 10 drivers were identified as the most key future makers in the development of citizenship sports in the country, and by using them, the most likely scenario basket for the development of citizenship sports in the country was obtained.

**Conclusion:** The portfolio of scenarios obtained in this research can be effective as a guide in estimating and forecasting the future of Iranian sports organizations that are related to citizen sports and show a path that will distance them from critical conditions and get closer to the conditions are ideal.

**Keywords:** Public sports (sport for all), scenario development, future research, development

## Introduction

The desire to know the future has existed since ancient times. Priests and priests are people who have tried to respond to this private and public desire in the past, and today this issue is known by the term foresight, which can be used as one of the most important tools for future research, policy making and decision making. Giri named. (Zare et al., 2012) (33) In recent years, the methods used for strategy planning and evaluation have changed a lot, so the use of concepts and methods to identify alternative futures with long-term perspectives is evident. (Rahmati et al., 2014) (19). Today's fast-changing world has shown the importance of foresight and forward-looking work. It has been used since 1990 for future research, strategic planning, and identification of impending crises. (Rafipour et al., 2019) (18). The need for future research is necessary for all customer-oriented service organizations by providing services, in addition to meeting their needs beyond current expectations and providing the necessary preparation for implementing appropriate strategies with different conditions to meet future needs, as well as identifying appropriate approaches and measures for crisis management. to create future assumptions and compensate for losses (Kubata et al., 2019) (13). Adopting appropriate and appropriate strategies and decisions will guarantee the success of the company and organization and increase their ability to deal with the unwanted waves of the turbulent sea of the future (Liangroenrom et al, 2019) (14).

Humans often do not think very consciously about how to plan for the future, and for many crucial questions such as, what methods should be used to think and find solutions for the future? How do they get the necessary preparation to implement their plans? What are the success factors of shaping the upcoming future and adapting to it? They do not have adequate and timely answers, the fundamental questions of future studies, a new field of knowledge and research has opened up, which has a clear thinking about alternative futures (Wafai Moghadam et al., 2019) (31). The scenario is a vital tool for identifying

uncertainties, managing them and forming support strategies (Wagner et al., 2016) (30). At their core, scenarios are storytelling tools that draw from present-day realities and offer glimpses into potential future chapters that have yet to be written. These scenarios allow organizations to match their future goals with the future stories of their societies and the world (Aman et al., 2009). and by forecasting, to set the best situations for the future (Sun et al., 2015) (28). On the other hand, recently, sports as a complex social phenomenon has attracted the attention of researchers and the government of men. Governments have realized that the planning, monitoring and development of leisure experiences pay attention to the growth of fun activities and active games as disease-preventing factors, and invest in their growth and development. Today, the right to participate in sports, entertainment and leisure activities has become an important policy in many countries and is known as universal sports, and physical activities are considered as a contributing factor in reducing the costs of maintaining health and fighting obesity. will be Global sport is a general term that describes a set of policies adopted by governments that increase active participation in sport in society. (Shahriari et al., 2021) (26). Services equal to public sports is the general name of all the titles of physical activities and services that form the general satisfaction of the people in the implementation of public sports and meet the needs of the people in all aspects. They have services equal to public sports and participate in them. (Chen et al., 2020) (4).

The nature of public sports is to encourage citizens to engage in sports and physical activities, and there is a message in this definition for planners to use their position to advance this goal and create opportunities for all people to participate (Yavarzadeh et al., 2014). (32). Perceived barriers are a good predictor of not engaging in health-related behaviors, especially physical activity. (Aman et al., 2009) (2). These barriers potentially prevent the initiation, continuation, or resumption of physical activity. (Safari et al.,

2017) (22). It can be said that nowadays sports are an integral part of education and scientific culture all over the world. The phenomenon of physical education and sports as a social reality exists and lives in different structures of human societies and grows, develops and evolves at an increasing speed. This issue is due to the acceptance of public opinion regarding the role of sports and physical activity and its positive effects on creating health, strengthening physical performance, developing spiritual/psychological/social dimensions and is a part of leisure time in the public dimension and its dignity. With fundamental changes in today's world, one-time decisions based on intuitive and experiential judgments are no longer available, and with the mechanization and immobility of social life, local sports have become one of the ways that people can overcome Physical, psychological and social pressures use it. Recreational sports are synonymous with local sports, a collection of simple, low-cost, informal, fun and lively sports that everyone can participate in. Public sports among different societies from 1900 to today with different motivations such as creating and maintaining physical and mental health, enriching leisure time, increasing social relationships, avoiding machine life, returning to nature, creating efficiency, creating a platform for the development of championship sports. And the doctor's recommendations were taken into consideration. Although recreational sports and leisure programs are carried out throughout the country in communities, but not enough attention is paid to the dimensions of management levels. In various sources, a pyramid has been considered for the development of sports, with popular sports at the bottom and championship sports at the top. (Shabani et al., 2014) (25). Increasing participation in physical activity is known not only to promote individual positive health, but also for overall health at the community level by promoting individual social well-being. Providing conditions for social sports affects the participation in physical activities. Providing sports in the community has been effective to some extent in promoting the health of the community, and the establishment of

public sports centers has significantly increased the participation in public sports and the risk of contracting It reduces diseases. On the other hand, holding public sports events allows families to exercise. (Chen et al., 2020). According to the above, despite the existence of many sports organizations and departments in Iran, each of which considers itself the guardian of local sports, unfortunately, the number of people participating in public sports is not very favorable compared to other countries. Also, due to the fact that the custodians of physical education and sports media have turned to championship sports, less attention has been paid to public sports. (Ahsani et al., 2014) (6). Supporting sports should be one of the main priorities of the government, but the evidence shows that the government does not pay attention to the budget of sports and activities in this area. The truth is that the real globalization of sports in the country is more and unfortunately there is not enough place for sports culture in our society and most importantly it is necessary to institutionalize sports culture among people. Public sports is a trans-industrial activity and this category should not be limited to the Ministry of Sports and Youth in government agencies. Local sports should be considered as a necessity in all institutions and social processes, and the senior managers of the organization should understand this issue before the employees. If public sports are implemented as a necessity, the major part of the implementation of this goal will be done with the cooperation and cooperation of senior managers. (Rostami et al., 2015) (21). Regular physical activity has a wide range of health benefits for adults, including a reduced risk of heart disease, stroke, type 2 diabetes, and some cancers. Despite public health efforts to promote regular physical activity, low levels of physical activity among adults have been reported in many countries. Sports and recreational facilities in which residents can participate in a wide range of physical activities with appropriate and easy access can be an important community resource for promoting physical activity (Im et al., 2018) (7). In the meantime, based on the literature review, a number of articles that are close to this topic in

terms of content and help to make the research path smoother, as well as find key variables and descriptors and scenarios have been given. The review of various studies indicates that in most studies, traditional and one-dimensional analyzes have been used to formulate a strategic plan, and the attitude of researchers has gone less towards future studies, and also futurist studies have been more towards championship and professional sports. Is. Vafai Moghadam et al. (2017), In a study, they analyzed the development factors of public sports based on the database theory and the findings showed that the development factors of public sports include low participation, disease prevalence, lack of national unity, uninhabitability, availability Management opportunities and complexities and background conditions such as motivations, obstacles and sports attractions, macro environmental factors, individual, managerial, social, political, social, social and economic infrastructures are the macro level and the third level and finally the results The development of public sports includes gradual participation, feeling the need for participation, national organizational integration, changing management processes and formulating national policies.

Kiani et al., 2023, in a research entitled "Citizenship Sports Model of Iran's Big Cities: Approach to Social Development" found that 16 effective factors identified on the development of citizenship sports were placed in 7 levels. The factors of perspective and macro management and comprehensive planning and management were placed at the basic level of the model. Mardani et al., 2024, in a research entitled Explaining the influencing factors on the development of citizenship sports in Iran, emphasizing the health of citizens, found that the influencing factors on the development of citizenship sports in Iran include stabilizing behavior in sports, environmental attractiveness, providing public services, national planning, effective management, and the structure of sports. The country was measured and evaluated, Iranian Islamic capacities, education development, successful scientific models, support for

volunteers, climate-geographical factors, family sports infrastructure, educational sports development, economic infrastructure, legal factors, media management and governance factors. Liangornrom et al. (2019) in their study entitled "The relationship between physical activity and inactivity in Thai society: a systematic review" reviewed and summarized the evidence on the individual, social, environmental and political connections in physical activity and sedentary behavior. mobility in Thailand, which showed consistent evidence for individual and social correlates of physical activity in children, adolescents, and adults, and individual correlates of physical activity in the elderly. Self-efficacy and perceived barriers were correlated with physical activity in all age groups. Consistent evidence was found for social correlates of physical activity in adults, including social support, interpersonal influences, parental/family influences, and informational support. The effect of friendship/companionship was identified as a correlate of physical activity only in children/adolescents. Aimee and Harvey (2018) have stated in their research that if we strive for the goal of "universal sports", systematic changes in policy and practice are necessary; Considering the set of physical, social and mental health benefits that participation in sports can bring, "universal sports" is a valuable goal. Safari et al. (2015), in a research to identify and rank environmental factors affecting the spread of recreational sports in Iran and the findings showed that factors including social, economic, political, legal, environmental, cultural and international environment in order of importance for estimating environmental factors Influencer is determined. Sohrabi et al. (2014), in a research that examined the future of the country's championship sports using the Delphi method, the findings show that from the experts' point of view, the sub-components of increasing the participation of the private sector, creating a sense of national pride, allocating resources to talent search and sports infrastructure, Creating an integrated plan for finding sports talent and promoting the culture needed for sports in life are prioritized. domestic vs. foreign coaches,

privatization vs. state ownership, paid vs. free sports services, including scientific orientation vs. empiricism of national team coaches, parents' interest in specific sports vs. talent scouting, and use of coaches. Melai et al. (2019) conducted a research titled "Forecasting the Development of Iranian Championship Sports in the Horizon of 1416" and by examining the background of the research and interviewing a panel of experts, the influential drivers were extracted. The effectiveness and efficiency of each was obtained in expert panel discussions. Finally, the three key factors of management stability and meritocratic system, the national strategy of hosting important events and the government's special view on women's sports were presented, scenarios were compiled and possible futures were drawn. Accordingly Rezaei et al. (2018) in a research on the paradigmatic model of the development of championship and professional sports in Iran based on the results obtained from high-level documents and in-depth interviews, executive commitment factors of managers, reform of the government-oriented structure, commercialization, privatization, infrastructure improvement and development of standard sports fields. The design of talent search system, professional organization, professional organizations, professional, economic, technological, professional, cultural and political development of the government were determined. Influential components in the development of championship and professional sports in Iran. The results of this research showed that the formation of a bargaining committee with the government, parliament and radio and television in order to obtain the right to broadcast television, which is the most important component of winning championship positions and professional sports, is an undeniable necessity. Also, the management of championship and professional sports in Iran seems to be very complex and requires a comprehensive model that includes all factors including economic and political factors (macro factor), improvement of infrastructure and talent search system (intermediate factor) and manager's commitment (individual factor) to consider. . It is clear that the current century

should be called the century of sports, a century in which sports has become one of the most important and influential structures of society. Sports in the new world has become so important and pervasive that it is everywhere, it has become a spice of national culture and it has taken place in various corners of daily social life. From this point of view, it seems that there is no other topic in social sciences that deserves more attention than sports. Despite this, the results of survey researches show that the participation rate of citizens in physical and sports activities is lower than the average of some countries. On the other hand, the demographic distribution Active and obese people in the country do not have the same procedure as other countries. It is worth mentioning that this disparity (increase in obesity and decrease in sports activities of Iranian citizens) and the continuation of this trend, along with the change in people's lifestyles towards inactivity, is a warning sign that shows that household expenses will increase as a result, and the feeling of individual helplessness. and general will be strengthened among the citizens, diseases related to obesity will increase and in addition to this, individual and social problems will affect the country's economic system in the future. Therefore, it is necessary to think about it. According to the discussed material, it can be accepted that the institutionalization of native sports in the society has fruitful functions and results, and by increasing the participation of the society in public sports, many harms, problems, crimes and social anomalies are reduced and prevented. From an economic point of view, it reduces treatment costs and increases efficiency in organizations, increases work efficiency, and with a healthy society and people, the country is presented as a model in international forums and solves many of the country's political and economic problems in the international arena. will solve Considering the importance of the subject, this research aims to answer the question, what are the most compatible scenarios in the development of citizen sports in the country?



## Materials and Methods

The current research is based on the approach of future research and scenario development, which is exploratory in terms of practical purpose. The statistical population of the research consists of all specialists and experts who have the necessary knowledge and experience in the field of citizen sports. The sampling method in this research is snowball method and expert panel. The experts have a doctorate degree (in sports management) and have the rank of professor, associate professor and assistant professor or at least 8 years of scientific-research experience in academic centers. Based on this, in this research, the sample size was not known in advance, and when the theoretical saturation was reached, the sample size was determined, and the panel members were tried to actively participate in the Delphi process. Finally, 16 interviews were

## Results

In the research findings section, the results related to the environmental survey were reported using the opinions of the experts. Using environmental scanning, researchers identify weak signals that indicate programs need to change. In this research, in order to determine the primary variables affecting the future state of citizenship sports in the country, using the method of environmental scanning (environmental scanning by reading our previous researches) and creating a group of experts, which was first selected by a panel of

conducted with experts, and after 14 interviews, the research reached theoretical saturation and no new information was obtained from the interviews, however, two more interviews were conducted to be sure. In this research, according to the nature of the subject, various techniques and tools such as interviews, expert panels and questionnaires were used. Qualitative data were prepared by using open questionnaire and interview method and document review and quantitative data by weighting the questionnaire components. In data processing, there are many future research techniques, including the Delphi technique, cross effects analysis, structural analysis, and balance of mutual effects, and by using Mik Mak software to identify the descriptors of the country's citizenship sports development and Scenario Wizard software to create scenarios used

experts involved in the field of study, and then from Through the Delphi method, the questions were presented and the opinions of the expert panel were extracted. In the following, the results of the structural analysis method to identify the key descriptors and future makers are stated, and then, using the balance method of mutual effects and Scenario Wizard software, possible future scenarios were identified in the discussion of the country's citizenship sports development.

**Table 1: Demographic Status of the Samples**

Group		Frequency	Percentage
Gender	Female	6	37.5
	Male	10	62.5
Age	36 to 40	1	7
	41 to 45	5	33
	Over 45 years	9	60
Work Experience (years)	Less than 5	2	13
	5 to 10	2	13
	11 to 16	3	19
	More than 16	9	55
Education	Master's Degree	1	6
	PhD Student	1	6
	PhD	14	88
Total		16	100

In the first step, using the method of environmental scanning through the Delphi method, the members of the statistical society were asked in a two-step process to express the descriptors that are effective on the future development of citizen sports, according to the results of the second round of Delphi, which show Regarding 23 features, the experts' agreement is above 50% and the results of two rounds regarding the use of the Delphi method in the research show that there is a consensus among the members of the statistical sample for the following reasons and it is possible to avoid the repetition of tours:

- In the second round, more than 50% of the members chose the desired descriptors to identify factors affecting the future development of citizen sports, which had an average greater than 3 among their considered factors (23 descriptors out of 26 descriptors).
- Kendall's coordination coefficient for members' answers about the order of factors in the second round is 0.731. Since the number of sample members was more than ten people, this value of Kendall's coefficient was considered

quite significant.

- Kendall's coordination coefficient for the order of descriptors affecting the future development of citizen sports increased by only 45% in the second round compared to the first round.

In the second step, 23 variables were analyzed as influencing factors on shaping the future development of citizen sports. The dimensions of the identified matrix were (23 x 23) and the degree of filling of the matrix is 95.7%, which indicates that the selected variables had a great effect on each other and in fact, it can be said that the system was unstable. . Out of the total of 513 debatable relations in this matrix, 28 relations have zero value, which means that the variables have no effect on each other or have not received any effect from each other, which accounts for nearly 7% of the entire matrix. On the other hand, the matrix has 100% desirability and optimization based on statistical indicators with 2 times of data rotation, which indicates the high validity of the questionnaire and its answers.

**Table 2: Initial Data Analysis of the Matrix and Cross-Effects**

Index	Value
Matrix Dimensions	23×23
Repeats	2
Number of Zeros	28
Number of Ones	65
Number of Twos	118
Number of Threes	330
Total	513
Filling Degree	95.7%

In the cross-matrix method, the numerical sum of the rows of each factor is the degree of influence and the sum of the columns of each factor determines the degree of influence of that factor from other factors. How the variables are scattered on the page shows the level of stability or instability of that system. In Mikmek analysis, two types of distribution are defined, which are referred to as stable and unstable systems. In stable systems, the distribution of variables is in the form of

English L, which means that some variables have high influence and some have high influence. What can be understood from the scatter plot of the influencing variables on the future development of citizen sports in the country is the extremely unstable state of the system. Most of the variables are around the diagonal axis of the screen, except for a few limited factors that show that they have a high influence in the system, the rest of the variables

have a similar situation to each other, only their intensity and weakness are different.

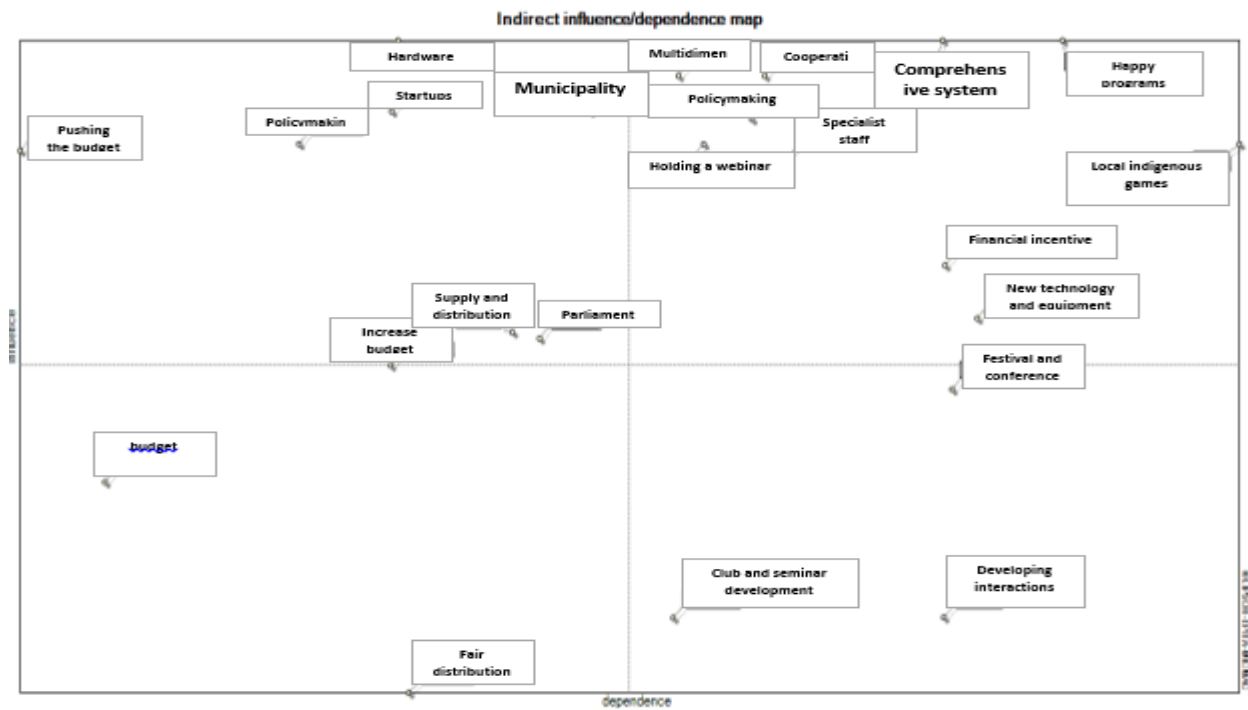


Diagram 1: The distribution map of the variables and their position in the influence axis

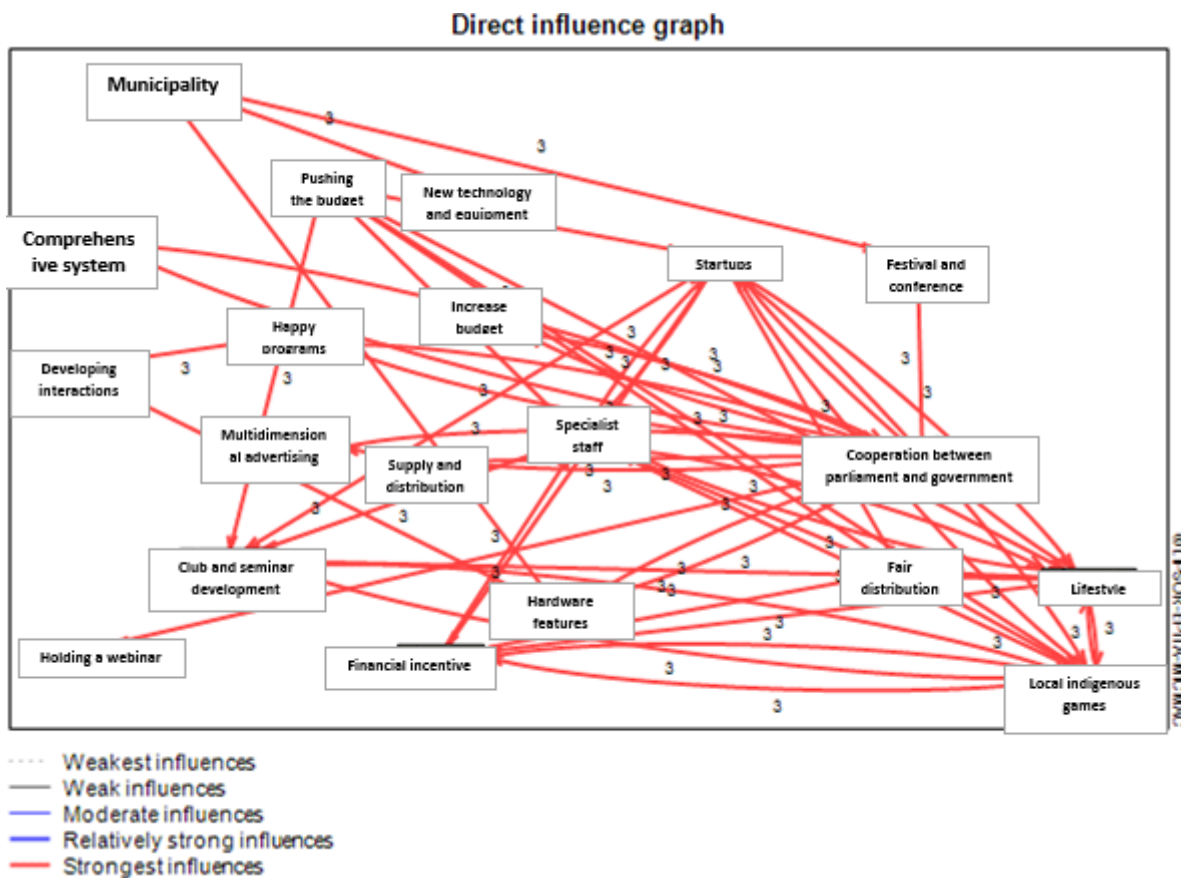


Diagram 2: Map of direct relationship between variables (very weak to very strong effects)



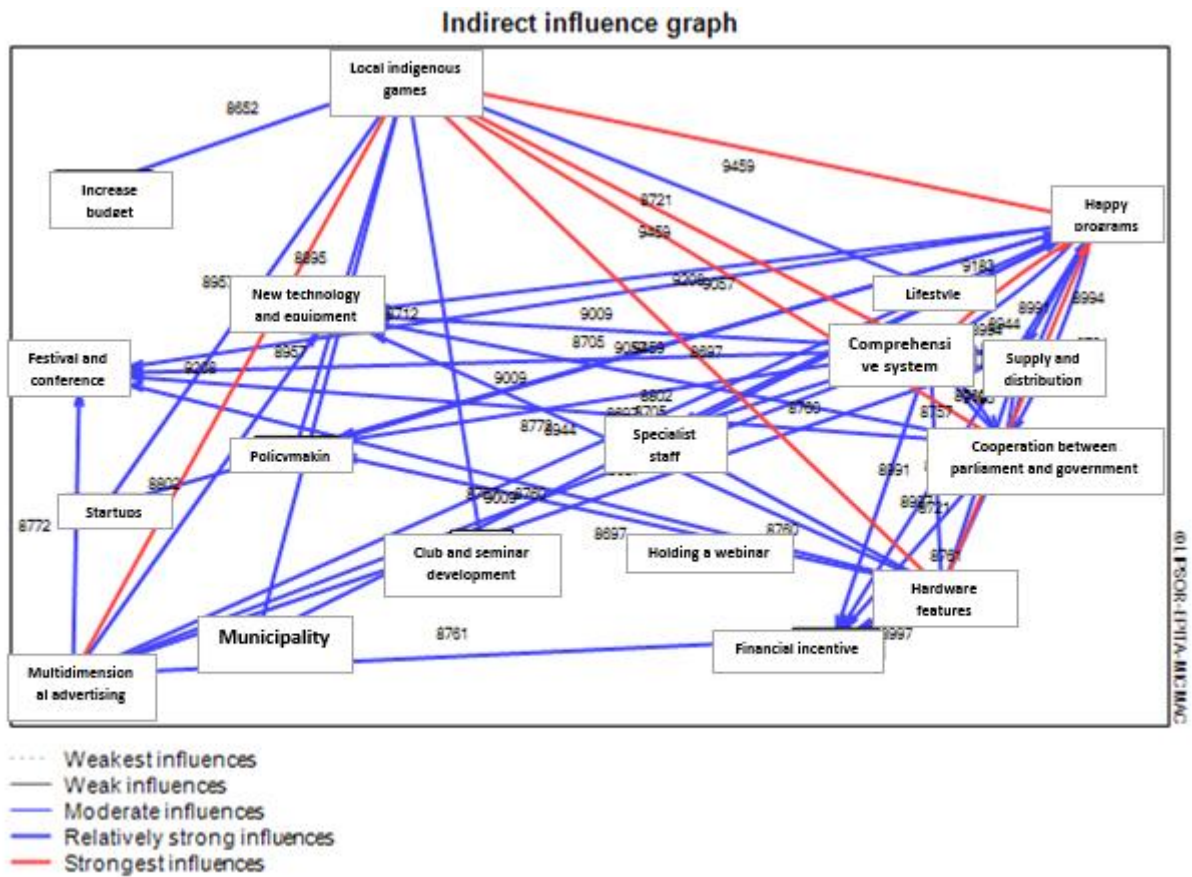


Diagram 3: Map of indirect relationships between variables (very weak to very strong effects)

As mentioned earlier in the discussion of stability and instability of the system, because the system under study is unstable and the dispersion of variables often occurs in the diameter of the screen, and the variables have double effects, and the influencing factors, on

the other hand, also have a large effect. For this reason, in this research, out of a total of 23 variables, 10 factors are known as descriptors and key future makers that are effective in shaping the future development of citizen sports.

**Table 3: Descriptors and Key Drivers Shaping the Future Development of Citizen Sports**

Row	Key Descriptors Shaping the Future Development of Citizen Sports
1	Inclusion of sports in policymakers' agenda
2	Collaboration of Parliament Members and Provincial Authorities for the Approval and Implementation of Supportive and Incentive Laws for Public Sports
3	Multi-Dimensional Advertising (Media, Broadcasting, Educational) to Encourage Sports Participation for Community Health and Vitality
4	The expansion of webinars in sport fields.
5	Organizing fun and recreational sports programs for families in recreational spaces like parks and green areas.
6	Developing a comprehensive citizen sports system.
7	Utilizing specialized, motivated, and energetic workforce in specialized positions for public sports in all provinces.
8	Creating financial and motivational incentives to encourage people and promote a culture of public sports.
9	Using modern, standard technology and equipment to develop a citizen sports.
10	Supporting rural sports and traditional and local games

10 factors were recognized as key future makers in the future development of citizen sports in Iran. These factors can be imagined in different situations and these possible situations are considered vital in terms of planning for the future development of citizen sports in Iran. Based on this, a detailed analysis of future

conditions and identification of possible situations is a basic requirement for scenario development. At this stage, experts' opinions were sought for the validity of the study, and finally these items were summarized and 30 possible positions were defined for 10 factors.

**Table 4: Created Scenarios**

Key factors	Possible Scenarios	Statuses	Abbreviation
Inclusion of sports in the policymakers' agenda	Insufficient attention to sports by policymakers	Disaster	A1
	Continuing the current trend	Moderate	A2
	Adequate attention by policymakers to sports	Desired	A3
Collaboration between Parliament representatives and government in passing and implementing supportive and encouraging laws for public sports	Lack of cooperation in passing and implementing supportive programs	Disaster	B1
	Continuing the current trend	Moderate	B2
	Improved cooperation	Desired	B3

There are various types of scenario building using the method of mutual effects. In the mutual effects balance method, the main goal is to analyze a network of effects. By combining qualitative methods (when identifying descriptors, states, and mutual effects) and quantitative methods (matrix solution methods and network indicators), we try to identify the relationships between different factors in the influence network in order to obtain a consistent picture of the network's behavior. Developing holistic scenarios means understanding which combinations of variables provide a better description of the relationships among a network of influences. There are various structured processes for describing future developments in a scenario-based manner. The interaction effects analysis method is usually used in cases where it is not possible to use computational models based on theory, because the disciplinary and specialized heterogeneity is very high. For this reason, this method is closely related to the acquisition of soft and systematic knowledge. The difference between scenario creation and mutual effects

balance method is that it is an analytical method and in a transparent, simple and flexible process, it enables the creation of scenarios with more than two key variables, which are mentioned in the research methodology section, and the final stage is the identification of compatible scenarios. Compatible scenarios are actually combinations or configurations that represent the total effects in a network of effects in a balanced way. Using the analytical algorithm in the mutual effects analysis method, the systemic balance of the effects within the network is calculated. Systemic balance of effects within the network also includes all indirect effects.

By designing the situations and preparing the 30x30 cross matrix again, as in the previous step in determining the key factors, a detailed questionnaire was prepared as a work guide and provided to the experts. As it was explained in detail in the research method section, the experts asked the question, "If each of the 30 situations happens, what effect will it have on the occurrence or non-occurrence of other situations?" They completed the questionnaire

based on three features: enabling, ineffective and limiting, and by entering figures between -3 and +3, they determined the influence of each of the situations on the system. With the collection of data by experts in the sports industry, it was possible to use Scenario Wizard software. To get the scenarios, the valuable help of this software is essential and vital. Considering that our goal is to prepare possible scenarios from the combination of 30 situations for 10 factors, it is expected that at least 59049 combined scenarios will be extracted from them, which include all possible possibilities in the future for the development of citizen sports in Iran. They do not have the possibility of analysis, policy making and planning and are only used for statistics. With complex and very heavy calculations, Scenario Wizard software provides the researcher with the possibility of extracting scenarios with strong probability, scenarios with weak probability, and scenarios

with high compatibility and adaptation probability. According to the size of the matrix and its dimensions, it analyzed 59049 combined scenarios based on the data entered in the questionnaire and reported the following scenarios:

- Strong scenarios (scenarios with two compatibility): 11 scenarios
- Scenarios with high compatibility (scenarios with compatibility one): 14 scenarios
- Weak scenarios (scenarios with zero compatibility): 28 scenarios

The results show that 11 scenarios with very high scores and the possibility of happening more in the future are faced with the development of citizen sports in Iran. which is the matrix of strong scenarios (scenarios with two compatibility) as described in the following table:

**Table 5: Strong Scenarios Matrix (Scenarios with Dual Compatibility)**

Scenario 11	Scenario 10	Scenario 9	Scenario 8	Scenario 7	Scenario 6	Scenario 5	Scenario 4	Scenario 3	Scenario 2	Scenario 1
Inclusion of sports in policymakers' agenda: Insufficient attention to sports	Inclusion of sports in policymakers' agenda continuing the current trend Attention to sports in policymaking		Attention to sports in policymaking	Inclusion of sports in policymakers' agenda Continuing the current trend	Inclusion of sports in policymakers' agenda: Insufficient attention to sports	Inclusion of sports in policymakers' agenda: Attention to sports in policymaking				
.Collaboration of Parliament and Government Lack of cooperation				Collaboration of Parliament and Government: Continuing the current trend						
Multidimensional Advertising: Improvement of Status	Multi-Dimensional Advertising Continuing the current trend	Multidimensional Advertising: Decrease	Multidimensional Advertising: Continuing the current trend	Multidimensional Advertising: Improvement of Status	Multidimensional Advertising: Continuing the current trend					
Holding Webinars in the Sport Field: Decrease	Holding Webinars in the Sport Field: Continuing the current trend	Holding Webinars in the Sport Field: Increase	Holding Webinars in the Sport Field: Continuing the current trend	Holding Webinars in the Sport Field: Decrease	Holding Webinars in the Sport Field: Continuing the current trend					
Happy Sports Program Continuing the current trend	Happy Sports Program: Decrease		Happy Sports Program: Continuing the current trend	Happy Sports Program: Increase	Happy Sports Program: Continuing the current trend	Happy Sports Program: Decreases	Happy Sports Program: Continuing the current trend	Happy Sports Program: Increase	Happy Sports Program: Continuing the current trend	
Developing a comprehensive citizen sport system Failure to develop	Developing a comprehensive citizen sport system: Develop		Developing a comprehensive citizen sport system: Failure to develop				Developing a comprehensive citizen sport system: Develop		Developing a comprehensive citizen sport system: Failure to develop	

Specialized Workforce: Continuing the current trend	Specialized workforce: Underutilization	Specialized workforce: Utilization	Specialized workforce: Underutilization	Specialized workforce: Continuing the current trend	Specialized workforce: Underutilization
Financial and non-financial incentives: Continuing the current trend	Financial and non-financial incentives: Expand	Financial and non-financial incentives: Ignoring financial and non-financial incentives		Financial and non-financial incentives: Continuing the current trend	
Implementation of new technologies: Continuing the current trend	Implementation of new technologies: Failure to implement		Implementation of new technologies: Continuing the current trend		
Supporting indigenous and local sports: Expand	Supporting indigenous and local sports: Continuing the current trend	Supporting indigenous and local sports: Does not support	Supporting indigenous and local sports: Expand	Supporting indigenous and local sports: Continuing the current trend	Supporting indigenous and local sports: Expand

Source: Researcher Findings

Table 6: Characteristics of 11 Possible Scenarios Based on Software Calculations

Scenario	Compatibility Value	Total Influence Score
Scenario 1	Zero	42
Scenario 2	Zero	40
Scenario 3	Zero	37
Scenario 4	Zero	36
Scenario 5	Zero	35
Scenario 6	Zero	31
Scenario 7	Zero	27
Scenario 8	Zero	25
Scenario 9	Zero	24
Scenario 10	Zero	22
Scenario 11	Zero	18

Source: Research Findings

Among the discovered scenarios, 11 scenarios are of high intensity, so that the score of these 11 scenarios is between 18 and 42. Considering that the possible scenarios are not necessarily a combination of critical and favorable conditions, but the results depend on the data that is filled in the questionnaire about the future conditions of the development of citizen sports in Iran, and the possibility that all the possible scenarios are favorable conditions or There is a crisis or middle of them.

Development of selected scenarios:

By selecting eleven scenarios with two inconsistencies (strong scenarios), now it is time to develop these scenarios.

In scenario creation using the balance analysis

method of mutual effects, since the basis of morphological analysis is used, if there are a few primary variables, we end up with a significant number of scenarios. Here we have 59049 scenarios, 11 strong scenarios were selected for introduction. Among the scenarios, there are cases that are close to each other, whose difference is only one element, and they can conceptually form a family of scenarios. Choosing two or more scenarios under the title of a family is also a qualitative issue based on the opinion of experts. By examining 11 possible scenarios by experts, based on 10 key factors, four families of scenarios were formed. After validation and validation by experts, a portfolio of scenarios for the development of citizen sports was identified, which is summarized below:

**Table 7: The Most Possible Identified Scenario Portfolio**

Scenario	Title of Scenario	Uncertainty									
		Specialized Workforce	Developing a comprehensive citizen sport system	Holding Webinars in the Sport Field	Financial and non-financial incentives	Implementation of new technologies	Collaboration between Parliament and Government	Multidimensional Advertising	Inclusion of sports in policymakers' agenda	Supporting indigenous and local sports	Happy Sports Program
<b>1</b>	Blue ocean	Underutilization	Failure to develop	Continuing the current trend	Continuing the current trend	Continuing the current trend	Continuing the current trend	Continuing the current trend	Adequate Attention	Expand	Increase

## Discussion

This research was conducted with the aim of identifying and analyzing the most likely scenarios for the development of citizenship sports in Iran. By using environmental survey, expert panel and Delphi method, effective descriptors were identified in the development of citizenship sports in the country. By using the structural analysis approach and the balance method of cross-effects and the Mic Mac software, among the identified descriptors, 10 descriptors were identified as the most influential future builders in the development of citizen sports in the country, which include the inclusion of sports in the thinking of politicians, the cooperation of parliamentarians and The government in approving and implementing supporting and encouraging laws for public sports, multi-dimensional advertisements (media, radio, education, etc.) to encourage people to do sports for the health and vitality of the society, holding seminars in the field of sports, running happy and fun sports programs For families in recreational places such as parks and green spaces, compiling a comprehensive system of citizen sports, using specialized, motivated and energetic human resources in specialized public sports positions in the provinces, creating financial and spiritual incentives to encourage people. and culturalization of public sports, use of technology and new standard equipment in the development of citizen sports, support of rural sports and native and local games. Then, using Scenario Wizard software and mutual ether analysis method, the most likely scenarios

facing the development of citizenship sports in the country were identified and a scenario portfolio was formed..

The blue ocean scenario portfolio is derived from the blue ocean strategy, which believes that the only way to win the competition is to stop trying to win the competition. Based on this, the two descriptors of compiling a comprehensive system of citizen sports and the use of specialized, motivated and energetic human forces in the specialized posts of public sports in the provinces will happen in a disaster mode (non-employment and lack of development) in a ten-year horizon according to the results of the research. Based on this, it can be said that integrated activity in the field of public sports requires full coordination between the institutions in charge of this important sports field in the country, and the lack of unity of command between the sports branches active in this field has caused the training courses in the following fields The opinion of the general sports federation should be held by other sports federations and translators. If this inconsistency and lack of integration in the activities are not paid attention to, the development of general sports will suffer. Also, integrating and harmonizing the performance of human resources with scientific qualifications and sufficient experience in national sports is always considered one of the important limitations, and the country's local sports field is not exempt from this, and even assigning weak forces to this field of the country's sports causes There have been more problems and crises in this



field. (Keshavarz et al., 2017). Unfortunately, the national sports system does not make much effort to train and prepare competent and expert forces in this field of national sports, and even to benefit and organize volunteer forces interested in activity in this field, no effort is made and the necessary effort is made to protect the number of It is not limited by the available expert forces. But by improving the status of this sport in the country, talented and capable forces can be trained and people with scientific and practical qualifications can be assigned to different levels of local sports. Also, with proper planning, he has trained volunteers interested in this field, and with proper organization, he has taken an effective step in improving and eliminating the weakness of the existing human resources. (Farahani and Hekaran, 2016).

Five descriptors of the cooperation of parliamentarians and the government in approving and implementing supporting and encouraging laws for the development of public sports, multi-dimensional advertising (media, radio, education, etc.) to encourage people to do sports for the health and vitality of society, holding seminars in the field of sports Creation of financial and spiritual incentives to encourage people and culturalization of public sports, use of new standard technology and equipment in the development of public sports according to the results of the research will happen in a ten-year horizon in the middle state (continuation of the current trend). Currently, there are many problems in the country in terms of citizenship sports and development is very difficult. It can be seen that the poor coordination between the parliament and the government to approve the public sports budget has created many problems and financial crises for this area. (Rafipour et al., 2019). Weakness in holding joint meetings between the institutions and organizations responsible for public sports in the country and the lack of specific task descriptions by the institutions and organizations responsible for public sports

increased the lack of coordination. Also, despite the influence of sports media, television, radio and broadcasting in the development of local sports, unfortunately, the media have not paid enough attention to this issue and have not spared the necessary time for public sports in their programs, and most of the sports media programs It is for championship and professional sports. (Moradi et al., 2011). Media officials as well as sports officials of the country should be aware of the importance of public sports in creating a healthy and lively public atmosphere and have a close and close relationship with the officials and people involved in the country's public sports. In such a way that the country's mass sports officials in the Ministry of Sports and Youth and the Mass Sports Federation provide the necessary time and space for the implementation of mass sports activities from the perspective of different members of the society, and the country's sports trustees also have sufficient support in this regard. The media also provide enough advertising and information in this field.

The fact that media practitioners have sufficient knowledge and understanding in the field of public sports can undoubtedly play a positive role in the expansion of popular sports culture. In addition to this, access to facilities is also one of the indicators of the existence or non-existence of that sports system. It changes the citizenry, and in this regard, special attention should be paid to providing conditions for the use of all available capacities and potentials, such as school campuses, parks, green spaces, sidewalks, geographical phenomena, universities, cultural centers and other cases in increasing access to facilities. and try to increase public access and participation in citizenship sports with a territorial approach to the construction and equipping of places (Vafai Moghadam et al., 2019). The two-faceted indicators of advanced and successful international models, macro-policy and strategic planning have taken over the unstable

situation. Due to the fact that the international structures of citizenship sports are constantly changing and also have contradictions with the policies and conditions governing the country, it has become unstable and will be useful in the country's citizenship sports when the goals and policies are continuously international in a scientific way and by taking into account the cultural, social, economic, political, technological and environmental conditions and be localized and used in planning. Allocation of financial resources in the country's budget system clarifies half of the country's macro policies towards citizen sports and the evaluation of the allocation and distribution of resources in citizen sports is also important, unfortunately more than 90% of the country's sports budget resources are spent on championship sports and limited credits Citizenship becomes in sports. The base of the pyramid, which is a sport for everyone, will be larger, while the top of the pyramid, which is a championship sport, will be stronger. And also the allocation of financial resources in the country's budget system to public sports in line with the growth and excellence of public sports and increasing the rich national, political, social, cultural and economic functions with an intelligent system in line with the road map and with a strategic and forward-looking thinking can evolve Achieving citizenship of sports in the country is a fundamental step.

The positivity of the three descriptors of sports being included in the thinking basket of politicians, supporting rural sports and native and local games, implementing happy and fun sports programs for families in recreational places such as parks and green spaces in the ten-year horizon should not cause inattention to These pushers become effective because there is a possibility of change and review in every activity over time. Sports is no longer considered a recreational activity, but has become a thriving industry, especially in developed countries. The amount of investments made in the professional and

public sector is very large. The material benefits of sports cause immediate material benefits for commercial and industrial companies, and its long-term intangible benefits increase health and well-being and better use of labor and employment in sports and other sports sectors, and governments should benefit from the long-term benefits of sports and with it to treated as a capital good and for the prosperity of public sports, he paid the necessary attention for its development. The inconsistency between the parliament and the government in approving the budget for this area of the country's sports has caused a smaller share of government loans to be allocated to this area by the Ministry of Sports and Youth. The lack of efforts to generate income in this field, the lack of economic thinking and marketing have fueled the emergence of financial crises in this field. Also, the private sector has no incentive to invest in this area because, as mentioned, the focus and attention of officials, people and media is more on championship sports, and also there is not enough space for sports and physical training in villages and most of the expenses are spent on sports. and sports clubs that do not achieve the necessary success on their own and only waste the small budget of the villages. Because emerging sports are expensive and the middle and weak sections of society cannot do them, or they can only be done in certain areas, or they disappear after a short period of time. For this reason, easy and practical methods that can give results in the short term should be researched, predicted and planned in order to spread sports in the society. And this is possible regardless of the culture, traditions and customs of the people of that society and their interests and pleasures and their inherent activities in every region and tribe that the people of that society do or are doing in some parts of the country. not acceptable (Hasanpour, 1397). It is suggested to the trustees and managers of the country's sports headquarters to use efficient and targeted incentives in order to strengthen

citizenship sports in the provinces. In this regard, it is necessary to provide tax incentives for private sector activists, provide facilities to interested investors (participatory construction, removal of tolls, etc.), incentive subsidies for active transportation, provide sports services with special facilities to vulnerable sections of society (elderly, veterans, etc.). .), help with sports tariffs and provide all kinds of facilities for citizens and insurance incentives should be put on the agenda. Also, it is suggested to the managers of the country's sports headquarters to set up a modern and codified statistical system in line with citizen sports. In this regard, it is necessary to have a database of sports programs and ideas should be formed, a physical-motor charter should be defined for the society, a citizen sports information bank should be created through the bank software, the infrastructure of information technology in the field of citizen sports should be strengthened, and finally, the participation rate of citizens in sports should be investigated and monitored.

### Conclusion

As a general conclusion, it can be said: participation in public sports is free and without coercion for the members of the society, and it is possible to increase their participation by creating passion, excitement and motivation in the members of the society. Meanwhile, the target community of citizen sports is about 80 million people in the country, and the golden age of the country's population growth rate is now due to the fact that more than 35% of the country's population growth is made up of young people. And it is a valuable resource from the political, economic, cultural and social point of view, which obliges managers to use this opportunity and will lead to development and excellence and growth in attracting people to sports. At the same time, with a 20-year perspective, the country will face a decrease in the growth of the young population, and today's youth will reach middle age and the middle-

aged will reach old age, arrangements should be made to provide the necessary infrastructure and planning for the future elderly. to be This makes the officials and those involved in the development of citizenship sports in their country to strive to provide the necessary conditions, facilities and infrastructure for the development of citizenship sports with a long-term perspective.

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