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Scenario Planning of the Future of Strategic Agility in the Ministry of Sports and Youth of the Islamic Republic of Iran

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ABSTRACT

The present study was conducted with the aim of scenario planning of the future of strategic agility in the Ministry of Sports and Youth of the Islamic Republic of Iran through using future research. The method used in this research is scenario-based planning, which is designed and performed in eight steps. The method of data collection in this qualitative study was based on interview, expert panel and Delphi survey. Twenty experts with specialized knowledge or practical experience were selected as the participants of the research through using snowball sampling. In the first part, acceleration to affairs and processes, the application of new managerial competencies, innovative and agile organizational structure, the use of emerging technologies, and the existence of a system of encouragement and punishment based on strategic agility were identified as key drivers. In the second part, it identifies and describes possible and compatible scenarios based on the drivers and related uncertainties, and it was found that out of the two proposed scenarios, only one scenario is in a promising situation. According to this scenario, by increasing the speed of the affairs and processes, the use of new managerial competencies, agile organizational structure, emerging technologies, and the existence of an incentive system, we can see the improvement of strategic agility in the Ministry of Sports and Youth.

Introduction

Nowadays, the world is not only in the conditions of intense competition, but also in the struggle for survival(Hameed, Taher, & Hussein, 2022). Accordingly, various organizations are in a changing and chaotic environment, and many of these changes cannot be predicted, and organizations need to make rational decisions to deal with and react in such situations. Globalization, innovation in technology, changes in customer needs, as well as unexpected events such as the epidemic of Covid-19, financial

crises, sanction, terrorist attacks, etc. are only examples that can affect different organizations and organizations should quickly adapt to these conditions so as not to fall behind in the competitive market. However, past approaches and solutions cannot confront organizational challenges and the external environment, and they need some changes (Harsch & Festing, 2020). One of the ways to respond to these factors of organizational change is strategic agility. Strategic agility has been identified as a key factor for the success of organizations (Doz & Kosonen, 2010). Strategic agility indicates the organization's ability to continuously adapt to changing and uncertain environments (Lewis, Andriopoulos, & Smith, 2014). Agile organization recognizes the environmental changes and regards them as factor of progress and prosperity(Balavar, Sayed Ameri, & Molavi, 2020). Various researchers have provided several definitions for strategic agility. For example, in Weber and Tarba's (Weber & Tarba, 2014) idea, strategic agility means having flexibility in facing new developments, continuously adjusting the company's strategic direction and developing innovative ways to create is value. Kotter (Kotter, 2012) defined strategic agility as the ability to capitalize on opportunities and evade threats (quickly and certainty). McCann (McCann, Selsky, & Lee, 2009) et al. defined strategic agility as the capacity to move quickly, flexibly and decisively in predicting, initiating and using opportunities and avoiding any negative consequences.

It is necessary to benefit from strategic agility because strategic agility has positive consequences for organizations. Strategic agility gives the organization the opportunity to be flexible, adaptive and quick react to changes and perform measures to control uncertainty and market risk (Sherehiy, Karwowski, & Layer, 2007). By using strategic agility, an organization can adapt its culture to market changes, quickly learn about market changes, benefit from these external changes, and form the organization's product/services according to external changes (Braunscheidel & Suresh, 2009). At the same time, by rearranging the organizational system and its strategy and paying attention to environmental changes in a responsive manner, external changes can be turned into opportunities for the organization (Shin, Lee, Kim, & Rhim, 2015). Benefiting from strategic agility in the organization requires continuous monitoring of internal and external environments, collection and quick use of information and quick response to market changes (Kumkale, 2016). Strategic agility can improve the quality of the organization's competitive activities and responses to environmental fluctuations and, hence, increase performance (Tallon & Pinsonneault, 2011). Various studies have proven the positive effect of strategic agility on organizational variables, including competitive capabilities, competitiveness, competitive advantage, competitive performance, organizational performance, dynamic capabilities, customer attraction, strategic innovation, entrepreneurial orientation, technical capability, organizational learning, collaborative innovation , flexibility, service quality, assurance of service delivery, cost leadership and so forth (Mohammed Karimi, Seydnanqvi, & Salvati, 2021).

Nowadays, sports organizations are exposed to continuous changes and the relationship and interaction of these organizations with various factors such as the government, private sector, financial sponsors and other sports organizations, national, international and more important than all; social, economic, political and cultural factors have all united to create a turbulent environment for sports organizations (Jalali Farahani, Saberi, Heydari, & Javid, 2016). In turbulent environments, various organizations, including sports organizations, need strategic agility to respond to these environmental conditions and gain a competitive advantage, but few studies in the field of strategic agility have focused on the field of sports, which have addressed certain aspects of it. Among them, (Esazadeh, Bagheri Ragheb, Kord naeij, Karimi, & Soltani, 2021) through examining the antecedents and consequences of strategic agility in small and medium-sized sports businesses showed that organizational culture, organizational structure, and organizational agility are the main categories of the antecedents of strategic agility. Perspective clarity, main capabilities, selected strategic goals, shared responsibility and action are the main categories of strategic agility, and finally, financial performance, non-financial performance and gaining competitive advantage are the main categories of strategic agility consequences. Ghobadi et al. (Saboonchi, 2020) by examining the mediating role of human capital in the effect of strategic agility on the creativity of Iranian Gymnastics Federation employees, showed that strategic agility has a positive and meaningful relationship with creativity and human capital. On the other hand, considering the mediating role of human capital, strategic agility has an effect on creativity. Zohrabi (Zohrabi, 2018) in a research entitled 'Effect of Strategic Thinking and Strategic Agility on Strategic Performance Measurement Systems in the Ministry of

Sports and Youth' showed that strategic agility and strategic thinking have a positive and significant effect on the strategic performance of employees of the Ministry of Sports and Youth. In addition, the results of this research showed that the components of strategic agility (customer agility, operational agility and shared agility) have a positive and significant effect on the strategic performance of the Ministry of Sports and Youth. Abbasi & Fatahian (Abbasi & Fattahian, 2017) by investigating the impact of strategic learning on organizational performance with the mediating role of strategic agility in the sports and youth departments of Hamedan and Kermanshah provinces, showed that strategic learning through strategic agility has a significant effect on organizational performance, which is more than its direct effect. Di Minin et al. (Di Minin, Frattini, Bianchi, Bortoluzzi, & Piccaluga, 2014) have conducted a study on the Udinese Calcio club. Using strategic agility, Udinese Calcio club has created a balance between strategic goals, i.e. achieving the desired sports and financial performance, and in the past twenty years, it has led this club becoming a talent factory with strong investment and turning back young and talented players. Udinese Calcio club can be regarded as a strategic agile organization whose experiences can be used for other situations that require balancing diverging objectives with constraint resources.

As can be seen in the literature review of the research, the lack of research in the field of strategic agility can be seen in sports organizations, and this lack of research in the field of strategic agility as the most important decision-making organization is more visible in the field of Ministry of Sports and Youth of Iran. The Ministry of Sports and Youth is an influential authority on all sports activities and issues related to youth in Iran and has wide connections with many other organizations. The Ministry of Sports and Youth plays a significant role in improving the level of sports and health, sustainable development and pride of the country, and like other organizations, in order to achieve its organizational goals, it needs continuous changes in all levels of work and activities. In this direction, paying attention to strategic agility can help the Ministry of Sports and Youth to react quickly in the current changing and chaotic environment by making rational decisions. If this ministry does not have the necessary agility and flexibility, it will probably not be able to respond to the turbulent domestic environment and compete with external competitors. For this reason, in the current research, the topic of strategic agility and its key drivers and future scenarios in the Ministry of Sports and Youth have been taken into consideration. The findings of the research can be provided as guidelines to the senior managers of the Ministry of Sports and Youth, so that by performing them, this ministry can benefit from the positive consequences of strategic agility. In this regard, the aim of the current research is to create scenarios for the future of strategic agility in the Ministry of Sports and Youth of the Islamic Republic of Iran through using futures research, which in the first part includes the identification and classification of key components, drivers and related uncertainties, and in the second part it has identified and described possible and compatible scenarios based on relevant drivers and uncertainties.

Methodology

The current research is a quantitative research in terms of process research and its generality is qualitative according to the process of scenario writing. In this research, the general scenario-based planning model (expert model) has been used. This model is one of the most common and accepted approaches to scenario writing and has wide desirability and applicability. The mentioned model starts from the explanation of the problem and identification of the components and ends with the formulation and description of scenarios and the recommendation of strategic options through the analysis of driver forces and existing uncertainties.

In fact, every scenario is a believable description of what might happen and how it can emerge through current events and trends (Glenn & Gordon, 2009). The usual approaches for creating scenarios are a mixture of quantitative, qualitative and participatory methods and are based on the opinions of experts or objective data. In this research, the mixed methodology in scenario writing i.e. the combination of quantitative techniques "questionnaires of cross-sectional analysis", "Micmac software" and "Scenario Wizard software" in combination with qualitative techniques of experts panels and interviews, has been used.

Micmac and Scenario Wizard software are used in interdisciplinary studies to process qualitative information and convert experts' qualitative views into quantitative data. The basis of the work of these software is based on Analysis Impact Cross matrices. Micmac software measures the mutual effect of each of the key components with respect to each other and presents the influence/dependence map of the components. The Scenario Wizard software measures the effect of each state of uncertainty relative to each other and based on statistical calculations, it determines the compatible scenarios for the progress of the studied system.

Therefore, the methods of data collection in this research include review of sources and documents and environmental survey (interview, expert panel and Delphi survey). The purpose of the resource review and environmental survey was to identify the studied system, i.e. the future of strategic agility in the Ministry of Sports and Youth and the components affecting it. The time of each interview varied from 30 to 60 minutes. The interviews were conducted in person at interviewees' workplace, in 1401. The interviews were recorded and transcribed to drawn up the related codes and to discern the major and minor drivers. In this article, this review was done by referring to books, articles, reports, interviews and news available in the world's public and specialized databases. After searching for the main keywords and, of course, reviewing and refining a set of relevant sources and documents, a significant number of trends, measures, policies and programs affecting the current state of strategic agility in the Ministry of Sports and Youth and its possible futures is identified. Then, a group of experts and scholars were selected for interviews, expert panel and Delphi survey, using the snowball sampling. As a result, the research sample was selected by a qualitative and selective method and included 20 people. The mentioned experts are among the professors of sports management (professors who have carried out at least one research related to the research subject which could be writing or translating a book, scientific research paper and conference, research project, etc.) and managers of the Ministry of Sports and Youth, which were selected though using purposive sampling. The purpose of the interview was to extract key components and identify drivers. The trends and components identified in the review of documents and sources were finalized during interviews with 13 of the most knowledgeable experts, and a number of other components were added to it. The findings of this stage were referred to the first expert panel. In total, three expert panels were held in this research. The purpose of the first panel was to finalize the key components; the second panel was dedicated to summarizing and determining the drivers, and the subject of the third panel was the validation and description of output scenarios. In addition, to determine the key components and the relationships between them, the Delphi process was used in two stages with the participation of all 20 selected experts. First, the experts were asked to determine the importance and uncertainty of the important components, and in the second stage, after the feedback of the results of the first round, they were asked to determine the structural relationships (influence/dependence between the variables) by completing the effects of Analysis Impact Cross. The findings from Delphi were the input data of used quantitative software, Micmac software and Scenario Wizard software. Based on the output of the Micmac software, the relationships between the key components were analyzed in terms of influence and dependence, and finally, using the Scenario Wizard software, possible states and scenario space were drawn. Figure 1 shows a summary of the performing process of the research.
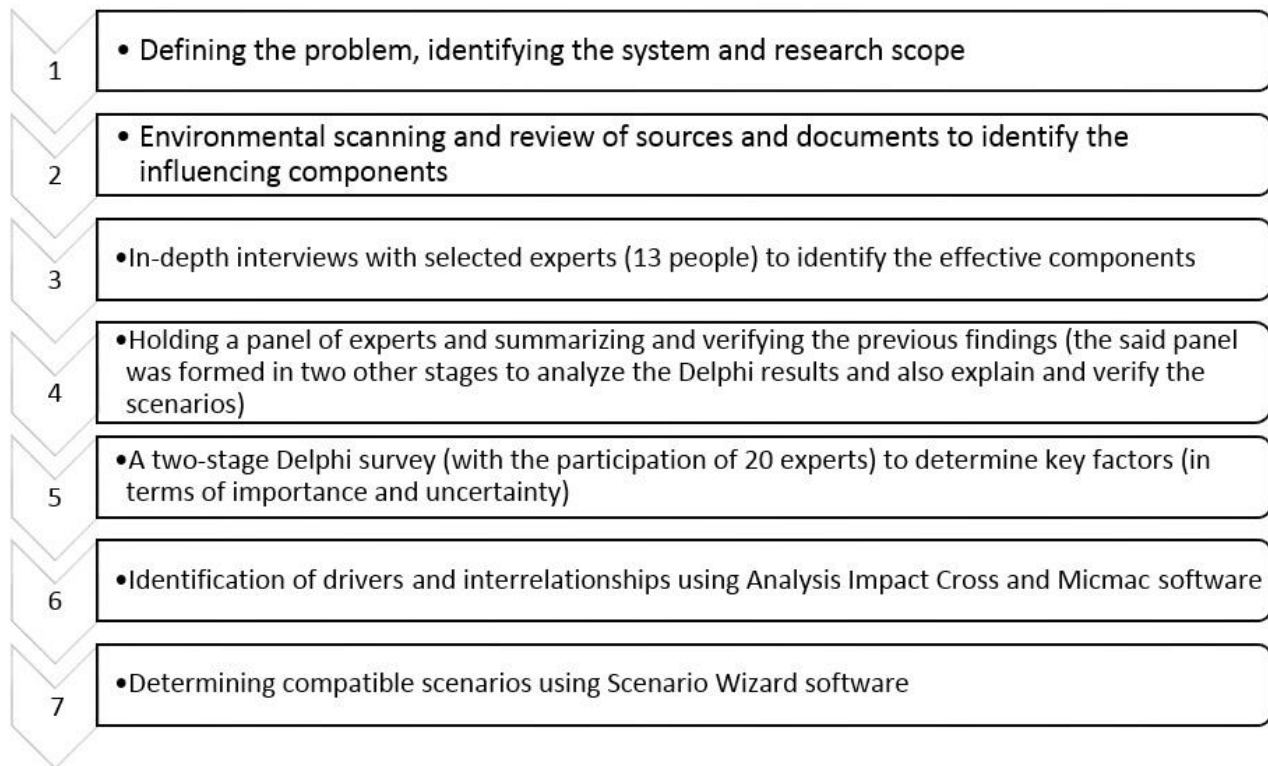
Figure 1. The framework and steps of the research method

Results

The demographic results of the research showed that the largest sample group is related to men (85%), the largest age group is over 50 years old (60%), and the largest work experience is over 20 years of experience (50%).

Table 1. Description of the demographic characteristics of the participants in the research

Demographic characteristics	Groups	Frequency	Percentage
Gender	Man	17	85
	Woman	3	15
Age range	Under 30 years old	3	15
	30 to 50 years old	5	25
	Over 50 years old	12	60
Work experience	Under 10 years	4	20
	10 to 20 years	6	30
	Over 50 years	10	50

After homogenizing the findings from the review of sources and documents as well as interviews by researchers, the number of 44 components affecting the future of strategic agility in the Ministry of Sports and Youth was counted in 6 categories. After identifying and extracting these components, the research team tried to draw the location and connections of these components with each other as much as possible with a dynamic view (holistic and systemic view). Therefore, by holding the first expert panel, they proceeded to refine these components (combining some components with each other and removing others that did not have much impact). Accordingly, among the 44 primary components, 21 components were identified as the key components that will determine the future scenarios of strategic agility in the Ministry of Sports and Youth (Table 2).

Table 2. Future drivers of strategic agility in the Ministry of Sports and Youth

Main drivers	Secondary drivers
Management factors	Speeding up affairs and processes, applying new management competencies, optimal use of facilities and equipment, and coordination and empathy in line with the goals and strategies of the organization.
Organizational regulation	Outsourcing, using the capacity of NGOs, using the capacity of volunteers and using the capacity of the private sector
Innovation	Encouraging intra-organizational creativity, monitoring and applying extra-organizational creativity, holding innovation festivals and exhibitions, innovative and agile organizational structure
Application of technology	Using emerging technologies, organizational flexibility in using new methods and re-engineering and redesigning the process of doing things
Individual tendency to agility	Employees' interest in organizational agility in planning processes, employees' interest in organizational agility in executive affairs, and employees' interest in organizational agility in evaluation and feedback.
Organizational tendency to agility	Encouraging the culture of agility in the organization, the existence of a system of encouragement and punishment based on strategic agility and systematic monitoring of programs and activities with the aim of agility

Due to the small number of main drivers (6 items), in the next section, 21 key components of the panel output were used to examine the first round of the Delphi survey and develop a questionnaire to measure the degree of importance and degree of uncertainty. The significance and uncertainty of the key components are shown in Table 3.

Table 3. The importance and uncertainty of the key components of the future of strategic agility in the Ministry of Sports and Youth

No.	Drivers	Importance/uncertainty	Degree of importance/ degree of uncertainty*	Total points**
1	Speeding up affairs and processes	Importance Uncertainty	9 7	16
2	Applying new management competencies	Importance uncertainty	10 7	17
3	Optimal use of facilities and equipment	Importance Uncertainty	7 6	13
4	Coordination and empathy in line with the goals and strategies of the organization	Importance Uncertainty	8 6	14
5	Outsourcing	Importance Uncertainty	8 6	14
6	Using the capacity of NGOs	Importance Uncertainty	7 6	13
7	Using the capacity of volunteers	Importance Uncertainty	8 6	14
8	Using the capacity of the private sector	Importance Uncertainty	7 6	13
9	Encouraging creativity within the organization	Importance Uncertainty	7 7	14
10	Monitoring and applying extra-organizational creativity	Importance Uncertainty	8 6	14
11	Holding innovation festivals and exhibitions	Importance Uncertainty	7 6	13
12	Innovative and agile organizational structure	Importance Uncertainty	8 7	15
13	Use of emerging technologies	Importance Uncertainty	8 7	15
14	Organizational flexibility in using new methods	Importance Uncertainty	7 6	13
15	Reengineering and redesigning the process of doing things	Importance Uncertainty	8 6	14
16	Employees' interest in organizational agility in planning processes	Importance Uncertainty	8 6	14

17	Employees' interest in organizational agility in executive affairs	Importance	7	14
		Uncertainty	7	
18	Employees' interest in organizational agility in evaluation and feedback	Importance	8	14
		Uncertainty	6	
19	Encouraging culture of agility within the organization	Importance	8	14
		Uncertainty	6	
20	Existence of encouragement and punishment system based on strategic agility	Importance	8	15
		Uncertainty	7	
21	Systematic monitoring of programs and activities with the aim of agility	Importance	8	14
		Uncertainty	6	

* Likert scale from 1 to 10 (1 means very little and 10 means very much)

** The sum of the degree of importance and the degree of uncertainty

In the next step and after identifying the key factors affecting the future of strategic agility in the Ministry of Sports and Youth, among the 21 key components based on the opinion of experts, the components that have the most importance and the most uncertainty are selected and numbered. Arithmetic sum of these two indicators was defined as the driver's selection criterion. Therefore, with the consensus of the expert panel, all the components whose sum of importance and uncertainty score was more than 15 (from the total of 20 points) were selected as key drivers. For example, speeding up the affairs and processes, including very important drivers, (the importance of speeding up the affairs and processes in organizations in order to increase strategic agility is clear) and on the other hand, it also has high uncertainty. It means that it has ambiguity, uncertainty, and high uncertainty.

Therefore, the drivers for the development of strategic agility in the Ministry of Sports and Youth include speeding up affairs and processes, using new management competencies, innovative and agile organizational structure, using emerging technologies, and the existence of a system of encouragement and punishment based on strategic agility.

Each of these key drivers has two uncertainties that will be used in the scenario analysis. Of course, based on the findings of this questionnaire, there are other important components or considerable uncertainty (the total of which is 14) which were not included among the key drivers in the present study, but they have a prominent effect on the studied system and will be used in describing future scenarios.

After extracting the drivers from the results of questionnaires measuring the importance and uncertainty of key factors, in the second step of the Delphi process, through the questionnaire of Analysis Impact Cross matrix, the influence and dependence of each of these factors was examined. In the method of structural analysis, the influence of each trend (component) on other trends (components) is graded. For this purpose, a 21x21 matrix including 21 identified key components was used to determine the status of each of them (in terms of influence, dependence and mutual relations) in the system.

Accordingly, Micmac software (to analyze the structural relationships between key components) was applied and the extracted variables and indicators were analyzed using the method of interaction analysis in the Micmac environment. As can be seen in the map of the direct influences of the variables, the five drivers identified in the previous section, based on the output of the software, have the highest degree of influence and as two-faceted risk variables are paced in the upper and right part of the map. Moreover, the relationships between the variables (based on the analysis of expert opinions and Analysis Impact Cross matrix questionnaire in Micmac software) have been displayed in the direct influence/dependence map between key components as described in Figure 2.

Direct influence/dependence map
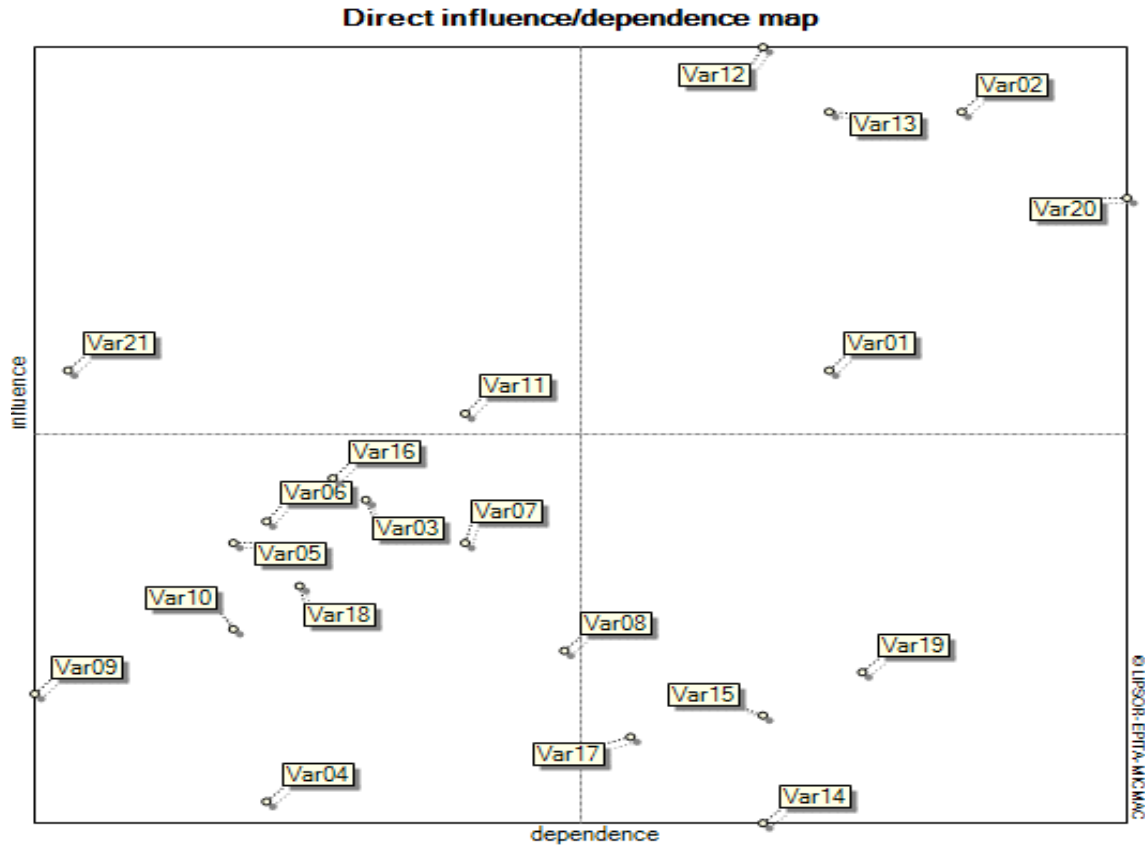
Figure 1. Map of direct (and indirect) influences of 21 key components

Indirect influence graph
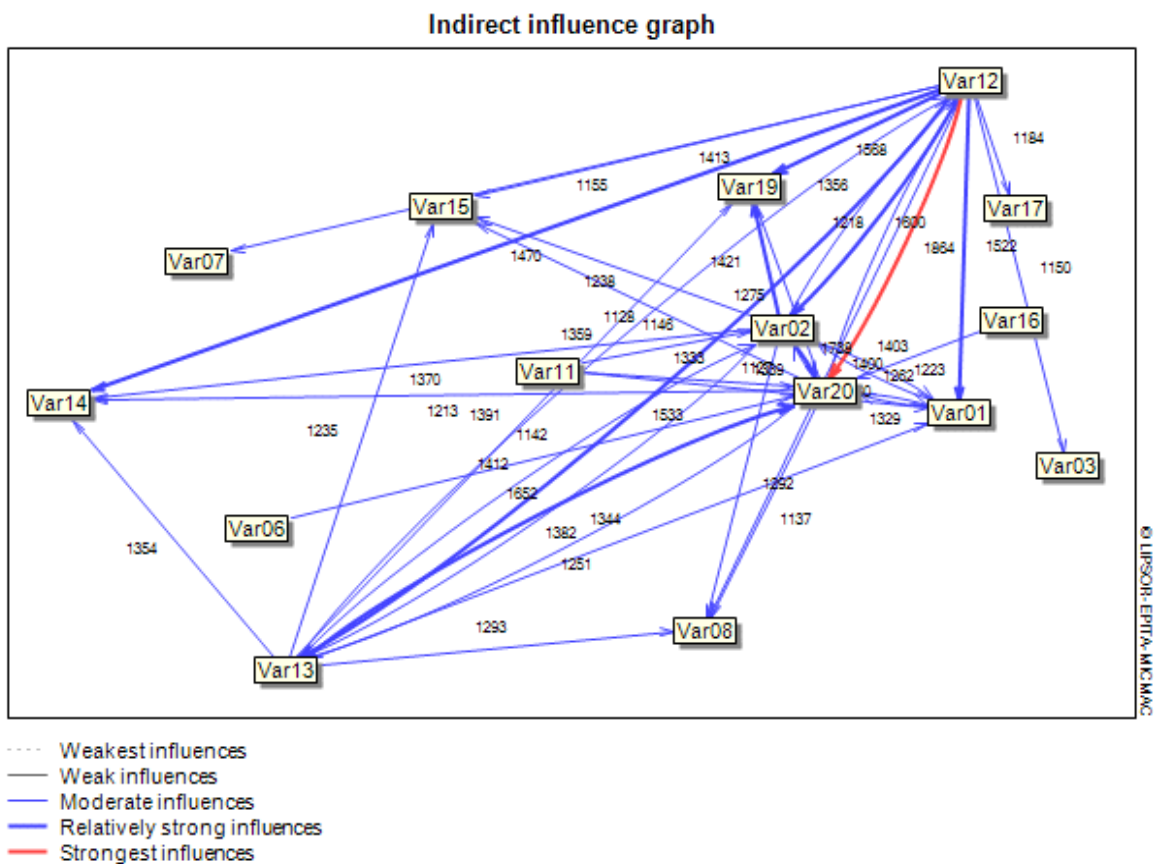
Figure 2. Relationships between key variables/components (at level of 10 percent)
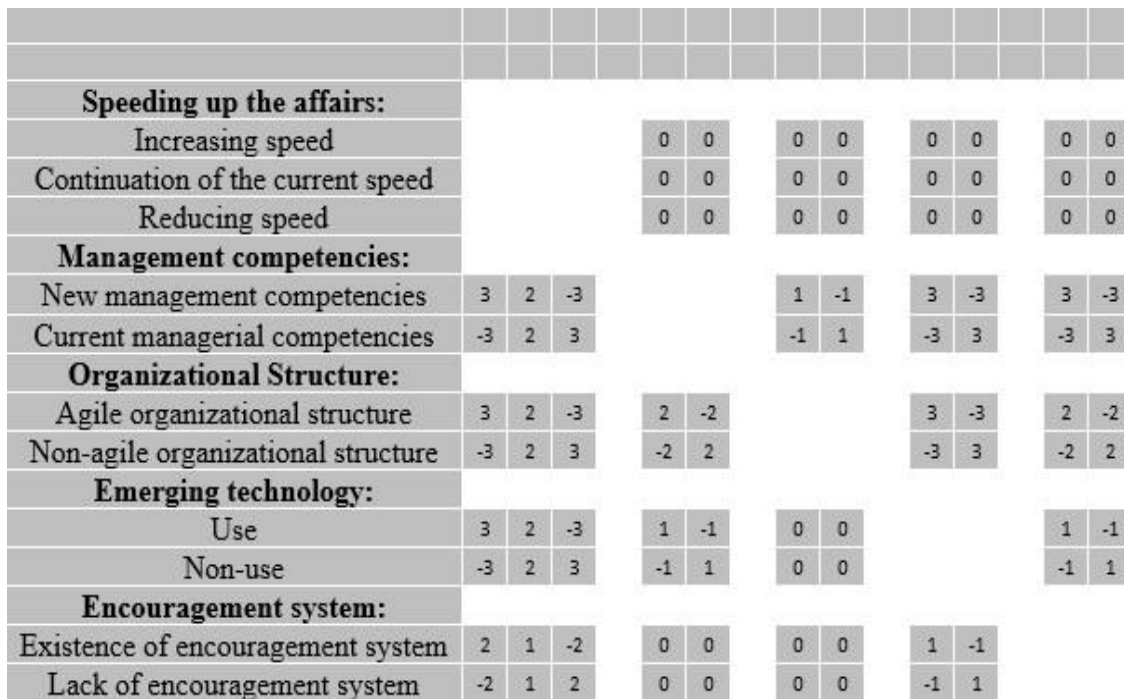
The process of doing the work until reaching the output scenarios (with an exploratory approach) was such that, first, the logic of the formation of the scenarios was explained using the analysis of drivers forces and their uncertainties. Then, relying on the method of Analysis Impact Cross, a questionnaire was designed and distributed in the form of Cross-Impact Balance Analysis matrix. Thus, through the quantification of the experts' qualitative views and the summation of the results of the questionnaire, figure 2 of the relationships between the relevant key variables/components, the necessary input for the scenario wizard software was provided. The Analysis Impact Cross matrix between the main uncertainties is described in Figure 2. After that, the scenario wizard software extracted and presented logical scenarios with strong or relative compatibility based on the settings. The general atmosphere of the five main research scenarios is shown in Table 4, and then the description of the future of strategic agility in the Ministry of Sports and Youth is presented through each of the alternative scenarios.

Table 4. Determination of scenarios according to key uncertainties of key drivers

Drivers	Status	Degree of desirability	Status Name
Speeding up the affairs	Green	Optimistically	Increasing speed
	Yellow	Middle	Continuation of the current speed
	Red	pessimistically	Reducing speed
Management competencies	Green	Optimistically	New management competencies
	Red	pessimistically	Current managerial competencies
Organizational Structure	Green	Optimistically	Agile organizational structure
	Red	pessimistically	Non-agile organizational structure
Emerging technology	Green	Optimistically	Use
	Red	pessimistically	Non-use
Encouragement system	Green	Optimistically	Existence of encouragement system
	Red	pessimistically	Lack of encouragement system

In the following, the structure of Cross-Impact Analysis matrix of the future of strategic agility in the Ministry of Sports and Youth is drawn in the scenario wizard software, which is the result of the combination of experts' opinions.

	Speeding up the affairs			Management competencies		Organizational Structure		Emerging technology		Encouragement system	
Speeding up the affairs:											
Increasing speed				0 0		0 0		0 0		0 0	
Continuation of the current speed				0 0		0 0		0 0		0 0	
Reducing speed				0 0		0 0		0 0		0 0	
Management competencies:											
New management competencies	3	2	-3			1 -1		3 -3		3 -3	
Current managerial competencies	-3	2	3			-1 1		-3 3		-3 3	
Organizational Structure:											
Agile organizational structure	3	2	-3	2 -2				3 -3		2 -2	
Non-agile organizational structure	-3	2	3	-2 2				-3 3		-2 2	
Emerging technology:											
Use	3	2	-3	1 -1		0 0				1 -1	
Non-use	-3	2	3	-1 1		0 0				-1 1	
Encouragement system:											
Existence of encouragement system	2	1	-2	0 0		0 0		1 -1			
Lack of encouragement system	-2	1	2	0 0		0 0		-1 1			

Figure 4. Cross-Impact Analysis matrix between the main uncertainties of the key drivers

Table 5. Scenario compatible with the future of strategic agility in the Ministry of Sports and Youth

Scenario N. 1	Scenario N. 2
Speeding up Increasing speed	Speeding up Decreasing speed
New managerial competencies	Current managerial competencies
Agile organizational structure	Non-agile organizational structure
Emerging technology Use	Emerging technology Non-use
Encouragement system Existence	Encouragement system Non-existence

As it is evident, between the 2 proposed scenarios, only one scenario is in a promising state (Scenario 1). Scenario number 2 is also in a critical situation; that is, by increasing the speed of affairs and processes, using new management competencies, agile organizational structure, emerging technologies and the existence of encouragement system, we can see the improvement of strategic agility in the Ministry of Sports and Youth.

Discussion and Conclusion

The purpose of the present research is to scenario planning the future of strategic agility in the Ministry of Sports and Youth of the Islamic Republic of Iran through using futures research. In the first part of the research, the identification and classification of key components, drivers and related uncertainties were discussed. According to the findings of the research, speeding up affairs and processes, using new management competencies, innovative and agile organizational structure, using emerging technologies and the existence of the encouragement and punishment system based on strategic agility were identified as five key drivers and the influence and dependence relationships between the components were analyzed. In the following, each of these key drivers is discussed.

One of the key drivers of developing strategic agility in the Ministry of Sports and Youth is speeding up affairs and processes. The issue of speeding up affairs and processes has been highlighted in most of the research conducted in the field of strategic agility (Braunscheidel & Suresh, 2009; Kotter, 2012; Kumkale, 2016; McCann et al., 2009; Sherehiy et al., 2007). As mentioned before, various organizations, including the Ministry of Sports and Youth, perform in a turbulent environment with numerous and unexpected changes, and in order not to fall behind the competitors, they must quickly respond to these changes and adapt to new conditions. For example, one of the unexpected events that confronted the Ministry of Sports and Youth with a serious challenge in these few years was the Covid-19 pandemic, which led to the cancellation of many competitions, closing of clubs, and holding of competitions without spectators and so forth. At the beginning of the Covid-19 epidemic, the Ministry of Sports and Youth was completely surprised and the entire country's sports confronted an ambiguous situation. Whereas, if the Ministry of Sports and Youth acted as a strategic agile organization, it could quickly respond to the environmental conditions and adapt itself to the desired conditions; as currently, despite the epidemic of Covid-19, many sports activities are being held regularly in the country. The Covid-19 pandemic will definitely not be the last challenge for the Ministry of Sports, and in the future, other cases (including the phenomenon of dust and pollution) can threaten this ministry with other challenges. Therefore, the Ministry of Sports and Youth needs to have the necessary speed in the performance of affairs and processes.

The second key driver for the development of strategic agility in the Ministry of Sports and Youth is the application of new managerial competencies. Merit-selection and merit-cultivation in organizations requires a competent management system in order to provide the necessary platform for attracting talented people and developing talents, which of course new management requires new management competencies. In the past, technical, human and perception skills of managers were emphasized for greater success. Although these skills are still needed in modern management, the increase in the turbulent environment and the atmosphere of change of organizations has provided

alternation and uncertainty, which doubles the importance of equipping with new management competencies and in this line, the concept of competence in management is changing completely. The Ministry of Sports and Youth is not exempt from this issue, and it is necessary to define new management competencies for this ministry and select and train human resources based on it. Creating an innovative and agile organizational structure is another key driver of developing strategic agility in the Ministry of Sports and Youth. This structure allows the Ministry of Sports and Youth to respond to environmental changes faster. Although the indicators of the organizational structure are very broad, some of them have an impact on the agility of the structure of the Ministry of Sports and Youth. Organizations with small size, low formality, low complexity, high communication, focus on teamwork, proper delegation, etc. help to make organizational structure agile (Farzaneh, Sohrabi, & Raeesivanayee, 2011). This issue also applies to the innovative structure and the Ministry of Sports and Youth needs to have an innovative and agile structure. In line with the findings of the research, Esazadeh et al. (Esazadeh et al., 2021) have introduced organizational structure and organizational agility as the antecedents of strategic agility in small and medium-sized sports businesses.

Another key driver of strategic agility development in the Ministry of Sports and Youth is the use of emerging technologies. In general, various technologies, especially emerging technologies, can support the strategic agile organization and have a fundamental role in understanding and reacting to the environment. According to Kumkale (Kumkale, 2016), the application of strategic agility in the organization requires continuous monitoring of internal and external environments, collecting and quick use of data and quick response to market changes, which emerging technologies can help in all these stages. Cloud computing, location-based services, augmented, virtual and mixed reality, social network analysis, wearable technologies, internet of things, artificial intelligence, augmented analytics, cryptocurrencies, blockchain, etc. are just some examples of emerging technologies that should be considered by the Ministry of Sports and Youth so that it will act as a strategic agile organization in response to environmental changes and developments. The last key driver for the development of strategic agility in the Ministry of Sports and Youth is the existence of a system of encouragement and punishment based on strategic agility. Encouragement and punishment are two factors that motivate people's behavior in organizations. Encouraging (cash and non-cash rewards, appreciation, promotion, etc.) reinforces appropriate behaviors; appropriate to the organization's needs, and punishment (cash and non-cash fines, suspension, dismissal, etc.) results in obligatory observing the laws and regulations and limiting people's negative behaviors. Now, if the senior managers of the Ministry of Sports and Youth use the encouragement and punishment system based on strategic agility correctly, they can hope for the application of strategic agility in the Ministry of Sports and Youth.

The second part of the research findings has identified and described possible and compatible scenarios based on relevant drivers and uncertainties. The results showed that out of the 2 proposed scenarios, only one scenario is promising. According to this scenario, by increasing the speed of affairs and processes, using new management competencies, agile organizational structure, emerging technologies and the existence of encouragement system, we can see the improvement of strategic agility in the Ministry of Sports and Youth. If the senior managers of the Ministry of Sports and Youth, as the most important decision-making organization and influential authority on all sports activities and issues related to youth in Iran, want to improve Iran's position at the national and international level in the future in competition with international competitors in this turbulent environment and remove obstacles and problems in the field of youth, they need to pay special attention to strategic agility in this ministry and the key drivers shaping the promising scenario. Of course, each of the key drivers shaping the promising scenario were discussed. There were other drivers (16 other drivers) that were not included in the form of key drivers which their total points did not differ much, and these drivers can pave the way to develop strategic agility in the Ministry of Sports and Youth. Furthermore, if the Ministry of Sport and Youth acts slowly in the process of affairs and processes, uses the current management competencies, has a non-agile organizational structure, and does not use emerging technologies and encouragement-punishment system for strategic agility, the status of this ministry will become critical in this turbulent environment with extensive changes. In addition, although some of the key drivers, including speeding up affairs and processes, the use of emerging technologies, and the existence of an encouragement and punishment system based on

strategic agility are quite clear, some of the key drivers due to the limitations of the research questions are ambiguous and need to be addressed in separate research. For example, what are the new management competencies in strategic agile organizations? And how should be the innovative and agile organizational structure for strategic agile organizations? These questions can be considered as research topics by other researchers.

Acknowledgment

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