

Constructivist Theory of Iraqi Professional Sports Clubs: Grounded Theory Approach

Aws Saad Hussein¹, Rasool Nazari^{2*}, Naseer Qassem Khalaf³, Rezvan Mirsafaei Rizi⁴

Abstract

Purpose: The current research tries to link it with futurism by focusing on constructivism and in this process, by using the constructivist approach of grounded theory, to present a short-range theory in the construction of possible futures of professional sports. The growth of professional sports is the beginning of the development of the sports industry.

Methodology: The data of this qualitative research, which had an exploratory-fundamental nature, was collected through targeted sampling with the snowball technique and based on in-depth semi-structured interviews with 20 experts in the field of professional sports in Iraq. A detailed interpretive understanding and primary, focused, central and theoretical coding determined that professional sports based on the requirements of shaping the future, by overcoming the weight of the past, the pressure of the present and in line with the tension of the future and the choice of proactive behavior in facing the future, can achieve its desired future.

Results: In this research, macro analysis of future trends, generating income from social media, new formulas for selling players, the existence of many talents in all disciplines in Iraq, sustainable talent search by clubs, development of academies and provision of legal measures for broadcasting rights.

Conclusion: In general, it is suggested to privatize the clubs with the presence of the stock exchange, to implement the principles of corporate governance in the club, to establish an independent business institution in sports, to create income-generating places by the clubs, to develop technology-oriented to preserve the economic rights of sports clubs in this way, to enter The discussion of sports tourism with high-profile sports by clubs should be included in the agenda of the Union of Iraqi Professional Clubs.

Keywords: foresight, clubs, drivers, uncertainty, professional sports.

Introduction

Constructivism basically carries the term "make knowledge"; Constructivism is known by focusing on how the individual cognitively participates in the construction of knowledge from the perspective of social construction and acknowledges that knowledge and meaning are historically and culturally constructed through social processes and actions. Constructivist theory views knowledge as a construct. It actively knows about the

¹ PhD student in Sports Management, Faculty of Sports Sciences, Isfahan (Khorasgan)branch, Islamic Azad University, Isfahan, Iran. awss.albawi@gmail.com

² Associate Professor of Sports Management, Faculty of Sports Sciences, Isfahan (Khorasgan)branch, Islamic Azad University, Isfahan, Iran. r.nazari@khuisf.ac.ir

³ PhD of Psychosocial education sports Diyala University, Naseer.kh.voelly@gmail.com

⁴ Assistant professor, Department of sport Injuries, Faculty of Sport Sciences, Isfahan (Khorasgan) Branch, Islamic Azad University, Isfahan, Iran, rosemirsafaei@gmail.com

understanding of subjects and acknowledges that it is formed as a result of our cognitive system's need for order and stability (Shahvali Kohshouri, Askari, & Nazari, 2022). They displayed social constructionism in the majority of a fixed pyramid, under the title of "monitoring and learning". A different category of constructivism has been presented: exogenous constructivism based on which knowledge is formed by reconstructing the existing structure in the outside world; Endogenous constructivism that is built by the learner through the transformation and reorganization of existing cognitive structures (Vescu & Watkins Jr, 2021). Dialectical or social constructionism according to which knowledge is achieved through interaction between the external world represented by the physical and social environment and the internal world represented by the cognitive level of the learner. Constructivism is seen as a reaction against the rapid use of highly abstract concepts and proof methods in mathematics (Troelstra, 2011). The term constructivism answers the question of how the subjective meaning becomes a social reality. Constructivism is a sub-branch of a broader theory known as action theory (Teddlie & Tashakkori, 2009). Constructivists acknowledge that there is no concept underlying the essence of a phenomenon and that it is constructed by individuals, meaning that theory is constructed (Charmaz, 2020).

Constructivism is a term that should be used with caution; but in his recent writings, Slater attributes a stronger degree of constructivism to the science of futurism. Emphasizing the futurist framework and the centrality of the concept of "self" in it, he considers social constructionism as the driving engine for creating better futures by focusing on the concept of "self" (Shahvali Kohshouri, Askari, Nazari, & Naghsh, 2022). A comparative comparison has been made between different theories in the field of social construction of reality and on constructionism on the one hand and different methods used in forecasting and future research. Social constructionism, at least in its weakened states, is hidden in the epistemological assumptions of futurism. Foresight, if it does not pay attention to intersubjective meaning-making, is neither able to predict nor create a future. Foresight is introduced as a social construction and a mechanism for social construction (Troelstra, 2011). Concepts also have this weakened constructivist flavor (Zhao, Li, Ma, & Zhang, 2019). By emphasizing the subjectivity, imagination and foresight that leads to behavior, there is also a constructivist view of foresight. The first prerequisite in any future-oriented work is to have one or several different perceptions of time (Godet, 2006). Perhaps it can be acknowledged that by using a constructionist construction, he built the future of professional sports, which has an industrial-social nature and is one of the important forms of sports in Iraq. The purpose of this work can be considered to help the many trustees of Iraqi professional sports to reconstruct the meaning in this area and also help to build or identify possible and desirable futures of Iraqi professional sports by using the construction or reconstruction of knowledge.

Futurology is considered one of the types of soft sciences and technologies, and since the real wealth in the knowledge-based society of the future is "soft wealth" (Wang, 2022), every society, organization and company that wants to develop and make fundamental changes, Necessarily, it should explore the unknown and the future world by using different methods of futurology and prediction (Zare, Alipour, Hafezi, Stewart, & Rahman, 2022). In other words, the future study of knowledge and knowledge is shaping the future in a conscious, active and proactive way; Knowledge that can fulfill the dreams, aspirations and ideals of an individual, organization or nation (van der Laan, 2021). The ever-increasing speed of changes in the current world has led to the emergence of an era called uncertainty and has placed an environment full of opportunities and threats in front of the current complex systems. In this unstable and rapidly changing environment, traditional planning tools such as extrapolation of past trends, forecasting and foresight will not be responsive for the medium and long term (Roumiani, Rahimi, & Henry, 2020; Wallach, Makowski, Jones, & Brun, 2014). Management of uncertainties can improve resource efficiency and provide sustainable development (Erkoyuncu et al., 2019). Today, decision making is based on considering

multiple criteria with high levels of uncertainty (Hodgett & Siraj, 2019). Also, the analysis of uncertainties is a key component of the analysis based on the planning model (Wallach et al., 2014).

Undoubtedly, most of us believe that the study of history is very important, but we must not forget that the study of the future is also important. The future is ahead of us as far as the power of human thinking and imagination (Niazy & Rafeei Dehkordi, 2022). The future calls people to find it with creative thoughts and create it with innovative action and even predict things that have never existed before in human history. Another main input of future research programs is the identification of driving forces (Otoo & Kim, 2020). Drivers are sets of future-shaping forces that affect different futures globally, nationally, or locally. Drivers indirectly affect the future of social, technological, economic, environmental and political fields (Minen et al., 2020). Drivers of change are key uncertainties that have the potential to have a high impact on the organization or its surrounding environment, which are the result of conscious or unconscious choices in different areas. Their main difference with trends is the time span of their influence and the locality and specificity of their influence (Aryanmanesh, Javanshiri, & Modirshanechi, 2019).

Sports development is linked with the concept of developing championship sports and cultivating champion athletes (Burns, 2021). Another component is professional sports, which is followed by the commercialization and economics of sports at the community level (Ghasemi, Tojari, Borojerdialavi, Emami, & Amiri, 2012). The natural result of championship sports is called a level of sports which is known as professional sports and is placed at the top of the hierarchical pyramid of sports in which elite people compete at a high level and in which the flow of marketing and obtaining financial resources and There is also strong management (Nazari & Azari, 2021). Professional sport is an organized sport that is performed by following the specific rules of each field, solely for the purpose of gaining economic benefits (Deniz & Yenel, 2013). In professional sports, the most important goals are to increase the share of the economy, the number of fields, clubs and professional athletes. Athletes who work at the first level of professional sports receive very high incomes. Professional sports and, on a smaller scale, professional leagues, play an important role in societies. Professional sports lead to benefits that create identity for areas through socioeconomic development (Wade, Harrison, Dobbs, & Zhao, 2019).

One of the important issues in business policy in recent years is sustainable income generation (Nazari & Azari, 2021). For example, in professional sports, the final price or the value of a professional sports player in the Premier League of Iraq in the transfer market is determined based on the special values of the player, requirements, institutions and its consequences (Mahmoodizad Azari, Ehsani, Nazari, & Norouzi Seyed Hossini). , 2022). Also, in the field of professional sports, it can be said that the providers of sports events can implement measures such as functional quality control programs, improve the quality of services, as well as pay attention to the appearance of sports venues, pricing according to the type and quality of the sports event, and reduce indirect costs such as time. , and transportation and information acquisition; increase participants' perceived quality of services and thus enhance their brand equity (Naghshzan Khajouie, Salimi, & Nazari, 2021).

Competing in international arenas and benefiting from the various benefits of sports in the social, economic and political fields requires smart and strategic management of sports so that the best output can be obtained by mobilizing resources and facilities from minimal resources (Rafeei Dehkordi, Nazari, & Niazy, 2022). It seems that one of the most important issues that professional sports is hungry for today is the correct economic policy in order to crystallize the great capacities of the scientific and executive community of sports and body width in international arenas. This issue is more important in the atmosphere of recession and economic sanctions and restrictions on domestic

business and international communications. In such a situation, explaining and describing a new concept called resistance economy can be very helpful (Nazari & Hajiheydari, 2021). In this regard, due to the globalization of the economic development of sports and the generality of sports in Iraq, it can be seen that the economic and income-generating issues of sports have become a hot topic in many newspapers, radio and television, as well as scientific circles. In the meantime, it is important that due to the newness of the sports industry in the country, the category of economic development of the sports industry is in dire need of conducting researches that can provide suggestions to governmental and non-governmental policy makers so that they can make research decisions. Axis, take the basic steps towards the economic development of the sports industry. On the other hand, the economic development of the sports industry can contribute to the overall economy. Iraq's heavy economic dependence on oil exports; Its price fluctuations and the exhaustibility of this economic source have doubled the need to pay attention to other industries that have income-generating potential. Therefore, for developing Iraq, it is an undeniable necessity to use all commercial and economic opportunities that can be exploited, such as the sports industry.

Since professional sports is considered a business (Yabaloie, Nazari, & Zargar, 2022) and the most financial expenses occur in professional sports and professional clubs are the main players and do not follow a fixed plan for a specific future. For this reason, it seems that in order to develop professional sports in this sport, as well as to improve and identify the desired future in this sport, and to identify drivers and uncertainties affecting sustainable income generation in professional sports, it seems that this research should be carried out. Can work in this field. In the reason why this research is important, it can be mentioned that considering that the growth of the Iraqi economy depends on numerous internal and external issues that are not certain, and the current flow of state sports governing Iraq always needs financial support from the government, so it shows Giving the way forward and estimating the possible futures can provide a more open vision for the Iraqi sports trustees in different fields. The possible results of this research will help to identify the uncertainties and drivers of professional sports in the future to the various vice-chairs in the Ministry of Sports and Youth who are in charge of championship and professional sports that include private and state clubs. Based on these cases, make policies for sustainable income generation. Therefore, it can be said that the existence of such a research with this purpose seems necessary in the complex world of sports, especially professional sports. From this, the importance and necessity of the research can point to identifying the drivers and uncertainties effective in the development of professional sports clubs in Iraq. In this research, the intention is to, based on the methods of foresight and by knowing the atmosphere affecting the future, we can identify the most important drivers, uncertainties and surprises that have an impact on the future of professional sports and professional clubs in Iraq. We will probably identify its future. Therefore, in this research, we are looking for an answer to the question, what are the drivers and uncertainties affecting the development of Iraqi professional clubs?

Methodology

This research is a type of qualitative research. In the present research, because we are looking for new concepts, from the point of view of nature, exploratory-fundamental; In terms of approach, inductive; From a paradigm perspective, the interpretive-constructive paradigm; From the perspective of strategy, the data theory of the foundation with a constructivist approach; From the point of view of data collection, field and library; From the point of view of the goal, explanation and modeling, and from the point of view of data collection tools, in-depth interviews and theoretical studies. Grounded theory or foundational data is one of the strategies of the qualitative method that emphasizes the induction or emergence of information from the data, in order to create a theory or model. In grounded theory, data forms the basis of our theory and our analysis of these data

produces the concepts we want. Data allows us to learn from the stories of survivors and allows research participants to break the silence. But how researchers observe and present data depends on which version or approach they adopt from the grounded theory method (Charmaz, 2020). In this research, after studying and examining the mentioned challenge, in order to provide a systematic and schematic model of the findings from the coded data, it was tried to use the constructivist approach in the foundational data theory presented by Charmez. , to be used. This plan refers to the view of Charms (2020), which is a kind of philosophical position, between the almost positivist (quantitative) issue of Glaser and Strauss and the issue of postmodern researchers who question the importance of dominant research methods. Constructivist grounded theory directs researchers to focus on what is happening in the research context, reiterates that researchers are part of it, be flexible and follow empirical events. The process of taking notes in the constructivist approach of the foundation's data theory is shown in Figure (1).

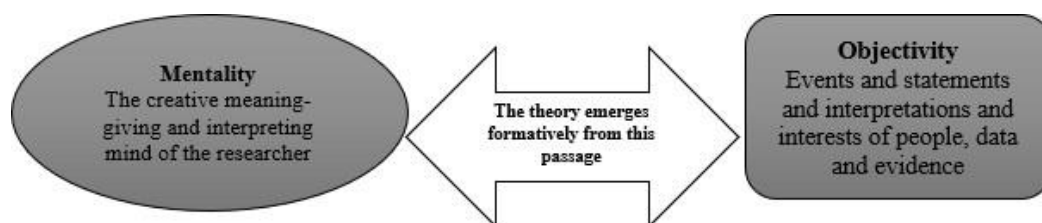


Figure 1. The process of the constructivist approach of Charmaz (Farastkhah, 2016)

The four overlapping processes in the constructivist analysis of foundational data theory are: primary coding, centralized coding, axial coding and theoretical coding, three rounds of coding provide the possibility of increasing the level of abstraction and ultimately lead to the presentation of a theoretical model. Be made in this research, an attempt was made to display a behaviorist description of the participants' actions in the initial coding, using the line-by-line coding method, and the data were compared case by case. Also, by using process coding technique which recommends using infinitive noun and infinitive result in the naming of codes, an effort was made to convey the meaning of the action in the data. In the implementation of the research, data collection and analysis were done consciously at the same time, and primary data collection was done in order to form the process of continuous data collection. With this work, opportunities were provided for the researcher to increase the adequacy of suitable categories. In general, the data coding process is from the initial coding to the creation of categories.

In this research, in the entire sampling process, three stages of free, relational and theoretical sampling, which is the basis of using the constructivist approach of foundational data theory, were observed. Data collection was stopped after 20 interviews due to data saturation.

Table 1. Participants

Sample Size	External Stakeholders	Internal Stakeholders
people 20	Professional sports experts	Senior managers of sports clubs working in the premier leagues

In order to conduct in-depth interviews, purposeful sampling and snowball sampling were used.

Research measurement tools, data collection was done with in-depth interviews and open questionnaires. The method of data analysis is based on the intuitive logic method, and the analytical approach and final processing of the findings is done by the analysis of trends and uncertainties and the integrated scenario planning model.

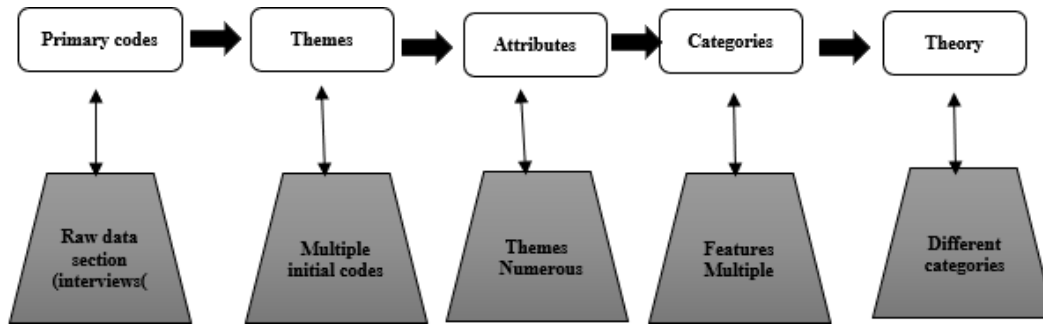


Figure 2. The process of coding until reaching the theory through (Mulogta, 2017)

After studying and examining the theoretical foundations, the raw data were obtained inductively from in-depth interviews with experts and specialists and were analyzed simultaneously with the interviews and based on the foundational data theory with a constructivist approach. In this study, in order to verify the results and strength, accuracy of the research, and to legitimize and validate the findings and analysis, Guba and Lincoln's (1994) method called reliability, which is related to qualitative studies, was used. Therefore, the four indicators of acceptability, trust, verifiability and transferability were used for the consistency and strength of qualitative data. In this way, the codes were reviewed several times in terms of similarities and differences. The member review method was used to determine the verifiability. In this way, the coding and the final model were given to three of the participants and they applied their opinions and finally the overall research model was approved. In order to check the transferability, it was also tried to make the participants have more variety, and this process continued until data saturation. Also, for this purpose, the open coding method was used by another researcher outside of the participants and the research team. In the decoding method, 10% of all the coding pages were given to another researcher. In this study, Scott's coefficient, which shows the agreement of coding between two researchers, was calculated as 82%, so the reliability between the coders was optimal. The formula $P(A) = \frac{A}{n} \times 100$ was used to calculate Scott's coefficient.

=A number of agreed codes; = n total number of codes; =P(A) percentage of agreement.

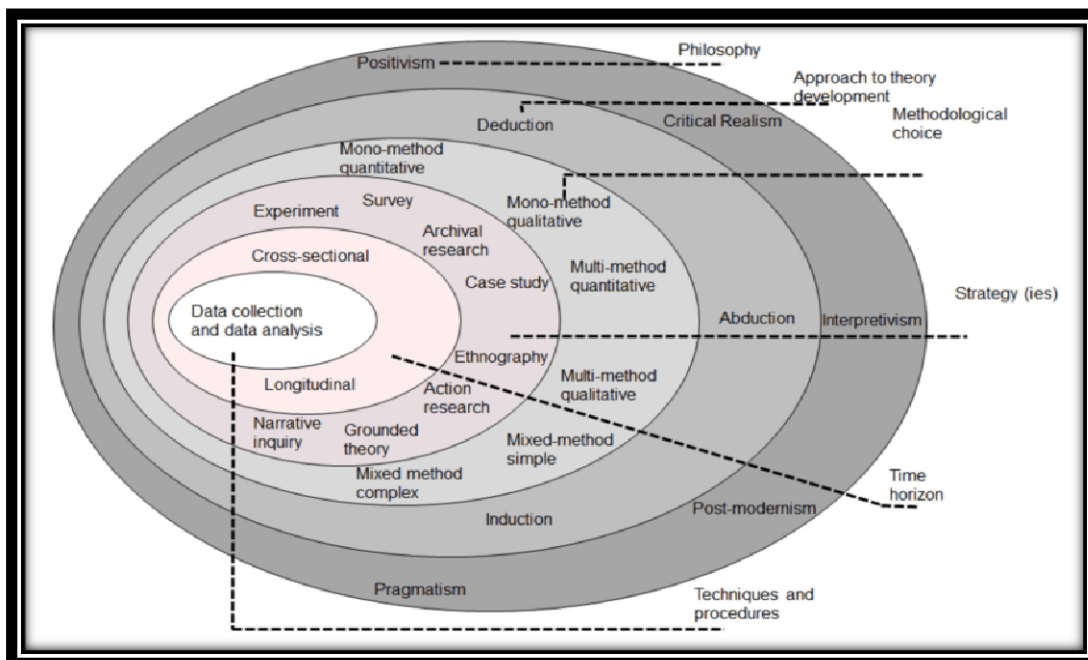


Figure 3. The onion of the research process (Suders, 2007)

Table 2. the union of the research process the social construction model of Iraq's professional sports

type	Component
Interpretive	Philosophy
Fundamental	Approach to theory development
Qualitative	Methodological choice
Foundation data	perspective of strategy
Cross- Sectional	Time horizon
In-depth interviews, open questionnaire	Data collection

The present research is considered as a descriptive (non-experimental) research in the stage of data collection in a real way and without manipulation. The following table refers to the union of the research process at this stage of the research.

Results

The participants in this research include the academic faculty members of sports management of universities with expertise in sports economics and active managers and agents of Iraqi professional sports who have experience according to the characteristics and indicators specified in the criteria for entering the study in Table (3) is mentioned.

Table 3. Characteristics of participants and criteria for entering the study

Inclusion criteria	Demographic characteristics			
1- People familiar with management of professional sport	number of people	Major	number of people	Activity
2- People familiar with sustainable development literature	8	Sports science	6	executive
3- People familiar with professional sport	9	Sport Management	8	university
4- People with books and scientific articles in professional sport	12	others	6	club
5- People with work and executive experience in professional sport		age		education
	7	30 until 40	14	Masters and below
	13	Upper 50	6	Ph.D.
The topics in the interviews		Place of residence of the participants		Academic Rank
- Professional sports training	10	Bagdad	1	Professor
- Promotion of professional sports	6	Karbala	2	Associate Professor
- Awareness of the benefits of sports development	2	Najaf	3	Assistant Professor
- Solutions for sustainable development with sports	2	Basreh	14	others
- Professional sports management solutions				

Sampling of internal and external stakeholders to compile drivers and uncertainties affecting the future of Iraq's professional sports clubs were selected based on purposeful and snowball sampling.

Table 4. The main factors affecting of professional sports in Iraq

Sustainable talent search by clubs	P6, P9, P11, P12, P13, P8	Macro analysis of future trends	P5, P9, P10, P11, P15
Development of academies	P1, P2, P3, P4, P9, P18	Privatization with presence in the stock market	P4, P9, P10, P11, P14
Entering popular sports by clubs	P2, P10, P13	The view of political managers on professional sports	P4, P11, P12, P14
Evolution in ticket sales	P1, P2, P8, P10	Implementing the principles of corporate governance in the club	P2, P3, P6, P7, P8, P9, P10, P11, P15
Value chain structure and	P2, P5, P6,	Development of private sector	P2, P5, P6, P9,

technology-based fan services	P10, P12, P15	participation	P10, P11, P15
The introduction of block chain technology in sports	P2, P4, P6, P7, P9, P10, P11, P13	Establishment of an independent institution of trade in sports	P2, P5, P6, P9, P10, P11, P15
Tendency to green marketing in advertising	P6, P9, P15	Making sports management scientific in clubs	P4, P9, P11, P12
Passing laws to protect the economic rights of sports clubs	P3, P6, P12, P14	Lowering the share of government enterprise	P2, P5, P6, P10, P12, P15
Emphasis on the development and promotion of sports in the program law	P11, P13, P14	Monetizing social media	P3, P6
The legal prohibition of the support of state companies to the financial support of professional sports	P2, P7, P9, P10	New formulas for player sales	P1, P2, P3, P4, P7, P8, P11, P12, P14
Revision of club rules	P4, P8, P11, P12	Sponsors' interest in sports	P4, P7, P8, P9, P15
Providing legal action for broadcasting rights	P4, P9, P10, P11, P14	Creation of income generating places by clubs	P2, P10, P13
Balanced financial resources	P4, P10, P15	Valuing indicators and criteria	P1, P5
Correct and good management	P5, P9, P10, P11, P15	Making smart contracts with strong sponsors	P6, P9, P11
The existence of strong federations	P3, P4, P6	Added value of professional sports	P6, P9, P11, P12, P13, P14
talent search	P2, P10, P14	Approval of copyright law and sales of Elyseh Club	P2, P6, P9, P10, P15
Having strategic and long-term plans	P4, P11, P12, P14	The result orientation approach in professional sports (Machiavelli)	P2, P6, P7, P8, P9, P10
Existence of sponsors	P2, P4, P9, P10	Narrow-mindedness and traditional norms for the lack of development of women's professional sports	P2, P3, P7, P11, P14
Jakam's views and thoughts on professional sports	P2, P6, P7, P9, P10	Analyzing the issues of each sport	P2, P6, P9, P10
Privatization	P3, P9, P11	Using fan potential	P7, P8, P9
Sustainable talent search by clubs		The presence of many talents in all fields of the country	P3, P6, P7, P12, P14

Table 5. The main factors affecting professional sports in Iraq

1	Sustainable talent search by clubs	22	Macro analysis of future trends
2	Development of academies	23	Privatization with presence in the stock market
3	Entering popular sports by clubs	24	The view of political managers on professional sports
4	Evolution in ticket sales	25	Implementing the principles of corporate governance in the club
5	Value chain structure and technology-based fan services	26	Development of private sector participation
6	The introduction of block chain technology in sports	27	Establishment of an independent institution of trade in sports
7	Tendency to green marketing in advertising	28	Making sports management scientific in clubs
8	Passing laws to protect the economic rights of sports clubs	29	Lowering the share of government enterprise
9	Emphasis on the development and promotion of sports in the program law	30	Monetizing social media
10	The legal prohibition of the support of state companies to the financial support of professional sports	31	New formulas for player sales
11	Revision of club rules	32	Sponsors' interest in sports
12	Providing legal action for broadcasting rights	33	Creation of income generating places by clubs
13	Balanced distribution of financial resources	34	Valuing indicators and criteria
14	Correct and good management	35	Making smart contracts with strong sponsors

15	The existence of strong federations	36	Added value of professional sports
16	talent search	37	Approving the law of copyright and sale of club clothes
17	Having strategic and long-term plans	38	The result orientation approach in professional sports (Machiavelli)
18	Existence of sponsors	39	Narrow-mindedness and traditional norms for the lack of development of women's professional sports
19	views and thoughts on professional sports	40	Analyzing the issues of each sport
20	Privatization	41	Using fan potential
21	There are many talents in all fields in Iraq		

In the form of comparing the opinions of domestic and foreign stakeholders about these 41 factors in relation to the potential to influence the formulation of drivers and uncertainties affecting the future of Iraq's professional sports clubs, it is visible through a spider diagram.

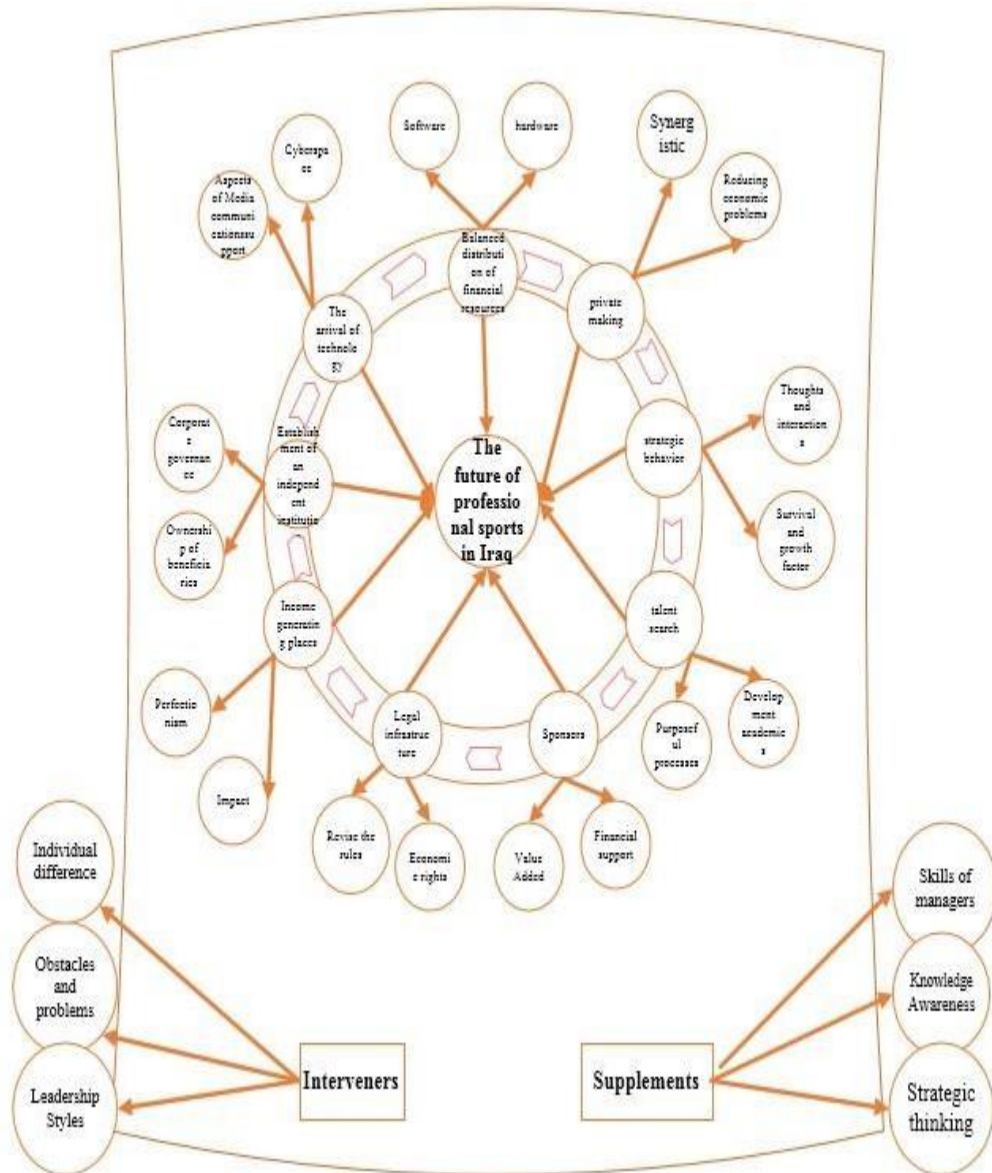


Figure 4. Social construction model of professional sports in Iraq

In this research, "macro analysis of future trends, generating income from social media, new formulas for selling players (getting the right to grow even in subsequent transfers),

the existence of many talents in all fields in Iraq, sustainable talent search by clubs, development of academies and provision of legal measures They are for broadcasting rights.

Discussion & Conclusion

The discussion of the future of Iraq's professional sports clubs requires planning in an independent institution, because an independent institution with expert and detailed meetings can plan for the issues ahead of them. In the meantime, the issue of importance is that due to the newness of the sports industry, the category of economic development of the sports industry, especially professional sports, requires the decision of an independent and expert body.

Based on the studies, in a general conclusion it can be suggested that a main method to stabilize the income in professional sports in the future is to use new formulas for selling players in transfers or creating new formulas, with for the development of professional sports. Stable Iraq pointed out. These new formulas can be such that the contract for the sale of a young player by the club is adjusted in such a way that even in the subsequent transfers of the player to other teams, a significant percentage is allocated to the club. By placing creative terms and clauses when selling a player, even after several transfers, the team that made the player who sold it based on the new regulations can lead to the development of Iraqi professional sports. Another practical proposal in line with sustainable income generation in professional sports can be the creation of income-generating places by clubs. What is meant by this proposal is not simply building or owning sports facilities, but professional clubs can earn money by entering other areas, for example, by building several commercial complexes, by renting them.

Construction of sports and recreational facilities according to the specific geography of each biome and different regions, and renting them can also be a source of development of Iraqi professional sports for professional sports clubs in Iraq and also lead to job creation. In general, it should be acknowledged that for the future of Iraq's professional sports clubs, which have been costly so far and have faced major threats such as lack of real privatization and non-payment of television broadcasting rights to the clubs, the best way to earn money in the short term, can be a forward-looking view and review of technology trends based on future macro-trends. Probably, with the major technological advances and the acceptance that technology has gained among all people, including the fans of professional sports clubs, the best way to achieve the development of professional sports in Iraq is to provide services to fans of clubs, through the creation of space-based mechanisms and infrastructures. It is virtual and technology. Facing the unknown and complex issues should be done through Tran's disciplinary approaches. Aranmanesh, Javanshiri & Madirshanchi (2018) believe that although Tran's disciplinary studies and complexity science were created independently, a logical, ontological and epistemological connection can be found between them. This Trans disciplinary research was conducted based on the paradigm of complexity theory and with the aim of identifying and compiling drivers and uncertainties affecting the future of professional sports clubs in Iraq and using the Delphi method, which is one of the most appropriate methods in future research.

The increase in environmental disturbances and the increasing complexity caused by globalization and technological advances have caused chaotic, unpredictable, fragmented and confusing decision-making environments (Seom, Ehrenberger & Prieger, 2020). This issue requires any decision-making system to create adaptability before and after the occurrence of surprises. In recent years, surprise makers have appeared a lot in the literature of different fields. Surprise makers can have a direct effect on the system conditions. The surprise makers identified in this research based on different criteria for the division of surprise makers have believability criteria because professional sports are

intertwined with income generation and the most incomes are obtained from professional sports. In the discussion of surprises, it is emphasized that not everything can be planned and before any change there is a warning or a weak signal that the analyst and strategist must discover and take advantage of (Burn, 2021). In addition to identifying drivers and uncertainties affecting sustainable income generation in professional sports clubs, in this research, the surprising factors affecting Iraqi professional sports were also identified. The most important surprises affecting professional sports in Iraq include: privatization of public media, privatization of clubs, amendment of laws and copyright law, meritocracy, non-interference of politicians, change of attitude of managers, exclusive networks, sale of players, sale of products and marketing.

Among the influential drivers are the drivers of professional sports budget providers, which are considered as one of the basic drivers of professional sports. Currently, the biggest drivers of professional sports goals in Iraq are the government and industries, and part of the armed forces and part of the sector. Private and those who fund professional sports form because this field is the biggest source that helps us to implement any program, especially the strategic plan with it is the issue of budget. Increasing the budget of Iraqi sports is one of the main drivers of professional sports in Iraq. Because the more economical the view of sports, especially professional sports, these sports will definitely win medals and bring Iraq to sustainable income generation and development in professional sports. Another driver identified is the presence of sponsors, which are the biggest drivers of Iraq's professional sports in the form of government sponsors and sometimes private sponsors. According to the findings of the research, one of the drivers identified in professional sports is having strategic and long-term plans in various fields of professional sports. Hence, the programs that are based on winning medals and titles in world arenas and Olympics, etc. Among other drivers in professional sports, we can mention the employment of competent people in management positions. Another driver of professional sports is talent search. If the talent search is done correctly in sports fields and these talents are increased based on a written program and a predetermined scientific plan, it can be effective in the world fields and the Olympics.

The club is the main pillar of professional sports development. Unfortunately, the situation of clubs in Iraq is very chaotic. Many clubs are not registered, or if they are, their nature is unclear. Most of the clubs in Iraq are state-owned, only a few clubs in a few fields have been created by the private sector. In order to encourage people to establish clubs in fields such as Iraqi professional sports, wrestling and basic sports, it is necessary to provide the necessary support from the government. One of the important factors of stagnation and lack of development of professional sports is its excessive dependence on government financial resources. It is very important to create suitable grounds and facilities to encourage the private sector to invest in this field, as well as the government's decisions regarding the amount of taxes paid and the existence of some laws in this field will reduce professional sports activities. The government can help this sport significantly by providing indirect support for the club's income sources such as television broadcasting rights. On the other hand, one of the ways to attract the participation of the private sector in professional sports is to provide a clear picture of the financial balance of the clubs. There is no hope for the private sector to enter the professional sports sector as long as the amount of income and expenses of the clubs is in an aura of uncertainty and conflicting and unreliable information is provided on this matter. According to what has been mentioned, in order to implement resistance economic policies in the field of sports, it seems that a platform for the increasing progress of the sports industry should be created. Unfortunately, despite all the efforts made by Iraq's political officials for a long time, there is still no written plan that is suitable for the next 30 years of Iraq and has a long-term perspective along with foreign exchange income. Unlike the rest of the world, which refers to sports as an industry and uses it to advance their economic goals, in Iraq it is still viewed as entertainment. Therefore, for a purposeful, systematic and effective movement in the direction of the economic

development of the sports industry, research like this, which examines the strategic empowerment of export performance with a world-class approach, which is a category with a coherent system and structure, should be at the forefront of the decisions of this industry.

Therefore, in order to make the state sports smaller and smaller, it is suggested that an independent institution of trade in sports be formed, consisting of the trustees of real private clubs, with the aim of making decisions for economic discussions and providing superior income generation models. The primary goal of this independent institution should be to attract the trustees of state clubs and go towards privatization.

In a general conclusion, it can be acknowledged that by identifying the surprises and drivers affecting the future of professional sports in Iraq, it is possible to identify its various futures with different possibilities. Surprises sometimes bring transformative events such as the invention of a new technology. Sometimes it is possible to be aware of a surprise that is about to happen by tracking weak signs, but this is not always possible. Therefore, it is suggested to privatize the clubs with the presence of the stock market and non-stock market, the implementation of the principles of corporate governance in the club, the establishment of an independent business institution in sports, the creation of income-generating places by the clubs, technology-based transformation in ticket sales, providing online services to fans (buying, The sale of club clothes), the passing of laws to protect the economic rights of sports clubs, the creation of professional television channels in the context of technology, in this way, entering into the discussion of sports tourism with high-profile sports by clubs should be placed on the agenda of the Union of Professional Clubs of Iraq. In the field of professional sports, issues such as the status of professional sports rights, the status of professional clubs, the status of professional athletes and the status of professional coaches are addressed. Legally, the legitimacy of professional sports is not explicitly mentioned in any of the existing laws. For this reason, different people with different interpretations of existing laws have commented on the legitimacy or illegitimacy of this sport. The same is the case with the financing of professional sports. Media rights are the most important source of income for professional clubs. The Broadcasting Organization does not consider itself obligated to pay this right in any way. There is no specific and codified law regarding other financial sources. Playing professional sports is to earn money. Therefore, in this type of sport, relationships are more commercial. Business rules and regulations do not apply in some cases in the field of professional sports. Due to this legal gap, special laws should be prepared regarding the legal relations between institutions and individuals in professional sports. One of the reasons for the weakness of professional sports is the lack of a support system for institutions, athletes and coaches. For the development of professional sports, it is necessary for those involved in this type of sports to have sufficient legal and financial support.

References

- Aryanmanesh, M., Javanshiri, A., & Modirshanechi, M. (2019). The Wild-Cards and Driver Forces of Iran-US Relations in 2029. *Iran Future Studies*, 4(1), 117-140.
- Burns, A. (2021). Foundation Professor of Foresight: Richard Slaughter's scholarly book contributions to Futures Studies and Strategic Foresight. *Futures*, 132, 102787.
- Charmaz, K. (2020). "With constructivist grounded theory you can't hide": Social justice research and critical inquiry in the public sphere. *Qualitative Inquiry*, 26(2), 165-176.
- Deniz, S., & Yenel, F. (2013). The structural analysis of physical education and sports system in the Turkish Republic of Northern Cyprus. *Procedia-Social and Behavioral Sciences*, 89, 772- 780.

- Erkoyuncu, J. A., Roy, R., Shehab, E., Durugbo, C., Khan, S., & Datta, P. (2019). An effective uncertainty-based framework for sustainable industrial product-service system transformation. *Journal of Cleaner Production*, 208, 160-177.
- Ghasemi, H., Tojari, F., Borojerdialavi, M., Emami, H., & Amiri, M. (2012). Content Analysis of Chiefs' Viewpoints on Sport Components (1969-2009). *Journal of Sport Management*, 4(13), 137-152.
- Godet, M. (2006). *Creating Futures: Scenario Planning as a strategic management tool* (pp. 280). Washington, DC: Economica. Economica Brookings diffusion.
- Hodgett, R. E., & Siraj, S. (2019). SURE: A method for decision-making under uncertainty. *Expert Systems with Applications*, 115, 684-694.
- Mahmoodizad Azari, S., Ehsani, M., Nazari, R., & Norouzi Seyed Hossini, R. (2022). Presenting the market value model of professional football players in the Iranian Premier League: A structuralist approach ground theory. *Sport Management Studies*, 14(71).
- Minen, M. T., Morio, K., Schaubhut, K. B., Powers, S. W., Lipton, R. B., & Seng, E. (2020). Focus group findings on the migraine patient experience during research studies and ideas for future investigations. *Cephalalgia*, 40(7), 712-734.
- Naghshzan Khajouie, R., Salimi, M., & Nazari, R. (2021). Presenting a Structural Model for Iranian Sports Events Brands. *Sport Management Studies*, 13(67), 140-169.
- Nazari, R., & Azari, S. M. (2021). Presenting The Market Value Model of Professional Football Players in Iran RAN: a Constructionist Approach of Grounded Theory. *European Journal of Physical Education and Sport Science*, 7(1).
- Nazari, R., & Hajiheydari, V. (2021). Resistance Economy in Professional Sport-An Institutionalized Model. *Sports Business Journal*, 1(2), 59-73. doi: 10.22051/sbj.2022.38406.1018
- Niazy, P., & Rafeei Dehkordi, F. (2022). Presenting a sports entrepreneurship model with a social capital approach based on data foundation theory. *Strategic Sociological Studies in Sport*, 2(2), -. doi: 10.30486/4s.2022.1955477.1035
- Otoo, F. E., & Kim, S. (2020). Analysis of studies on the travel motivations of senior tourists from 1980 to 2017: Progress and future directions. *Current Issues in Tourism*, 23(4), 393-417.
- Rafeei Dehkordi, F., Nazari, R., & Niazy, P. (2022). Presenting the Pattern of Mentoring Behavior of Iranian Sports Managers: As a strategic behavior. *Strategic Sociological Studies in Sport*, 2(1), -. doi: 10.30486/4s.2022.1954392.1034
- Roumiani, A., Rahimi, M., & Henry, F. (2020). Planning and Foresight Sustainable Tourism Development in Khuzestan Province. *Regional Planning*, 0-0.
- Shahvali Kohshouri, J., Askari, A., & Nazari, R. (2022). Identifying the effective Wild Cards and drivers on the future of Iran's educational sport. *Research on Educational Sport*, 10(26), 84-51.
- Shahvali Kohshouri, J., Askari, A., Nazari, R., & Naghsh, A. (2022). Future study in higher education: designing a strategic corridor of Iranian university sports with an interdisciplinary approach. *Interdisciplinary Studies in Humanities*, 14(3), 157-193.
- Teddlie, C., & Tashakkori, A. (2009). *Foundations of mixed methods research: Integrating quantitative and qualitative approaches in the social and behavioral sciences*: Sage.
- Troelstra, A. S. (2011). History of constructivism in the 20th century. *Set Theory, Arithmetic, and Foundations of Mathematics*, 150-179.
- van der Laan, L. (2021). Disentangling strategic foresight? A critical analysis of the term building on the pioneering work of Richard Slaughter. *Futures*, 132, 102782.
- Viscu, L.-I., & Watkins Jr, C. E. (2021). *A guide to clinical supervision: The supervision pyramid*: Academic Press.

- Wade, J. B., Harrison, J. R., Dobbs, M. E., & Zhao, X. (2019). Who Will Stay and Who Will Go? Related agglomeration and the mortality of professional sports leagues in the United States and Canada, 1871–1997. *Organization Studies*, 40(11), 1657-1684.
- Wallach, D., Makowski, D., Jones, J. W., & Brun, F. (2014). *Uncertainty and sensitivity analysis. Working with Dynamic Crop Models: Methods, Tools and Examples for Agriculture and Environment*. Oxford: Elsevier Science.
- Wang, N. (2022). Application of DASH client optimization and artificial intelligence in the management and operation of big data tourism hotels. *Alexandria Engineering Journal*, 61(1), 81-90.
- Yabalooie, B., Nazari, R., & Zargar, T. (2022). Propellants of Promoting Productivity Professional Football Clubs in Iran. *Sports Business Journal*, 2(2), 105-123. doi: 10.22051/sbj.2022.41645.1052
- Zare, S. G., Alipour, M., Hafezi, M., Stewart, R. A., & Rahman, A. (2022). Examining wind energy deployment pathways in complex macro-economic and political settings using a fuzzy cognitive map-based method. *Energy*, 238, 121673.
- Zhao, J., Li, R., Ma, J., & Zhang, W. (2019). Longitudinal relations between future planning and adolescents' academic achievement in China. *Journal of adolescence*, 75, 73-84.