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Identifying the Dimensions of Strategic Foresight in Sports through the Meta-Synthesis Method

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ABSTRACT

Taking into account the rapid changes in technology, social, economic and political changes all affect sports.In such a situation, strategic foresight is proposed as a powerful tool for sports organizations and institutions. This tool allows them to anticipate the future, adjust their strategies to face challenges and take advantage of new opportunities. The purpose of this research is to identify strategic foresight in sports in a hybrid way. This research was developmental in nature, in terms of strategy, it was a review of metacombination and document collection method. The field of research for determining indicators includes all related scientific articles and documents between 1390 and 1403, where the validity of the critical assessment skills program method was examined. This research was identified from the review of 22 articles related to the subject in a meta-combination method with the factor of predicting future trends, innovation and technology, competitive strategies, human resource development, economic sustainability, international participation and changing and strengthening values. This research predicts the future and recognizes the opportunities and challenges ahead and sets strategies for success in global competition and sustainability in the long term.

Keywords: strategic foresight, future research, strategic development, meta-synthesis, future of sports.

Introduction

In the rapidly evolving landscape of global sports, the interplay between technological, social, economic, and political forces has made strategic foresight an essential tool for organizations seeking sustainable growth and long-term competitiveness. The growing uncertainties faced by federations, clubs, and related institutions highlight the need for forward-looking approaches that can anticipate disruptions, mitigate risks, and harness opportunities in an increasingly complex environment. Scholars argue that sports organizations, much like businesses in other domains, must cultivate systematic processes to anticipate the future and integrate foresight into their strategic planning (Oliver & Parrett, 2017; Vecchiato, 2012). Such efforts not only reduce vulnerability to unforeseen shocks but also help organizations position themselves effectively in a dynamic global market. Indeed, foresight has emerged as a bridge between the present and the uncertain future, enabling organizations to align resources and policies with anticipated transformations (Rahimi et al., 2018).

The importance of foresight is underscored by the multi-dimensional challenges that characterize modern sports ecosystems. Environmental uncertainty and strategic shocks have been cited as key reasons why numerous once-successful sports institutions ultimately falter (Moradi et al., 2020; Nazari et al., 2016). Sports organizations are not immune to the challenges of financial sustainability, technological disruption, and socio-cultural transformation, all of which can significantly influence their trajectory. In particular, international sporting success is often viewed as an indicator of national strength and stability, encouraging governments and federations to invest heavily in elite and professional sports (Vaziri et al., 2021). Yet such investment strategies require careful planning, guided by reliable foresight methods that ensure resources are allocated wisely and policies remain resilient to rapid change (Farahani et al., 2016; Sohrabi et al., 2022).

Within this context, scholars have increasingly emphasized the importance of strategic foresight in shaping the sustainability of sports. Foresight not only involves anticipating future developments but also encompasses the design of desirable futures through proactive engagement and normative planning (Rofe, 2016; Vito et al., 2016). For example, foresight in the horse industry and equestrian sports has demonstrated how scenario-writing approaches can identify critical bidirectional drivers such as media exposure, tourism development, and private sector participation (Chouri et al., 2023). Similar scenario-based approaches have been applied to health-oriented education and professional sports clubs, highlighting the versatility of foresight tools in addressing diverse challenges (Nazari et al., 2021a, 2021b). Collectively, these studies affirm that foresight provides organizations with a practical framework for monitoring key uncertainties while simultaneously constructing pathways toward competitive advantage.

A growing body of research has also examined how foresight intersects with technological innovation in sports. Emerging tools such as artificial intelligence, cloud computing, and big data analytics are increasingly deployed to optimize performance and management processes (Eid et al., 2024). For instance, predictive modeling through AI allows organizations to analyze vast data sets, generate real-time insights, and forecast future outcomes with greater accuracy. Beyond performance, technological foresight is reshaping entire sporting ecosystems by introducing novel business models, enhancing fan engagement, and supporting sustainability goals (Cury et al., 2023; Liderås, 2022). Studies in handball, for example, have shown how strategic instruments developed for national federations can be validated to support both competitive performance and structural development (Alizadeh et al., 2020; Shahlaei et al., 2022). In a related

vein, performance indicators in elite handball teams demonstrate how evidence-based foresight and analytics enhance not only team success but also federation-level strategies (Almeida et al., 2020).

In addition to technological imperatives, foresight plays a central role in addressing economic and managerial challenges. The sustainability of sports industries depends heavily on strategies that ensure long-term financial health, including diversified revenue streams, sponsorships, broadcasting rights, and effective talent management (Hassan et al., 2022; Nuriddinov, 2023). The application of balanced scorecards within federations and professional clubs illustrates how strategic foresight can be embedded into financial governance and accountability systems (Perechuda & Gulak-Lipka, 2020). Equally, research from Latin America underscores the necessity of managerial commitment in order to engage employees in strategic implementation processes (Brenes et al., 2020). Such findings resonate with scholarship emphasizing the integration of human resource development into foresight practices, as the attraction, retention, and upskilling of talent are indispensable for sustaining organizational resilience (Santos, 2021; Shahidi et al., 2023). Indeed, foresight in this area involves recognizing how talent pipelines must be aligned with long-term strategic goals, especially in contexts where governmental support is volatile or inconsistent (Hasaraki et al., 2022; Sohrabi et al., 2023).

The cultural and diplomatic dimensions of foresight are equally significant. Sports operate as both a soft power instrument and a platform for international collaboration, necessitating foresight approaches that account for political shifts, cultural transformations, and global diplomacy (Murray & Pigman, 2014; Santos, 2021). Scholars have noted that mega sporting events in particular present opportunities for projecting national identity while simultaneously introducing risks that require forward-looking risk management (Vito et al., 2016). From the perspective of diplomacy, foresight enables states and federations to anticipate international alignments and leverage sport as a channel for enhancing global influence (Rofe, 2016). In this regard, foresight not only serves organizational sustainability but also contributes to broader objectives of nation branding and public diplomacy.

Environmental and societal considerations further expand the scope of foresight in sports. Recent literature has emphasized sustainability frameworks that integrate environmental policies, social equity, and governance structures into the strategic planning of federations (Cury et al., 2023; Gholami et al., 2016). This aligns with studies in Iran that employ STEEPELD-based models to identify key drivers of strategic foresight, including lifestyle transformation, women's empowerment, and cultural shifts (Farokhshahi et al., 2021). Foresight in this context extends beyond traditional performance metrics to incorporate values-based strategies that promote social capital, inclusivity, and environmental responsibility (Nazari & Shahooli, 2022). The integration of these dimensions illustrates how foresight must function as both an analytical and normative exercise, shaping not only organizational outcomes but also broader societal well-being.

Despite growing recognition of its importance, foresight in sports remains a complex and underdeveloped field. Scholars have identified gaps in both theoretical frameworks and practical applications, particularly in regions where systemic planning traditions are weak or fragmented (Beiderbeck, 2023; Van der Laan, 2021). The challenge lies not only in adapting foresight methods from other domains but also in contextualizing them for the unique dynamics of sports federations and clubs (Poulsen et al., 2021; Zare et al., 2021). Indeed, the digitization of sports management highlights the potential for transformative foresight practices, yet it also exposes the limitations of existing tools in addressing cultural, financial, and political barriers (Burns, 2021; Krista et al., 2020). As some scholars argue, the lack of proper

strategies and the absence of implementation mechanisms are primary reasons behind the ineffectiveness of strategic plans in sports organizations (Cucui & Cucui, 2014; Shahlaee bagheri et al., 2020).

Taken together, this body of literature suggests that foresight in sports is best understood as a multidimensional construct encompassing technological innovation, economic sustainability, human resource development, diplomatic engagement, and cultural transformation. Effective foresight requires an integrative approach that synthesizes scenario planning, strategic thinking, and data-driven analysis while simultaneously acknowledging the social and cultural roles of sport (Eid et al., 2024; Ghalenoei et al., 2023; Jaradat & Sergiu-Vlad, 2023). As the pace of change accelerates globally, the future of sports organizations will increasingly depend on their capacity to institutionalize foresight, ensuring that strategies remain resilient, adaptive, and oriented toward long-term sustainability. This study contributes to this growing discourse by systematically identifying the dimensions of strategic foresight in sports, addressing critical gaps in the literature, and proposing a comprehensive framework for guiding federations and organizations in an era of uncertainty.

Methods and Materials

The present study is developmental in nature, employs a review-based strategy through a meta-synthesis approach, and uses documentary data collection. The research field for determining the indicators included all articles and scientific documents related to identifying the dimensions of strategic foresight in sports.

In the first phase of the study (qualitative phase), a systematic review of articles was conducted using scientific databases such as Google Scholar, IranDoc, MagIran, SID, NoorMags, and others. To analyze texts related to the topic, the meta-synthesis (meta-synthesis) method was employed. Meta-synthesis is a qualitative method based on a systematic review of library studies, aimed at gaining a deep understanding of the phenomenon under investigation.

Meta-synthesis is considered a qualitative research method, with data collection tools primarily consisting of library studies and literature review. Various methods have been proposed for conducting meta-synthesis; in this study, the seven-step approach developed by Barroso and Sandelowski was used to analyze the selected studies.

Step 1: Formulating the Research Questions

The first step in meta-synthesis is to formulate the research questions. The initial question typically begins with “What.” Additionally, questions can be framed using “What,” “When,” and “How”:

- What are the main indicators of the studied category?
- What items are included in the indicators of the studied category?
- How are the indicators of the studied category related to each other?

Step 2: Systematic Review of Literature

In this stage, the researcher systematically searches for published articles in reputable domestic and international journals to identify valid, reliable, and relevant sources within an appropriate time frame. First, relevant keywords are selected and listed in a table.

Step 3: Searching and Reviewing Relevant Articles

After identifying the key research terms, the set of articles containing these keywords is determined. These articles are screened based on title, abstract, content, and research method, as illustrated in a flow diagram, leading to the extraction of the final set of articles.

Step 4: Extracting Article Information

At this stage, the content of the articles is carefully reviewed, and the essential indicators are extracted.

Step 5: Analyzing and Synthesizing Qualitative Findings

This is the most critical stage in qualitative research using the meta-synthesis method.

Step 6: Reliability and Validity of the Model (Quality Control)

In qualitative research, validity encompasses concepts such as defensibility, credibility, confirmability, and even reflexivity of the results. One indicator of qualitative reliability is the assessment of two or more documents regarding their reference to a specific indicator. Reliability can be evaluated using the Kappa coefficient.

Step 7: Extracting Article Information

At this stage of the meta-synthesis, the findings obtained from the previous steps are presented. The use of Shannon entropy is common in this phase.

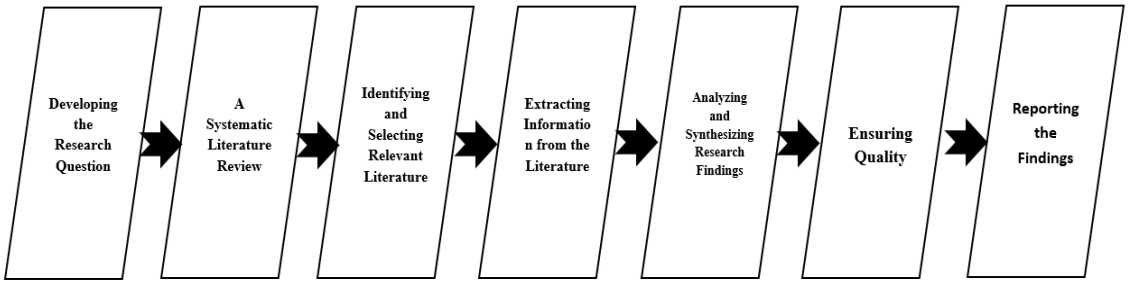


Figure 1. Seven Steps of Meta-Synthesis

The validity of the instruments was evaluated using the CASP approach. The Critical Appraisal Skills Program (CASP) provides a framework for assessing the quality of primary studies in review research. CASP is widely used to measure the validity and reliability of qualitative research and is particularly effective for evaluating credibility in meta-synthesis studies. Each article was assessed against 10 qualitative criteria, receiving a score from 1 to 5 for each. Studies scoring 25 or above were considered high-quality and retained, while the rest were excluded.

The 10 CASP criteria applied in this study were:

1. Alignment of the article's objectives with the research goals.
2. The study's relevance and currency.
3. Clear and appropriate study design.
4. Adequacy of the sampling method.
5. Methodology and quality of data collection.
6. Transparency in reporting results and outcomes.
7. Compliance with standard ethical considerations in research text preparation.
8. Accuracy in data analysis and interpretation.
9. Clarity in presenting the study's findings.
10. Overall contribution and value of the study.

With 10 criteria and a maximum of 5 points per criterion, the highest achievable score for each article on the CASP scale is 50. A straightforward method is to exclude any article scoring below 25. Since this categorization can be influenced by the researcher's judgment, it is advised to avoid a rigid 0/1 binary approach.

Findings and Results

In this study, the first step aimed to identify the dimensions of strategic foresight in sports using the meta-synthesis approach. All relevant articles published between 2011 and 2024 in both domestic and international scientific databases were examined to determine "which factors and components are relevant," using keywords such as "Strategic Foresight," "Foresight Meaning," "Federation Strategies," "Success Strategies," and "Future Strategies."

In the third step, the selection of appropriate articles was based on evaluating various parameters, including abstracts and full content, following a systematic observation algorithm. Articles were initially screened by title for relevance, followed by content analysis to ensure coverage of factors pertinent to the research topic; unrelated sources were excluded. Several articles were removed during this meta-synthesis review process.

To ensure the validity of the meta-synthesis, all selected studies were assessed using the 10 CASP criteria, with 22 studies scoring above 31. The coding and classification of data were also reviewed multiple times. These measures were undertaken to guarantee the quality and reliability of the research findings. Ultimately, 22 articles were selected, with scores ranging from 31 to 47, confirming that the selected studies were of sufficient quality for data analysis. The coding and classification methods were repeatedly checked to maintain consistency and rigor.

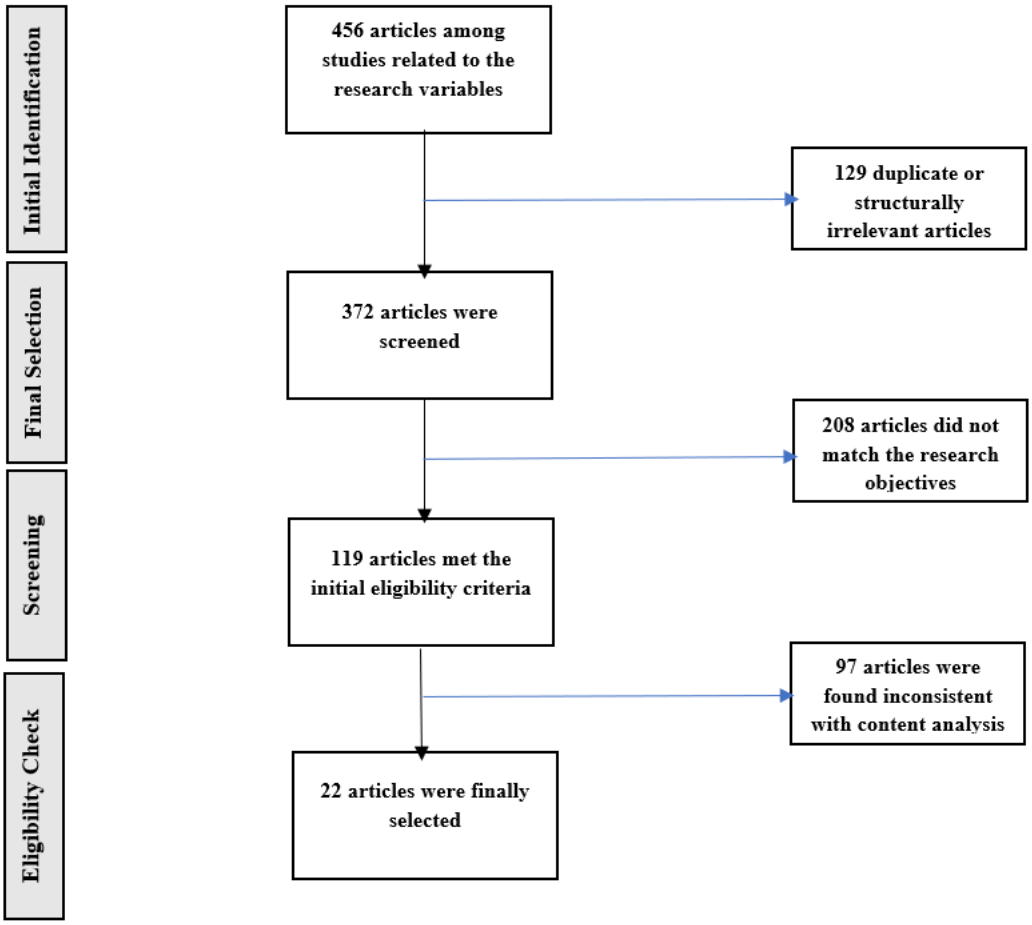
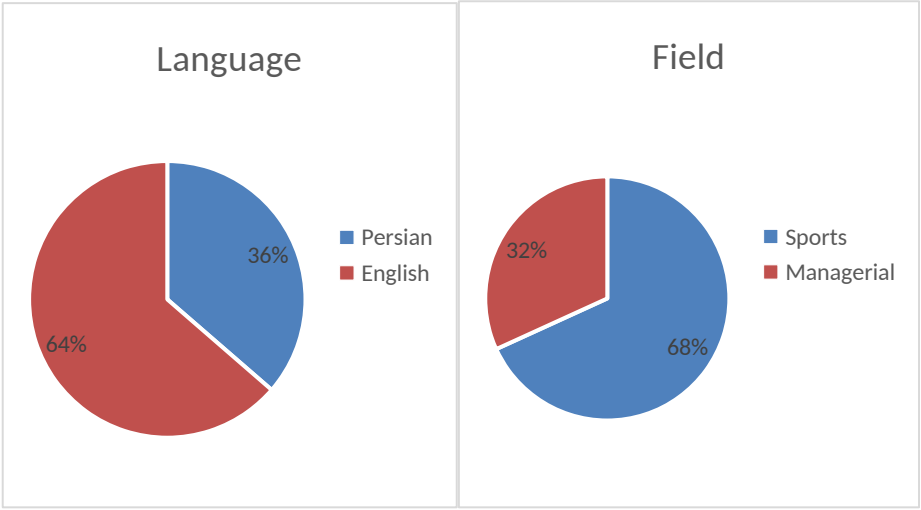


Figure 2. Summary of the search results and article selection

In the subsequent step, during the results extraction phase, the research data were systematically categorized. The articles' information was organized according to the corresponding reference for each study, including the author's name and year of publication, as well as the coordination components presented in each article.



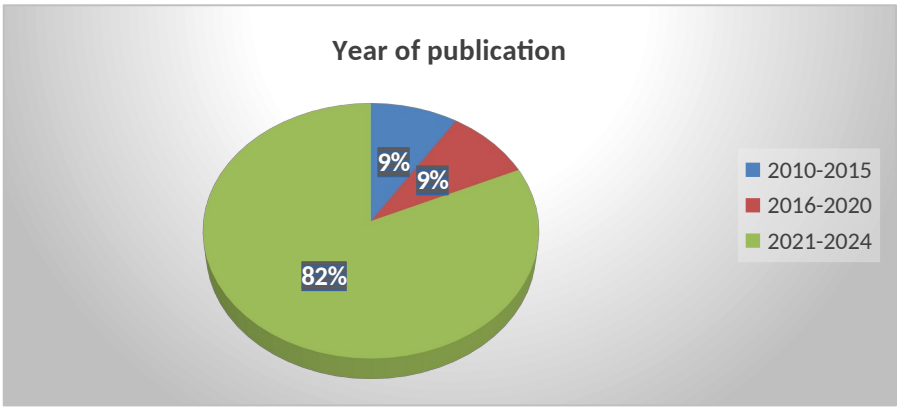


Figure 3. Descriptive characteristics of the reviewed studies

The factors identified from the review of the articles were considered as codes. The results of this process, along with some of the references, are presented in Table 1.

Table 1. Codes and references of the integrative studies

Code	Extracted Codes	References
Future Trend Forecasting	Environmental scanning, anticipation of political and social transformations, foresight in sports technology, strategic alignment, long-term financial planning, global economic change.	(Burns, 2021; Ghalenoei et al., 2023; Jaradat & Sergiu-Vlad, 2023)
Innovation and Technology	Development of emerging technologies, sports knowledge management, innovation in sports club management, advancement of sports technologies, application of artificial intelligence, virtual reality, sports data analytics.	(Cury et al., 2023; Liderås, 2022)
Competitive Strategies	Development of marketing strategies, strengthening national and international competitions, collaborative policies, development of sports tourism.	(Beiderbeck, 2023; Cury et al., 2023; Gholami et al., 2016)
Human Resource Development	Enhancement of managerial competencies, improvement of coaches' knowledge, talent acquisition and retention, workforce training, specialization, meritocracy.	(Murray & Pigman, 2014; Nazari & Shahooli, 2022; Rofe, 2016; Santos, 2021; Shahidi et al., 2023)
Economic Sustainability	Investment in infrastructure, management of sports revenue resources, budget allocation, capital attraction, privatization, sponsorship, television broadcasting rights, innovative business models.	(Eid et al., 2024; Farokhshahi et al., 2021; Moradi et al., 2020; Nuriddinov, 2023; Poulsen et al., 2021)
International Participation	Establishment of international collaborations, development of sports diplomacy, expansion of global cooperation.	(Hassan et al., 2022; Murray & Pigman, 2014; Rofe, 2016)
Value Transformation and Reinforcement	Transformation of lifestyle and values, facilitation of regulations, promotion of sports culture, enhancement of women's role in sports, improvement of safety and security, strengthening of social capital, implementation of environmental policies.	(Cury et al., 2023; Farokhshahi et al., 2021; Nazari & Shahooli, 2022)

Based on the information presented in Table 1, a total of 42 initial codes were extracted from the reviewed research and studies, organized into seven factors. In the first stage, all factors identified from previous studies were assigned code labels. Subsequently, considering the conceptual meaning of each code, they were grouped under similar conceptual themes, thereby determining the research constructs.

According to the conducted analyses, using a content analysis approach applied to 22 selected final articles, a total of 42 components—classified into seven factors related to strategic foresight in sports—were identified and labeled.

The results of the meta-synthesis revealed that the most frequently used keywords included: *management, recruitment, sport, social capital, development, tourism, sponsorship, safety, competition styles, values, cash flow, capital,* and others.

To examine the validity of the meta-synthesis coding, the process was reviewed by two experts in the field. Reliability was assessed using Scott's pi coefficient, a metric developed by William Scott (1955) to measure the reliability of nominal data. In this method, two coders (evaluators) independently provide the coded data, and the reliability is determined based on the correlation between their evaluations.

$$Pi = (OA – EA) / (1-EA) \quad (1)$$

$$Pi = (0/94-0/50)/ (1-0/50) = 0.88$$

Under the obtained results, the Scott's pi coefficient exceeded 0.70, confirming the reliability of the method and the validity of the evaluation. Following a comprehensive review of studies and research conducted in the field of sports foresight, seven primary factors and 42 secondary components were identified as key elements shaping the future of this industry. These factors and components—derived from the synthesis of findings across multiple studies—provide a comprehensive framework for analyzing and forecasting the future of sport. To better illustrate the relationships among these factors and components, a conceptual model was developed.

Figure 4. Strategic Foresight Model in Sports

Discussion and Conclusion

The findings of this study, which identified seven core dimensions of strategic foresight in sports—future trend forecasting, innovation and technology, competitive strategies, human resource development, economic sustainability, international participation, and value transformation—highlight the multifaceted nature of foresight as a strategic capability for sports organizations. The results indicate that sports institutions operate in dynamic and uncertain environments where the ability to anticipate disruptions, shape strategic choices, and adapt proactively is indispensable. This aligns with the broader understanding of foresight as both a predictive and normative practice that bridges present conditions with desirable future outcomes (Oliver & Parrett, 2017; Vecchiato, 2012).

The first dimension, **future trend forecasting**, underscores the importance of environmental scanning, political and social analysis, and long-term financial planning in ensuring that sports organizations remain resilient in volatile contexts. This study found that anticipating global transformations enables federations and clubs to minimize vulnerability to strategic shocks and position themselves advantageously in competitive arenas. These findings are consistent with previous work emphasizing the role of foresight in

mitigating uncertainties in international sports management (Nazari et al., 2016; Rahimi et al., 2018). Furthermore, scenario-based approaches used in the equestrian industry show that identifying key bidirectional drivers—such as tourism and media coverage—strengthens the predictive power of foresight (Chouri et al., 2023). The present results expand on these insights by demonstrating that forecasting not only reduces uncertainty but also supports the formulation of integrated strategies that align financial, cultural, and technological dimensions.

The second dimension, **innovation and technology**, reflects the transformative role of digitalization, data analytics, and artificial intelligence in sports development. The study's findings highlight how innovation enhances decision-making, improves athlete performance, and creates new business models. This resonates with research demonstrating how predictive models based on cloud computing and AI strengthen strategic planning in sports organizations (Eid et al., 2024). Similarly, literature on environmental sustainability in sport emphasizes that leveraging new technologies supports efficiency and ecological responsibility, offering federations a path toward innovation-driven foresight (Cury et al., 2023). These results confirm that technology adoption is not only a competitive necessity but also a foundation for foresight, as organizations unable to embrace digital transformation risk being left behind (Almeida et al., 2020; Liderås, 2022). Moreover, national-level research on handball development strategies has validated instruments designed to support structural and technological modernization, underscoring the importance of foresight-informed innovation (Alizadeh et al., 2020; Shahlaei et al., 2022).

The third dimension, **competitive strategies**, emerged as critical for sustaining organizational relevance in national and international contexts. The findings emphasize the need to develop marketing strategies, strengthen competitions, and foster collaboration and tourism-based models. This supports prior studies identifying sports tourism and marketing as key enablers of long-term competitiveness (Beiderbeck, 2023; Cury et al., 2023). In addition, research on balanced scorecard decomposition in federations has shown that competitive strategies must be measurable, structured, and linked to broader organizational goals (Perechuda & Gulak-Lipka, 2020). These insights mirror the findings of this study, which suggest that federations that align foresight with competitive strategy development are better positioned to attract sponsorship, expand audiences, and sustain global competitiveness. The inclusion of sports tourism further highlights how foresight can create synergies between economic development and athletic achievement, an area widely acknowledged in the strategic management of sports (Brenes et al., 2020).

The fourth dimension, **human resource development**, underscores the need to cultivate managerial skills, coaching knowledge, and athlete talent pipelines. The results indicate that organizations with robust HR systems are more capable of adapting to environmental uncertainties and achieving sustainable success. This aligns with research emphasizing the importance of talent management in emerging sports contexts, where organizational resilience depends heavily on the ability to attract and retain skilled individuals (Hassan et al., 2022; Shahidi et al., 2023). Moreover, international studies on diplomacy and soft power in sport highlight the link between leadership development and organizational foresight (Murray & Pigman, 2014; Santos, 2021). By situating HR development at the heart of foresight, the findings support the argument that the most significant long-term investments in sports organizations are human rather than financial or technological (Nuriddinov, 2023). Importantly, foresight-informed HR policies encourage meritocracy and specialization, helping organizations overcome structural inefficiencies and ensuring alignment between individual development and strategic goals (Hasaraki et al., 2022).

The fifth dimension, **economic sustainability**, is perhaps the most vital factor for ensuring the longevity of sports organizations. The results demonstrate that foresight supports diversified revenue strategies, investment in infrastructure, and innovative business models. This is consistent with evidence that effective financial management, including sponsorship and broadcasting rights, is indispensable for sustainability (Nuriddinov, 2023; Poulsen et al., 2021). Prior studies on Latin American sports management highlight the importance of managerial commitment in ensuring that financial strategies are implemented effectively (Brenes et al., 2020). Additionally, foresight studies in Iran stress that key drivers of sustainability include the identification of long-term revenue streams and infrastructural investment (Farokhshahi et al., 2021; Moradi et al., 2020). These findings reinforce the idea that foresight-based economic planning enables organizations not only to survive crises but also to seize emerging opportunities in the global market (Eid et al., 2024; Zare et al., 2021).

The sixth dimension, **international participation**, emphasizes how sports organizations utilize foresight to expand diplomatic influence and global collaborations. The findings confirm that establishing international partnerships and engaging in sports diplomacy strengthens organizational legitimacy and competitiveness. These results are consistent with studies showing that sport functions as a form of soft power, shaping international relations and projecting national identity (Rofe, 2016; Santos, 2021). Likewise, foresight-driven strategies allow federations to anticipate global trends and leverage events as platforms for international engagement (Murray & Pigman, 2014; Vito et al., 2016). Research on trends in international sports business further demonstrates that foresight can identify pathways for integrating emerging markets into global systems (Jaradat & Sergiu-Vlad, 2023). This study confirms and extends these insights by showing that sports organizations with foresight-driven international strategies are better equipped to align with geopolitical shifts and adapt to complex cultural environments.

The seventh and final dimension, **value transformation and reinforcement**, reflects how foresight integrates cultural, social, and ethical considerations into strategic planning. The results emphasize that lifestyle changes, sports culture, women's participation, and environmental policies are central to long-term organizational success. This aligns with research demonstrating that foresight-based approaches extend beyond performance metrics to encompass societal impacts (Cury et al., 2023; Nazari & Shahooli, 2022). Additionally, foresight models in Iran have highlighted the role of STEEPELD-based environmental scanning in shaping cultural and social drivers of sports development (Farokhshahi et al., 2021). By embedding value transformation into foresight, sports organizations reinforce their legitimacy and ensure alignment with broader societal trends, such as inclusivity and sustainability. These findings echo earlier work emphasizing that foresight in sports should be conceptualized as both a strategic and cultural tool, guiding organizations toward ethically responsible and socially embedded futures (Gholami et al., 2016).

Overall, the findings of this study are in strong alignment with prior international research while also offering new insights into how foresight dimensions intersect within sports organizations. They reveal that foresight is not a static process but a dynamic capability that integrates technological, economic, cultural, and diplomatic perspectives. In doing so, this study expands on earlier models by providing a holistic framework tailored to the realities of sports management, where uncertainty is pervasive, competition is global, and values increasingly shape both public legitimacy and organizational sustainability (Beiderbeck, 2023; Burns, 2021; Van der Laan, 2021).

Despite its contributions, this study is not without limitations. The reliance on a meta-synthesis approach means that findings are shaped by the quality and scope of the reviewed literature. While the inclusion of diverse international and domestic sources strengthens the breadth of the results, regional differences and cultural contexts may not have been fully captured. Additionally, the interpretation of dimensions is influenced by the coding framework applied, and the exclusion of lower-quality studies could have inadvertently limited the diversity of perspectives. The study also does not incorporate empirical data collection, which might have provided direct validation of the identified dimensions in real-world organizational contexts.

Future research should extend these findings by conducting empirical studies across diverse sports contexts, using both qualitative and quantitative methodologies to validate and refine the identified dimensions. Comparative studies between developed and developing countries could illuminate how cultural and institutional differences shape foresight practices. Longitudinal research designs would also be valuable, tracking how foresight strategies evolve over time and influence organizational outcomes. Moreover, integrating digital analytics, artificial intelligence, and simulation-based foresight methods could further enhance predictive accuracy and strategic relevance in sports organizations.

The findings of this study have several practical implications for managers, policymakers, and sports federations. Sports organizations should institutionalize foresight practices by creating dedicated foresight units or embedding scenario planning within strategic planning processes. Investment in digital transformation and human capital should be prioritized to enhance adaptability and resilience. Federations can also strengthen international participation by leveraging foresight to anticipate geopolitical and cultural shifts, ensuring that partnerships and diplomacy efforts are future-proof. Finally, embedding social and environmental values into foresight frameworks will enhance organizational legitimacy and foster sustainable growth.

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Authors' Contributions

All authors equally contributed to this study.

Declaration of Interest

The authors of this article declared no conflict of interest.

Ethical Considerations

The study protocol adhered to the principles outlined in the Helsinki Declaration, which provides guidelines for ethical research involving human participants. Written consent was obtained from all participants in the study.

Transparency of Data

In accordance with the principles of transparency and open research, we declare that all data and materials used in this study are available upon request.

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