THE ROLE OF SCENARIO PLANNING IN ACHIEVING STRATEGIC FORESIGHT

Naseer Nasser Al-Aboudi
University of Anbar,College of Administration and Economics, Anbar, Iraq
naseernaser557@gmail.com

Arak Aboud umeir
University of Anbar,College of Administration and Economics, Anbar, Iraq-
arrak_2000@uoanbar.edu.iq

Abstract
The main objective of the research is to diagnose the role that scenario planning plays with its dimensions in achieving strategic foresight with its dimensions. The researcher adopted the descriptive analytical method in presenting, analyzing and interpreting the study information. The study was conducted in Zain Iraq Company for Cellular Communications, and the study population reached (130) individuals from the senior and middle leaders, and the researcher adopted the questionnaire as a main tool for data collection, and in order to process the data, a set of statistical methods were used to analyze the data collected and processed using the SPSS V program. 25)) and the (AMOS) program, and among these methods (the arithmetic mean, standard deviation, coefficient of variation, Pearson correlation coefficient, simple linear regression coefficient and multiple linear regression). After that, preliminary answers seek to verify their validity in order to answer the questions of the field problem of the study, and the research reached a set of results that matched in their entirety with the research hypotheses, the most important of which is "the interest of the researched company in all the variables and dimensions of the study and the existence of significant correlations between the research variables and their sub-dimensions, and the presence of Influence relationships of scenario planning in achieving strategic foresight in the researched company. The respondents are able to seize opportunities and avoid threats.

Keywords: scenario planning, strategic foresight.

introduction

Today, the world is witnessing an acceleration of events and dynamic developments that have produced a number of changes in the arena of business organizations, which have forced them, especially in the third millennium, to be ready to confront them, which made these organizations need major transformations in the various fields they face in the external environment, as These changes have led to environmental turmoil and complexity, and in order for organizations to survive and compete under these conditions, it is necessary to anticipate future events and changes and search for new ways and means to apply and adopt strategic foresight so that it can sense all the changes occurring and likely to occur in the future and confront them and address them. Defining goals for any organization requires anticipating future conditions, as organizations face a set of challenges represented by (the element of surprise, uncertainty, instability, and intense competition in the external environment).

Which requires them to keep abreast of these challenges and changes and to prepare and respond to them. Hence, the importance of the two research variables represented by scenario planning, which represents the method that helps organizations monitor and analyze sources of challenges, evaluate the environment and generate strategic insights, and the strategic foresight variable that

reduces the element of surprise, sensing changes and reading the future, just as adopting scenario planning will lead organizations from just restricting themselves to the future. One has one specific set of opportunities and threats to planning that opens up different horizons in which there are several future possibilities with a group of threats and opportunities, and thus the preparation is better for the conditions of the external environment that require a broader perspective due to the abundance and speed of changes. Accordingly, the research problem focuses on this aspect, which organizations can, through its diagnosis, achieve survival, uniqueness, and excellence, as the secret of the success of organizations is to anticipate the future to know the opportunities and threats it entails, which can only be achieved through the scenario planning method that enables managers to conduct exercises And rehearsals for a number of future goals.

From this standpoint, the current study sheds light on two important variables: scenario planning and strategic foresight in the Iraqi private communication companies, as the dimensions of the explanatory variable represented by (acquiring information, disseminating knowledge, developing the scenario) and the responsive variable represented by strategic foresight, whose dimensions are represented by (environmental scanning capabilities, strategic choice capabilities, integration capabilities) Dimensions of the responding variable.

Research problem

Despite the great role played by scenario planning as a tool to confront uncertainty and strategic foresight that represents future studies and openness to the future and building bridges from the future to the present to face environmental fluctuations and uncertainty, in foreseeing the future. The researcher noticed that the Iraqi private telecommunications companies suffer from the lack of a clear methodology to determine their capabilities, conduct an environmental survey, and build an appropriate scenario, which indicates a lack of interest in scenario planning in the telecommunications sector environment. The failure to pay attention to scenario planning may be due to many factors that organizations are exposed to, or the lack of foundations that prevent them from succeeding in providing their services, and one of them is the use of strategic foresight in its dimensions (environmental scanning capabilities, strategic choice capabilities, integration capabilities). The main question is (To what extent are the leaders of Iraqi private communication companies aware of the role of scenario planning in achieving strategic foresight)?

research Objectives

The current research is a theoretical, diagnostic and applied attempt to study and analyze the relationship between the research variables (scenario planning and strategic foresight). Therefore, this research seeks to achieve the following objectives:

1. Diagnosing the level of scenario planning and strategic foresight and its dimensions in the surveyed companies.
2. Diagnosing and analyzing the nature of the correlation between scenario planning and strategic foresight in the companies surveyed.
3. Measuring the impact of scenario planning in achieving strategic foresight.

research importance

The importance of this research stems from the need to develop the services of the telecommunications sector

This sector is one of the most important pillars in any economy, and the importance of the study

is diagnosed by linking it between the variables of strategic foresight and scenario planning in the Iraqi private telecom companies examined, and here the importance can be embodied in the following points:

1. The importance of research variables in terms of addressing scenario planning as an independent variable, strategic foresight as a responding variable.
2. This research may represent a modest addition to the Arab library as well as the Iraqi library in the field of scenario planning and strategic foresight.
3. Deepening the understanding of managers in Iraqi communication companies regarding the concepts of scenario planning to achieve strategic foresight.

Research hypothesis

1. Scenario planning with its dimensions (acquisition of information, dissemination of knowledge, development of the scenario) is significantly associated with strategic foresight with its dimensions (environmental scanning capabilities, strategic selection capabilities, integration capabilities) in a statistically significant correlation with the level of the Iraqi Zain Telecom Company. own.
2. Scenario planning with its dimensions (acquisition of information, dissemination of knowledge, development of the scenario) has a statistically significant effect on achieving strategic foresight with its dimensions (environmental scanning capabilities, strategic selection capabilities, integration capabilities) at the level of Zain Iraqi Private Telecom Company**.**

The research community and its sample

The Iraqi private telecommunications companies were chosen as a field to conduct the study for two reasons, the first because they face a more volatile and complex environment than the rest of the organizations because of the nature of their activities, in addition to being considered in particular one of the most important engines of economic growth. The responsibility of the decision makers in the companies surveyed, hence the selection of the first sample for the study, consisting of (the managing director and his assistants, consultants, branch managers and department managers) as decision makers in their companies. The size of the first sample was (94) managers out of a total of (130) managers, and the response rate was (72%).

The theoretical framework of the research

First: scenario planning

1. The concept of scenario planning.

Academics and researchers have published articles that review the stages of planning, and the steps of the scenario building method in a descriptive sense. Multiple surveys also document the growth in the adoption of scenario planning practices among large organizations in the United States and Europe during this time period. This approach has been known variously as scenario-based planning. Scenario, scenario expectations, scenario analysis, and scenario planning that were used by (1980) to address the uncertainty inherent in a rapidly changing world. Scenario planning (2017: 7, Spaniol & Rowland). Scenario planning is defined as a combination of art and science that requires creativity and imagination, as well as technical knowledge and analytical skills. It is a disparate story about the future that allows workers and organizations to visualize potential future outcomes of complex interactions between external environmental factors.

While (Hess, 2016:56) indicated that scenario planning should identify the possible future and capture a wide range of options, stimulate thinking about the future and challenge the prevailing mindset and the status quo. (Fotr et al, 2015:76) reported that scenario planning is a valuable tool

that helps organizations prepare for unknown future possibilities and makes them more flexible and innovative, as it represents the outlines of some aspects of the future, and alternative future contracts resulting from a set of trends and policies, and its techniques are used To clarify mental models about the future in order to make a better decision.

2. Objectives of scenario planning

Scenario planning aims to help the organization anticipate abnormal conditions, understand risks, and realize potential future outcomes (Brahmana et al, 2013: 51). He believes (Al-Hadrawi and Turki, 2022: 53) that the goal of scenario planning in organizations is summarized in the following:

a. Encourage strategic communication and thinking inward.

B. Increased internal adaptability to the environment.

c. Orient basic choices according to the future context.

3. The importance of scenario planning

Organizations face many difficult decisions that include determining the best path for growth and development in the future, as failure to plan in the worst case scenario can lead to dire consequences, so it is important for organizations to have a plan for adverse situations, and organizations that fail to do so will be unable In addition, workers who fail to plan a good scenario may find it difficult to recover from a negative situation (Al-Jabri, 2015: 87). (Habegger, 2008: 6) believes that scenario planning explores new strategies for dealing with severe financial crises or other environmental disturbances. (Meyerowitz, 2015:14) indicated that scenario planning enables managers to understand the complexity and manage uncertainty in a world characterized by rapid changes.

Scenario planning is a planning method that relies on hypothetical situations, to plan for disasters and crises, and to help workers prepare for future events, and it can contribute to solving complex problems by allowing leaders to test potential solutions in advance (Mohammadia, 2016: 556). Governmental organizations and non-profit organizations use scenario planning to prepare for natural disasters, crises and other emergencies, in order to test contingency plans in advance to reduce the chances of failure and chaos due to lack of planning and bad decisions during an emergency, and business organizations use scenario planning for new products and projects, as avoiding projects risks that can affect profitability but may have unexpected benefits in other industries as well (Huikkola & Tuomas, 2017:65).

4. Dimensions of scenario planning

Scenario planning is essential for leaders in every organization because it provides hypotheses for possible changes in the external environment. In addition, using a scenario trains people's minds to anticipate the future, by starting by describing a variety of possible situations that differ from each other that the organization may face in the future. , in order to determine an appropriate provision to meet these environments.

The researcher adopted the dimensions identified by (Bouhalleb & Smida, 2018: 11) represented by (acquiring information, disseminating knowledge, developing scenarios) to measure the scenario planning variable, which will be clarified as follows:

a. Obtaining information: Information is data that has been processed to become more beneficial to its users, by removing ambiguity from it, as data represents elements of reality that still lack a general meaning, so it must be converted into information (Abdul Razzaq and Ismail, 2022: 161).

B. Knowledge dissemination: Writers and researchers differed in developing a specific

interpretation of the concept of knowledge dissemination, as they were divided into several directions and entrances, some of them defined it according to the type of knowledge published or transmitted, whether it was explicit or implicit knowledge. Herschel & Nemati, 2000:48).

c. Scenario development: Scenario development is a frequently used methodology for analyzing the complex processes that drive changes in, as many researchers see the need to develop a scenario development process across scales to support transformational changes, to compare results and to better understand how interaction across scales will affect future societies (Zorrilla-Miras et al, 2021: 2).

Second: strategic foresight

1. The concept of strategic foresight

Strategic foresight is a broad set of systematic actions that occur as a result of collecting, evaluating and interpreting inputs and developing a vision for the future. The outputs resulting from these activities are ultimately used as inputs for strategic processes or strategic planning (Voros, 2005:34).

It can be seen as a natural human activity that was carried out earlier and has now become official within the framework of a special methodology and is used to determine long-term results for decision-making in the field of science and technology (Utkin et al, 2021:281). Strategic foresight has become a hot topic. In strategic management, especially in recent years, it has become known as a distinct organizational skill that helps organizations seize opportunities that competitors have missed in fast-paced contexts (Adegbile et al, 2017: 1). From a strategic point of view, strategic foresight is a systematic participatory process that aims to develop medium and long-term visions and identify opportunities and risks in the external environment in order to assist decision makers in launching innovative operations, identifying new businesses, and developing future scenarios for that (Wyrwicka & Erdeil, 2018:341).).

The researchers define strategic foresight as the ability to create a common future vision by anticipating and realizing future trends and events and planning for environmental changes that affect the organization, by increasing the limits of human knowledge and relying on information from the past and present in order to create a better future, which would contribute to achieving The organization's goals.

2. The importance of strategic foresight

The use of strategic foresight has expanded since the mid-twentieth century, when organizations began to use a range of forecasting approaches in their operations and organizations realized the need for more effective forecasting tools due to the occurrence of many disturbances and disasters in order to prepare for future events (Andersen & Rasmussen, 2014:6). The external environment is a place of tremendous change and dynamic acceleration in all the factors affecting it, and ignoring these changes leads to a strategic shock, because they occur quickly and unexpectedly. The future always involves many risks, but recognizing these risks is wiser than simply observing changes. Strategies and policies that are prepared according to strategic foresight will be able to succeed in this ever-changing environment & Chalab, 2022: 3155 (Flaih). As the ability to extrapolate future changes in organizations depends on the ability to understand the environment in which the organization operates as well as the forces that will shape and change that environment in the future (Mahdi & Tabatabai, 2017:559).

3. Strategic foresight objectives

The goal of strategic foresight is to reach a better future and a less dangerous future for

organizations by anticipating the future and planning for it from the present time. (Iden et al 2017:88) pointed out the goals of strategic foresight represented in accelerating development, increasing research activities, arranging data in a way that establishes a link between different research efforts, and identifying knowledge gaps and areas that need contributions to direct future research.

(Al-Bawab, 2018: 16) believes that strategic foresight aims to improve the future of organizations in light of the complexity of the external environment and the rapid development of technology, while (Spaniol et al, 2019:2) indicated that strategic foresight aims to identify the main causes of the organization's changing environment, simulation and knowledge Possible futures impacts and choosing strategies that will make the organization more competitive in the long term.

4. Dimensions of strategic foresight

Strategic foresight is a method of future planning that organizations have begun to adopt to prepare for the future, respond to changes in the internal and external environment, and manage uncertainties. Strategic foresight plays an important role in determining the ability to analyze expected future events in the organization's environment, which requires the use of different techniques and measures of Before organizations to measure them, the researcher adopted the dimensions identified by (Paliokaite et al, 2014: 164) represented by (environmental scanning capabilities, strategic choice capabilities, integration capabilities) to measure the strategic foresight variable, which will be clarified as follows:

a. Environmental scanning capabilities: Environmental scanning is a systematic examination of the external and internal environment in order to identify the main forces, techniques and methods as well as the attitudes of organizations and the organization of processes responsible for change. , 2014: 164).

B. Strategic choice capabilities: Strategic choice is one of the important stages of the strategic management process, which culminates in defining the strategic paths of the organization. Making the decision to choose the best strategic alternatives that are consistent with the organization's mission and objectives, and that the organization that cannot determine its strategic choice has no value for thinking (Hugh & Mahen, 2000: 132).

c. Integration capabilities: In the previous literature, integration capabilities are seen as one of the main dynamic capabilities, and refer to the organization's ability to acquire resources from other organizations, integrate them, and deploy them strategically in order to achieve the vision of senior management. As a result, the primary purpose of integration capabilities is Helping to achieve positive interaction between resources by transforming them into comprehensive sets of organizational capabilities that create value compatible with the external environment (Jiang et al, 2015:1186).

The practical side of research

First: Description and diagnosis of the study variables

This paragraph seeks to identify the reality and importance of the study variables in Zain Iraq Telecom Company, by presenting and interpreting the results in the light of the study sample's answers to the study's questionnaire paragraphs, as the results of the descriptive analysis of the study variables will be presented through the arithmetic mean, standard deviation, and coefficient of variation. And the order of importance according to the opinions of the study sample and their answers.

1. **Description and diagnosis of the dimensions of the variable scenario planning and strategic foresight**

1) Table (1) shows a summary of the results related to the dimensions of the scenario planning variable, as it is clear that this variable achieved an agreement rate of (72.5%), which is a good level, while the percentage of disagreement amounted to (27.5%), and the total arithmetic mean of the scenario planning variable was (3.625), and this indicates the interest of the researched company in scenario planning, and this was confirmed by the standard deviation (0.492), which indicates a lack of dispersion in the answers of the study sample, and this is indicated by the value of the coefficient of difference, which amounted to (13.57). As for the dimensions, the results showed that the dimension (obtaining information) achieved the highest agreement rate of (73.9%), as this dimension came in the first place in terms of the dimensions of the scenario planning variable. The arithmetic mean for this dimension is (3.696), with a standard deviation of (0.558), and the coefficient of variation is (15.1). While the dimension (scenario development) achieved the second highest agreement rate, which amounted to (72%), as this dimension came in the second order in terms of the dimensions of the scenario planning variable, while the percentage of disagreement reached (28%), and the arithmetic mean for this dimension reached (3.599). , with a standard deviation of (0.526), and the coefficient of difference (14.62). While the dimension (dissemination of knowledge) achieved the lowest agreement rate, which amounted to (71.6%), as this dimension came in the third order in terms of the dimensions of the scenario planning variable, while the percentage of disagreement reached (28.4%), and the arithmetic mean for this dimension reached (3.579). , with a standard deviation of (0.542), and the coefficient of variation (15.14).

2) Table (1) shows a summary of the results related to the dimensions of the strategic foresight variable, as it is clear that this variable achieved an agreement rate of (72.5%), which is a good level, while the disagreement rate amounted to (28.7%), and the total arithmetic mean of the strategic foresight variable was (3.564), and this indicates the interest of the researched company in strategic foresight, and this was confirmed by the standard deviation (0.466), which indicates a lack of dispersion in the answers of the study sample, and this is indicated by the value of the coefficient of difference, which amounted to (13.08). As for the dimensions, the results showed that the dimension (Strategic Choice Capabilities) achieved the highest agreement rate of (71.9%), as this dimension came in the first place in terms of the dimensions of the strategic foresight variable. The arithmetic mean for this dimension is (3.594), with a standard deviation of (0.543), and the coefficient of variation is (15.11). While the dimension (Environmental Survey Capabilities) achieved the second highest agreement rate, which amounted to (71.2%), as this dimension came in the second order in terms of the dimensions of the strategic foresight variable, while the percentage of disagreement reached (28.8%), and the arithmetic mean for this dimension reached (3.558).), with a standard deviation of (0.514), and the coefficient of difference (14.45). While the dimension (Integration Capabilities) achieved the lowest agreement rate at (70.8%). , with a standard deviation of (0.01), and the coefficient of difference (14.12).

Table (1)
descriptive analysis of research variables and their dimensions, n=94

n	dimensions	MENS	S.D	C.V	arrangement
1	**getting information**	3.696	0.558	15.1	1
2	**Spreading knowledge**	3.579	0.542	15.14	3
3	**Scenario development**	3.599	0.526	14.62	2
Scenario planning		**3.625**	**0.492**	**13.57**	
1	**environmental scanning capabilities**	3.558	0.514	14.45	2
2	**Strategic selection capabilities**	3.594	0.543	15.11	1
3	**Integration capabilities**	3.541	0.500	14.12	3
Strategic foresight		**3.564**	**0.466**	**13.08**	

Second: Testing and analyzing research hypotheses

1. **Testing the correlation hypothesis which states: Scenario planning with its dimensions (acquisition of information, dissemination of knowledge, development of the scenario) is associated with a significant correlation with strategic foresight with its dimensions (environmental scanning capabilities, strategic choice capabilities, and integration capabilities) in a statistically significant relationship with The researched company.**

Table (2) shows the values of the correlation coefficients between the dimensions of scenario planning (acquiring information, spreading knowledge, and developing the scenario) and the dimensions of the strategic foresight variable (environmental scanning capabilities, strategic choice capabilities, and integration capabilities) amounted to (0.752**, **0.759, **0.787) respectively, and with the total strategic foresight (**0.852), at the level of significance (0.000), which is less than the level of significance (0.01), and the value of the (t) test calculated with the same dimensions reached its value (9.325, 9.481, and 10.145) respectively, while the value of (t) calculated with the total strategic foresight was (12.052), which is greater than the tabular (t) value of (1.96). (medium to strong), and this indicates that there is a positive correlation between the dimensions of scenario planning and the dimensions of the strategic foresight variable.
This leads to accepting the first hypothesis, which states: (Scenario planning is associated with its dimensions (acquiring information, spreading knowledge, and developing scenario) in a significant relationship with strategic foresight with its dimensions (environmental scanning capabilities, strategic choice capabilities, and integration capabilities) in a statistically significant relationship. on the researched company).

Table (2): The values of the correlation between the total scenario planning and the total strategic foresigh

Dimensions of scenario planning	pointers	Environmental scanning capabilities Y1	Strategic Choice CapabilitiesY2	Y3 integration on capabilities	Dimensions of strategic foresight	The number of accepted hypotheses	ratio
Get information x1	R	0.603**	0.672**	0.728**	0.742**	4	%100
	Sig	0.000	0.000	0.000	0.000		
	t	6.657	7.769	8.819	9.109		
Spreading knowledge x2	R	0.671**	0.686**	0.722**	0.771**	4	%100
	Sig	0.000	0.000	0.000	0.000		
	t	7.751	8.017	8.698	9.757		
Scenario development x3	R	0.779**	0.711**	0.691**	0.809**	4	%100
	Sig	0.000	0.000	0.000	0.000		
	t	9.948	8.482	8.107	10.723		
Scenario planning X	R	0.752**	0.759**	0.787**	0.852**	4	%100
	Sig	0.000	0.000	0.000	0.000		
	t	9.325	9.481	10.145	12.052		
The number of accepted hypotheses		4	4	4	4		
ratio		100%	100%	100%	100%		
t tabular = 1.96							
** Significance level at the level of 0.01			Significance level at the level of 0.05				

2. **Scenario planning with its dimensions (acquisition of information, dissemination of knowledge, and scenario development) has a statistically significant effect on achieving strategic foresight with its dimensions (environmental scanning capabilities, strategic choice capabilities, and integration capabilities) at the level of the researched company.**

It is clear from Table (3) that the value of (F) calculated for scenario planning with its dimensions (acquiring information, disseminating knowledge, and developing scenario) in the dimensions of strategic foresight each of (environmental scanning capabilities, strategic choice capabilities, and integration capabilities) amounted to (0.714, 0.559, 0.643) respectively, and it also reached (0.638) with the total strategic foresight, which is greater than the tabular (F) value of (3.96) at the level of significance (0.01), with a confidence level (99%), and this indicates that there is an effect of the dimensions of scenario planning in The aforementioned dimensions of strategic foresight, as well as in the overall strategic foresight, which indicates that the regression curve is good for describing the relationship between the dimensions of scenario planning and the dimensions of strategic foresight. The value of the corrected determination coefficient (^{2}R) for

the dimensions of scenario planning in the dimensions of strategic foresight was recorded (0.561, 0.571, 0.615) respectively, and it also reached (0.722) with the total strategic foresight, which indicates that the dimensions of scenario planning explain (56%, 57%) %, 61% of the changes that occurred in the dimensions of strategic foresight, respectively, and the remaining percentages are changes that are explained by other factors that did not enter the regression model. The value of (t) calculated for the marginal propensity coefficient for the dimensions of scenario planning in the dimensions of strategic foresight was recorded (10.937, 11.175, 12.226), respectively, and it also reached with the total strategic foresight (15.587), which is greater than the tabular (t) value of (1.990) at Significance level (0.01), and this indicates that the marginal propensity coefficient of the dimensions of scenario planning is significant in the dimensions of strategic foresight. As for the value of the marginal propensity coefficient (β) for the dimensions of scenario planning in the dimensions of strategic foresight (0.785, 0.838, 0.800), respectively, and as it reached with the total strategic foresight (0.807), it indicates that a change of one unit in the dimensions of scenario planning will lead to The dimensions of strategic foresight increased by (78%, 83%, and 80%), respectively. And by observing the value of the constant (α) for the dimensions of scenario planning in the dimensions of strategic foresight (0.714, 0.559, 0.643) respectively, and as it reached with the total strategic foresight (0.638), it will exist for these dimensions, each with its value when the dimensions of scenario planning are equal to zero .

This leads to the acceptance of the second main hypothesis, which states that (the scenario planning in its dimensions (acquiring information, disseminating knowledge, and developing the scenario) has a statistically significant effect on achieving strategic foresight with its dimensions (environmental scanning capabilities, strategic selection capabilities, and integration capabilities) at the level of researched company).

Table (3) Testing and analyzing the effect of the dimensions of scenario planning on the dimensions of strategic foresight

	pointer	Dimensions of strategic foresight			
		Y1 environmental scanning capabilities	Y2 Strategic Choice Capabilities	Y3 integration capabilities	Strategic foresight Y
Scenario planning X	)α(	0.714	0.559	0.643	0.638
	(β)	0.785	0.838	0.800	0.807
	$)R^2($	0.565	0.576	0.619	0.725
	$Adj)R^2($	0.561	0.571	0.615	0.722
	(F)	119.609	124.877	149.479	242.945
	(t)	10.937	11.175	12.226	15.587
	P	0.000	0.000	0.000	0.000
Get informationX1	)α(	1.505	1.505	1.126	1.269
	(β)	0.556	0.556	0.653	0.621
	$)R^2($	0.364	0.364	0.531	0.551
	$Adj)R^2($	0.357	0.357	0.525	0.546
	(F)	52.563	52.563	103.955	112.920
	(t)	7.250	7.250	10.196	10.626

	P	**0.000**	**0.000**	**0.000**	**0.000**
Spreading knowledge x2	**)α(**	**1.282**	**1.135**	**1.157**	**1.191**
	(β)	**0.636**	**0.687**	**0.666**	**0.663**
	)R^2(	**0.451**	**0.471**	**0.522**	**0.594**
	Adj)R^2(	**0.445**	**0.465**	**0.517**	**0.590**
	(F)	**75.544**	**81.824**	**100.442**	**134.814**
	(t)	**8.692**	**9.046**	**10.022**	**11.611**
	P	**0.000**	**0.000**	**0.000**	**0.000**
Scenario development x3	**)α(**	**0.821**	**0.953**	**1.175**	**0.983**
	(β)	**0.761**	**0.734**	**0.658**	**0.717**
	)R^2(	**0.607**	**0.505**	**0.478**	**0.654**
	Adj)R^2(	**0.602**	**0.500**	**0.472**	**0.650**
	(F)	**141.833**	**93.839**	**84.295**	**174.015**
	(t)	**11.909**	**9.687**	**9.181**	**13.191**
	P	**0.000**	**0.000**	**0.000**	**0.000**

conclusions

1) Among the results that have been reached is the existence of a significant correlation between scenario planning and its dimensions and strategic foresight with its dimensions. Thus, the company must exploit the nature of this connection in proportion to achieving its desired goals.

2) The results of the analysis showed that the respondents were in agreement at a good level in their answers about scenario planning and strategic foresight in the researched company, and this indicates that the managers follow the scenario planning method, which enhances the company's opportunities to achieve strategic foresight and the ability to survive and grow.

3) The existence of a positive impact of the scenario planning variable by its dimensions on the strategic forecasting variable by its dimensions, which calls for the researched company to work on exploiting the positive influence in a way that serves its interests.

Recommendations

1) Work on adopting the dimensions of scenario planning that enhance the ability of strategic foresight by introducing them to the significant role that scenario planning plays in facing the state of uncertainty and thus providing opportunities for the researched company to acquire opportunities and avoid threats.

2) Senior management in the researched company should consider the importance of scenario planning, as it is the method through which the company can operate in a highly complex environment that guarantees its survival and growth.

3) Work on increasing the company's interest in obtaining information by benefiting from the accumulated experiences of employees and their participation in obtaining information.

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