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Adopting strategic foresight as an approach to support the sustainability of emerging institutions in an environment of uncertainty: An Applied Study of Natural Lab

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Abstract:

This research aims to analyze the role of strategic foresight in supporting the sustainability of startups in an uncertain environment. This study employs a descriptive-analytical approach, supported by a case study of Natural Lab, utilizing various qualitative and quantitative tools such as interviews, observation, and analysis of the organization's internal documents. The study's findings confirm that adopting a strategic foresight approach contributes to improving the ability to predict future changes and rationalize strategic decisions. This approach also enhances organizational resilience and reduces operational vulnerability. Furthermore, the absence of foresight limits an organization's sustainability in an unstable environment.

Keywords: Strategic foresight, strategic planning, startup sustainability, uncertain environment, Natural Lab company.

Jel Classification Codes: D81; O21; M10; L26

Introduction:

The entrepreneurial environment is undergoing rapid transformations driven by globalization, digital transformation, market volatility, and intense competition, resulting in high levels of complexity and uncertainty. Consequently, traditional planning and management methods are no longer capable of adapting to the new corporate landscape. Startups, in particular, characterized by fragile structures, a lack of strategic planning, and insufficient funding, are more vulnerable to market threats and various environmental shifts due to their lack of adequate organizational agility. From this context, the Strategic Foresight approach has emerged as a systematic method for analyzing the strategic directions of organizations.

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The Strategic Foresight approach has become an analytical framework that enables startups to monitor early signals, build future scenarios, and develop proactive plans that bolster organizational agility and contribute to enhancing sustainability.

Despite the significant trend toward startups in Algeria, fuelled by innovation support programs, this growth is met with increasing challenges stemming from market fluctuations, financing risks, and high uncertainty. This makes these enterprises- especially in their early stages- more susceptible to risks compared to traditional firms. In this context, the importance of adopting Strategic Foresight arises as an effective tool to confront these challenges, enabling organizations to understand future shifts and anticipate factors that may affect their trajectory, thereby enhancing decision-making quality and strategic effectiveness.

Accordingly, this study aims to analyze the role of Strategic Foresight in the sustainability of startups in Algeria through an empirical study of Natural Lab, a firm active in the cosmetics industry. As a real-world model reflecting the unique challenges faced by such enterprises in volatile economic environments, studying this company allows for an exploration of how Strategic Foresight tools are utilized to build a flexible business model and enhance the firm's ability to adapt and achieve financial and operational continuity.

Consequently, this study attempts to address the existing relationship between Strategic Foresight and the achievement of institutional sustainability for startups in an uncertain environment. Based on this, we formulate the following Problem Statement:

- How does Strategic Foresight contribute to the sustainability of startups in an uncertain environment, in light of the empirical study of Natural Lab?

To provide a comprehensive answer to this question, the research has been divided into the following sub-questions:

- What is meant by Strategic Foresight, what are the primary approaches that have addressed it, and what are its dimensions?
- How can Strategic Foresight contribute to improving the agility of startups in the face of future economic and social changes?
- What are the mechanisms relied upon by Strategic Foresight at Natural Lab to monitor future market and technological changes?
- How does Strategic Foresight contribute to enhancing the sustainability of Natural Lab, specifically in facing ongoing challenges within an uncertain business environment?

Research Objectives

- Analyzing the role of Strategic Foresight in enhancing the sustainability of startups in Algeria, with a focus on its impact on adapting to economic fluctuations and market challenges.
- Exploring the relationship between Strategic Foresight and organizational sustainability, and how it can be used as an effective tool for monitoring future changes in unstable business environments.
- Investigating how Strategic Foresight is employed within Natural Lab, and assessing its impact on production and marketing strategies in the face of market volatility.

- Evaluating the actual impact of Strategic Foresight on enhancing Natural Lab's agility and its capacity for innovation and adaptation to economic and social risks.

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- Providing a scientific framework for analyzing the economic and social risks facing startups in Algeria, and exploring the role of Strategic Foresight as an effective tool for addressing these challenges and achieving sustainability in unstable business environments.

- Filling the research gap regarding the lack of empirical studies on Strategic Foresight within Algerian startups, while highlighting its role in promoting adaptation and organizational agility.

- Offering an applicable field model that allows startups to benefit practically from Strategic Foresight, contributing to the development of innovation support policies and entrepreneurship within the Algerian market.

- Highlighting the impact of Strategic Foresight in supporting startup sustainability and its utilization in improving production and marketing strategies, thereby enhancing the firm's ability to adapt to continuous market shifts.

Research Hypotheses

- Startups in Algeria face economic and social risks that can be identified and predicted using Strategic Foresight practices.

- Integrating Strategic Foresight mechanisms into planning and management processes enhances the quality of administrative decisions and contributes to improving the sustainability of startups, particularly in uncertain business environments.

- The application of foresight approaches within Natural Lab contributes to improving its ability to adapt to on-going economic challenges and market fluctuations, thereby enhancing its organizational sustainability.

Research Methodology

The study adopts a descriptive-analytical approach to review theoretical concepts related to Strategic Foresight and startup sustainability, applying these concepts within uncertain business environments. Within a field study framework, Natural Lab active in the natural cosmetics industry- was selected as a case study to apply these concepts. The study focuses on analyzing how the firm utilizes Strategic Foresight to support its sustainability and achieve organizational adaptation amidst an unstable economic environment.

Data Collection Tools

Data was gathered using a set of interrelated field tools:

- Semi-Structured Interviews: Conducted with the General Manager, Quality Managers, and Marketing Managers within the firm.

- Internal Document Analysis: Analysis of relevant documents such as production plans, strategic decision records, and business reports related to strategic foresight and corporate sustainability.

- Direct Observation: Monitoring daily operations within the firm to understand its interaction with economic challenges and market changes.

Scope of the Study

- Spatial Scope: This study focuses on Natural Lab, a startup established in 2021 in Algeria, specializing in the production of natural cosmetic products.

- Temporal Scope: The study covers the period from 2021 to 2025. Data collection was conducted during the fourth quarter of 2024 and the first quarter of 2025. This timeframe was selected as it represents a critical phase for Natural Lab, during which the firm was expanding its operations and navigating increasing market challenges.

1. Theoretical Framework of Strategic Foresight

1.1. The Concept of Strategic Foresight

The evolution of Strategic Foresight began in the mid-1950s with the French philosopher Gaston Berger, who introduced the term "Prospective" starting in 1955. Berger argued that foresight involves envisioning the consequences of current actions and seeing how these effects might ripple across various fields of activity. He highlighted two crucial dimensions: Risk and the "Future Vision" related to human values. At that time, the relationship between "future vision" and "strategy" remained distinct. By the 1960s, researchers began studying strategic foresight programs aimed at identifying future technologies that could achieve significant economic welfare. (Coales & all, 2009)

Furthermore, Anderson (1997) noted that research in the 1970s was referred to as Forecasting, which focused on methods of predicting the future using historical data. These methods included trend extrapolation, S-curves, trend curves, and the analysis of patents and publications.

In the early 1990s, the "Forecasting Unit" was established, and the concept of "Future-looking" was introduced- a term that combined "future" and "expectation." During this period, Ian Miles and others introduced the designation "Strategic Foresight." The scope of research expanded to include the organization of future research processes, leading to the widespread systematic organization of these methods in large-scale technology foresight programs across Europe and beyond.

In 1996, Ben Martin published a landmark article introducing the term "Foresight," evoking for the first time an English term that seemed to mirror the French word "Prospective." Due to the dominance of the English language, the term "Foresight," which emerged in the 1990s, was widely adopted. Subsequently, the term "Corporate Strategic Foresight" was developed to refer to research focused at the firm level.

One of the earliest and perhaps most significant contributions to conceptualizing strategic foresight was the work of An soff (1982) on "Weak Signals." Ansoff argued that traditional forecasting methods, which rely heavily on familiar historical and primary data, fail to account for sudden strategic shifts in the environment. Ansoff (1976) pointed out that organizations would be able to anticipate many of these shifts if their information-processing methods were aligned with the systematic analysis of weak signals.[1] (Adegbile, David , & Dirk , 2017, p. 5)

Strategic Foresight is defined as a systematic process aimed at understanding future forces, monitoring shifts, and formulating scenarios that assist in making

[1] Weak Signals, according to An soff, are external or internal warnings that are sufficiently incomplete to prevent an accurate estimation of their impact or the formulation of a complete response.

decisions capable of confronting future complexities. Unlike traditional forecasting, foresight relies on analyzing long-term trends, exploring weak signals, and identifying potential disruptions. Foresight is not merely a cognitive exercise but an organizational capability that enables an institution to transform future data into strategic decisions, moving from risk management to "future management" by adopting alternative perceptions and flexible strategies tailored to levels of uncertainty (Mahfan, 2021, p. 72)

Strategic Foresight is the ability to think systematically about the future, scanning the external environment for signals of change, and translating those insights into actionable strategies (Holt, 2023, p. 19).

Strategic Foresight is a tool used in long-term strategic planning activities and in supporting decision-making processes in both the public and private sectors (Mohammadi, 2023).

1.2. Theoretical Approaches to Strategic

The primary approaches to strategic foresight include the following: (elcheir, 2021, pp. 116-137)

- Trend Analysis: This approach relies on identifying long-term trends and studying their evolution and impact on the sector. It encompasses consumer trends, technological advancements, social shifts, and environmental changes (Malika & Kadri, 2021, pp. 1-17)

- Scenario Planning: This method involves constructing multiple future scenarios to test strategies under various conditions. Its objective is to uncover vulnerabilities, measure strategic agility, provide viable alternatives, and reduce the element of surprise in the face of change.

- Driving Forces Analysis: This analysis aims to understand the major forces shaping the future of the industry- such as technology, legislation, consumer behavior, social factors, and natural resources. These are known as "deep drivers" that assist organizations in formulating long-term strategies (Al-Wakil, 2022, pp. 68-89)

1.3. Strategic Foresight Tools

Strategic foresight utilizes several tools, most notably: (Conway, 2009, pp. 461-486)

- **PESTEL Analysis:** One of the fundamental tools for studying an organization's external environment by examining the impact of Political, Economic, Social, Technological, Environmental, and Legal factors.

- Future-Oriented SWOT Analysis: This analysis differs by integrating future dimensions; it focuses on potential strengths, weaknesses that may emerge later, future opportunities, and invisible threats.

- Technology Raodmapping: This tool helps determine the organization’s technological trajectory by clarifying its current position, future destination, the technologies required to achieve objectives, and the timeline for their development.

- Economic Intelligence: According to Porter, economic intelligence enables an organization to anticipate competitors' moves, understand the market accurately, and make timely decisions, making it an essential tool for supporting strategic decisions based on updated information (Al-Jazazi, 2019)

1.4. The Role of Strategic Foresight in Enhancing Organizational Agility

- Formulating Flexible Adaptive Strategies: Foresight allows for the development of flexible risk-mitigation strategies through supplier diversification, adjusting the product mix according to market changes, and innovating based on future scenarios.

- Reducing Sensitivity to Shocks: Foresight practices help make organizations less vulnerable to collapse or disruption caused by economic or operational disturbances.

- Strengthening Organizational Structures: A future-oriented vision enables organizations to review their roles, organizational structures, and procedures in alignment with expected challenges, thereby enhancing organizational efficiency (Belazzouz, 2009, pp. 331-344).

2. Theoretical Framework for Start-up Sustainability

2.1. Definition of Start-up Sustainability

Start-up sustainability is defined as a company's ability to maintain stable performance and achieve sustainable growth over the medium and long term, despite resource constraints, market volatility, and accelerating technological and regulatory changes. Globally, sustainability is a key indicator of a startup's success, as it is linked to the efficient management of resources, the construction of a viable economic model, and resilience against operational and financial risks, in addition to adapting to future trends. However, these enterprises often suffer from a lack of "organizational legitimacy," making sustainability a challenge that requires a future-oriented vision and a high capacity for forecasting risks and opportunities (Boutarfa, 2022, pp. 967-984).

2.2. Structural Characteristics of Start-ups and Their Impact on Sustainability

Start-ups possess structural characteristics that distinguish them radically from traditional enterprises, directly affecting their sustainability: (Motahri, 2023, pp. 125-144)

- Resource Constraints: Start-ups suffer from limited capital, practical experience, and professional networks, alongside a shortage of specialized talent, which restricts their ability to scale and manage activities effectively.

- Economic Model Fragility: In the early years, the business model is often unstable and insufficiently tested, increasing operational and financial risks and making sustainability a major challenge.

- High Dependence on Innovation: Start-ups rely on continuous innovation to survive in the market, making them highly sensitive to technological changes and shifts in demand.

2.3. Dimensions of Start-up Sustainability

A. The Economic Dimension: Focuses on achieving sustainable financial performance, including: (Ben Shaib, 2019, pp. 52-73)

- Generating stable financial flows to ensure operational continuity.
- Cost control to increase resource efficiency.
- Ensuring sustainable profitability for long-term growth.

- Efficient supply chain management to support operational stability.

B. The Organizational Dimension: Pertains to organizational structure, governance methods, and internal procedures, including:

- Organizing the administrative structure to achieve operational flexibility and effectiveness.
- Distributing roles and responsibilities to ensure clarity of tasks.
- Developing decision-making procedures to enhance adaptability to variables.

C. The Technological Dimension: Relies on using technology to support innovation and operational efficiency, including: (Ben Jima, 2020, pp. 519-531):

- Adopting appropriate technology for production and service needs.
- Investing in production techniques to enhance quality and efficiency.
- Tracking future technical changes to ensure continuous adaptation.
- Utilizing digitalization to boost agility and improve performance.

2.4. Risks Affecting Start-up Sustainability

- Economic Risks: Include price fluctuations, market contraction, financing disruptions, and rising production costs. These factors can undermine financial stability and increase vulnerability to market shifts;
- Organizational Risks: Include lack of experience, absence of clear structuring, and ill-informed decision-making. These risks impact internal operational efficiency and the ability to adapt quickly; (Abdel-Baqi, 2010)
- Technical Risks: Related to rapid technological change, equipment obsolescence, and the emergence of competing innovations. These risks necessitate constant process updates and investment in modern technologies;
- Market Risks: Include the entry of new competitors, changing consumer tastes, and the proliferation of substitute products. These challenges require startups to continuously scan the market to adjust their marketing and production strategies.

Approximately 75% of startups fail due to miscalculating the market and failing to adapt to its changes, which underscores the vital importance of risk management and strategic foresight in ensuring sustainability (Ahlam Bouguessa, 2017, pp. 103-125).

3. Empirical Study of Natural Lab

This study originates from the need to develop a practical model that enhances the capacity of Natural Lab- a start-up operating in the natural cosmetics industry- to confront market volatility and the scarcity of future-oriented information. The study adopts a field-based approach combining qualitative analysis (through interviews and observation) and quantitative analysis (by measuring performance before and after the implementation of the foresight model). This helps evaluate the effectiveness of Strategic Foresight in improving organizational sustainability and adaptability to future market challenges.

2.4. Field work and Data Sources

The fieldwork included three production-site visits to Natural Lab, alongside four in-depth interviews with management, quality control officers, and marketing managers. Internal documents, such as production plans and decision logs, were reviewed, and laboratory operations were observed to analyze workflow. Furthermore, market data related to products was analyzed, and foresight tools

were adapted in collaboration with the NASDA agency to suit the local context and the needs of the firm within an unstable economic environment. (Bousaih & all, 2021, pp. 403-421)

A. Stages of Building the Foresight Model at Natural Lab

This section details the practical stages of constructing the foresight model within Natural Lab, moving from the initial diagnosis of challenges to the design and implementation of strategies aligned with the volatile economic environment. It reviews how Strategic Foresight is applied at each stage to ensure sustainability and organizational agility. (Tahani, 2021, pp. 28-58)

Stage 1: Initial Diagnosis

- Primary Data: Preliminary data indicated that Natural Lab faces several key challenges affecting its sustainability, including: (Boutarfa & Najwa, 2022, pp. 967-984)
- Near-total reliance on a single supplier for raw materials.
- Difficulty in estimating optimal production volume based on actual demand.
- Weak competitor monitoring and inability to track rapid market shifts.
- Absence of a written future vision, limiting the firm's ability to adapt to future changes.
- Initial Performance Review: Through the analysis of internal documents, the following indicators were observed:
- Inconsistent production cycle times that do not align with expectations.
- Difficulty in forecasting peak demand months.
- Lack of market monitoring tools, leading to inaccurate decisions based solely on personal experience.
- The firm was operating on a reactive basis rather than following a proactive methodology, highlighting the need for a structured foresight model.

- Stage 2: Building the Future Monitoring System

A- Information Sources: An early warning monitoring system was established, comprising the following tools: (Tallan, 2021, pp. 28-58)

- Small Distributors: Gathering weekly observations on prevailing market trends.
- Points of Sale: Monitoring fluctuations in demand and sales.
- Raw Material Suppliers: Tracking price and supply forecasts.
- Social Media Consumer Groups: Monitoring consumer preferences and trends.
- Direct Competitors: Analyzing competing offers and products.

B- Detected Weak Signals: Four key future signals were identified as "weak signals" impacting operations: (Neama & Al-Ward, 2020, pp. 13-21)

- A global trend toward products free of synthetic fragrances.
- Potential rise in essential oil prices, impacting production costs.
- Increased demand for vegan and sustainable products.
- Potential regulatory changes in cosmetic laws, requiring readiness to adapt.

C- Information Collection and Update Mechanism: The firm adopted weekly schedules to record and review: (Neama & Al-Ward, 2020, pp. 13-21)

- Price fluctuations.
- Changes in product demand.
- Market reviews to track continuous shifts in the business environment.

Stage 3: Analysis and Projection (Future Vision Phase)

A- Scenario Building: Three future scenarios were prepared:

- Expansion Scenario: Increased demand, availability of materials, and market stability.
- Stability Scenario: No significant increase or decrease; steady production.
- Contraction Scenario: Rising costs, emergence of new competitors, and declining demand for vegan products.

B- Risk Analysis and Impact: Key risks were analyzed:

- Volatility of raw material prices and its impact on production costs.
- Rapid competition and the increasing number of competing firms.
- Supply delays due to market fluctuations.
- Financing shortages, limiting production expansion.

C- Impact of Risks on the Firm:

- Rising raw material prices could increase final costs by up to 22%.
- Competition affects profit margins, reducing competitive advantage.
- Funding weaknesses limit production expansion, reducing the ability to respond quickly to new opportunities. (Hamoud, 2019)

Stage 4: Strategy Design and Implementation

- Supplier Diversification Strategy: Moving from a single supplier to three to ensure raw material stability.
- Product Development Strategy: Developing three new products in response to anticipated changes in demand.

Stage 5: Monitoring

A. Monitoring System:

- Tracking demand trends, material quality, and supplier performance.
- Periodically evaluating the impact of every strategic decision.
- Recording unforeseen events, such as material shortages.

B. Impact of Monitoring: (Abdel-Hamid, 2009)

- Improved decision-making accuracy.
- Reduction in operational errors.
- Optimized production time.
- Enhanced ability to adapt to rapid changes.

C. Results of Implementing the Foresight Model

The implementation of the foresight model yielded significant qualitative and quantitative results, alongside the identification of key challenges and adopted solutions.

Qualitative Results of Foresight Implementation:

- Greater clarity in future vision.
- Strengthening the culture of dialogue within the organization.
- Adopting a proactive approach instead of a reactive one.
- Improved communication with the market.

3.2.Quantitative Results

First: Supply Stability Improvement

The indicators obtained show that the supply chain performance improved significantly after integrating the foresight process into the organization, as illustrated in the following table:

Table 1: Supply Stability Results Before and After Adopting Foresight

Evaluation Criteria	Before Adopting Foresight (2021–2022)	After Adopting Foresight (2024–2025)
Reliance on a Single Supplier (%)	92%	Diversification to 3 main suppliers
Average Supply Lead Time	18 days	11 days
Supply Delay Rate	37% of orders	12%
Annual Material Shortage Incidents	8 incidents	Only 2 incidents per year
Cumulative Production Downtime	26 days per year	Only 7 days

Source: Supply Lead Time + Disruption Frequency + Operational Downtime.

Table 2: Supply Chain Improvement Rate

Indicator	Lead Time Reduction	Delay Reduction	Production Downtime Reduction
Improvement Rate	39%	25 Percentage Points	73%

Source: Supply Lead Time + Disruption Frequency + Operational Downtime.

Second: The Emergence of New Products in the Market:

The organization experienced an expansion in its water treatment product portfolio through the introduction of advanced technologies that were previously unavailable. This enhanced offering diversification and increased market value.

The number of marketed products rose from 6 traditional products to 11 advanced products, including industrial reverse osmosis membranes (BW30-4040), UV sterilization systems of various capacities, precision chemical dosing pumps, domestic reverse osmosis units, and industrial duplex water softeners. This resulted in a 38% increase in turnover within a single year, along with an expansion of the customer base in both the industrial and domestic sectors.

Table 3: Newly Developed Products at Natural Lab

Product	Technical Description	Quantitative Impact
Reverse Osmosis Membrane (BW30-4040)	- Industrial RO membrane for Brackish Water treatment (FilmTec BW30-4040). - Productivity: 9,000–10,000 L/day. - Salt rejection rate: up to 99.5%.	- Increased industrial water treatment capacity by 35%. - Reduced chemical consumption by 20%. - 28% increase in demand for industrial systems.
UV Sterilization Systems (1m³ - 20m³)	**Operating Capacity:** - 1 m³/hour - 20 m³/hour for industrial facilities.	- Introduced chemical-free sterilization. - 60% reduction in bacterial contamination complaints. - 42% sales growth in the sterilization sector within one year.
Dosing Pump with Chemical Injection Tank	- Precision injection for chlorine or scale inhibitors. - Tank capacity: 60–120 liters.	- 18% reduction in chemical consumption. - Dosage accuracy improved to

		within 2%. - 25% reduction in membrane failures.
Domestic RO System (Lady Water)	- 5-stage filtration. - Production: 190–280 L/day.	- First-time entry into the domestic market sector. - 200 units sold in the first year. - Contributed 22% of total new sales.
Industrial Duplex Softener (75L Resin)	- 75 liters of ion-exchange resin. - Duplex operation for continuous 24/7 service. - Treatment capacity: up to 1,600 L/hour.	- 30% reduction in maintenance consumption. - Service continuity raised to 100% (zero downtime during regeneration). - 37% increase in hotel and factory contracts.

Source: Internal corporate documents.

Third: Development of Competitive Advantage

The performance indicators demonstrate a radical improvement in the nature of the firm's competitiveness. After moving from a reliance on traditional forecasting to the integration of Strategic Foresight, the firm's competitive strategy has become one of its strongest operational pillars, as shown in the following table:

Table 4: Development of Competitive Advantage Post-Foresight Adoption

Customer Metrics	2022 (Pre-Model)	2025 (Post-Model)	Growth Rate
Number of Regular Customers	47 customers	83 customers	76%
Customer Retention Rate	61%	78%	17 Percentage Points
Annual New Customer Acquisition	14 customers	29 customers	Nearly doubled

Source: Measurement Metrics: Customer Growth Rate + Retention Ratio + Market Penetration Index.

Fourth: Increase in Consumer Trust

Table 5: Results of Increased Consumer Trust in Products Post-Foresight Adoption

Trust Indicator	Pre-Model	Post-Model	Improvement Rate
Repurchase Rate	43%	69%	26 Points
Customer Ratings	3.6 / 5	4.4 / 5	+0.8
Reduction in Complaints	19 complaints	6 complaints	+0.8

Source: Data obtained from internal corporate strategy documents.

3.3. Challenges Faced by Natural Lab and Implemented Solutions

A. Challenges: (Al-Sahlani, 2018, pp. 226-243)

- Internal resistance to change.
- Difficulty in predicting consumer behavior.
- Rising raw material costs. B. Implemented Solutions:
- Team Retraining. • Introduction of Strategic Analysis Tools.

- Restructuring Supplier Communication.
- Development of a Monthly Forecast Profile.

Conclusion

This study, which integrated theoretical analysis with an empirical application on Natural Lab, concludes that adopting a strategic foresight approach significantly enhances the ability to predict future changes and rationalize strategic decisions. This orientation further strengthens the firm's agility and mitigates operational fragility. The study also highlights that the absence of a foresight vision limits corporate sustainability, particularly in economic environments characterized by instability and high risk.

The analysis results demonstrated that transitioning from a traditional, reactive management model to a proactive, foresight-based model contributed to:

- Enhancing the quality of strategic decisions.
- Reducing operational fragility.
- Increasing efficiency in handling market volatility.
- Improving supply chain stability and regularity.
- Supporting product innovation.
- Strengthening customer trust and bolstering competitive advantage.

Recommendations

Based on the findings, the study recommends the following:

- The necessity of integrating strategic foresight into the organizational structure from the early foundational stages.
- Establishing permanent units for monitoring and analyzing early warning signals.
- Adopting simple and flexible analytical tools, such as scenario planning and trend mapping.
- Diversifying information sources rather than relying solely on traditional channels.

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