

The Role of Scenario Planning in Achieving Strategic Foresight

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Abstract

The research aims to diagnose the role that scenario planning plays with its dimensions in achieving strategic foresight with its dimensions. The researcher adopted the descriptive analytical approach in presenting, analyzing and interpreting research information, because it helps to collect a very large number of research data and information related to the research phenomenon or problem. The research was conducted in the Zain Iraq Company for Cellular Communications, and the research sample reached (130) managers from the senior and middle leaders, and (94) managers were selected as a sample for the research, 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 that was collected and processed using the SPSS V. 25 program and the (AMOS) program, and the research reached a set of conclusions that corresponded 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 research, the existence of significant correlations between the research variables and its sub-dimensions, and the existence of an impact of scenario planning in achieving strategic foresight in the researched company.

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 imposed on them, especially in the third millennium, to be ready to confront them, which made these organizations need major transformations in the various fields that they face in the external environment, as the changes led to turmoil and environmental complexity, and in order for organizations to survive and compete under those circumstances, it is necessary to anticipate future events and changes and search for new ways and means to implement and adopt strategic foresight in order to be able to sense all the changes taking place and pain. The possibility of occurrence in the future, confronting and addressing it, and setting 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, prepare and respond to them, hence the importance of the research variables represented by scenario planning, which represents the method that helps organizations in monitoring and analyzing sources of challenges, assessing the environment and generating strategic visions, and the strategic foresight variable that works to reduce the element of surprise and sense changes and read the

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future, as the adoption of scenario planning will lead organizations to planning different horizons in which there are many future possibilities with a wider range of opportunities and threats and not one and specific set of opportunities and threats, and thus the preparation will be better for the conditions of the external environment that require a perspective Wider due to the frequency and frequency of changes. Accordingly, the research problem focuses on this aspect, which organizations through its diagnosis can achieve survival, uniqueness and excellence, as the secret of the success of organizations is to anticipate the future to know the opportunities and threats that can only be achieved through the scenario planning method that enables managers to conduct exercises and rehearsals on a number of future goals. From this standpoint, the current research sheds light on two important variables: scenario planning and strategic foresight in Zain Iraq Telecom Company, as the dimensions of the explanatory variable represented by (acquiring information, disseminating knowledge, developing scenario) and the responsive variable represented by strategic foresight whose dimensions are represented by (environmental scanning capabilities, strategic choice capabilities, integration capabilities).

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 confront environmental fluctuations and uncertainty. The researcher noticed that Zain Iraq Telecom suffers from the lack of a clear methodology for determining its capabilities, as well as from not conducting an environmental survey and building 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 grounds that prevent them from succeeding in providing their services, and one of them is the failure to use strategic foresight in its dimensions (environmental scanning capabilities, strategic selection capabilities, integration capabilities). The research problem started from a main question (to what extent do the leaders of Zain Iraq Telecom realize the role of scenario planning in achieving strategic foresight)? The research problem can be clarified through the following sub-questions:

1. What is the level of reality of scenario planning in Zain Iraq?
2. What is the level of the reality of strategic foresight in Zain Iraq?
3. What is the nature of the correlation between scenario planning and strategic foresight in the researched company?
4. What is the nature of the influence relationships between scenario planning and strategic foresight in the researched company?

Research Objectives

The research seeks to achieve the following goals:

1. What is the level of reality of scenario planning in Zain Iraq?
2. What is the level of the reality of strategic foresight in Zain Iraq?
3. What is the nature of the correlation between scenario planning and strategic foresight in the researched company?
4. What is the nature of the influence relationships between scenario planning and strategic foresight in the researched company?

research importance

The importance of the research emerges from the need to develop the services of the telecommunications sector, as this sector is considered one of the most important pillars in any economy.

1. The research derived its importance from the importance of its variables (scenario planning and strategic foresight) as they are among the important topics affecting the nature of the work of business organizations.
2. This research may represent a modest addition to the Iraqi and Arab libraries 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 and strategic foresight.

Research assumes

The research hypotheses were formulated in the light of the hypothetical research scheme, as follows

The first hypothesis: Scenario planning with its dimensions (acquisition of information, dissemination of knowledge, development of the scenario) is associated with a statistically significant correlation with strategic foresight with its dimensions (environmental scanning capabilities, strategic choice capabilities, integration capabilities) at the level of Zain Iraq Telecom Company.

The second hypothesis: 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 choice capabilities, integration capabilities) at the level of Zain Iraq Telecom Company.

The research community and its sample

Zain Iraq was chosen as a field to conduct the study for two reasons, the first being that it faces a more volatile and complex environment than the rest of the organizations due to the nature of its activities, in addition to its counting in particular as one of the most important engines of economic growth, and the sample was chosen according to the requirements of the current research. Decision makers in the company under study, hence the selection of the research sample consisting of (branch managers, sales center managers, department managers and their assistants) as decision makers in their companies. The sample size was (94) managers out of a total of (130) managers, and the response rate was (%) 72).

Cognitive efforts related to research variables

First: previous knowledge efforts related to scenario planning

1. Bouhaleb, & Smida, (2018).

Scenario Planning: An Investigation of The Construct and Its Measurement

The study aimed to address the limitations represented by the researchers focusing on different methodologies for scenario identification by developing a valid scale for planning scenarios. The study relied on a questionnaire that was distributed to (133) managers working in the field of health care in France, and the dimensions used for scenario planning were (acquiring information, disseminating knowledge, developing the scenario). Scenario planning through three indicators: obtaining information, disseminating knowledge, and developing the scenario.

2. Al-Douri et al. (2020)

Scenario Planning Requirements and Future Foresight

The study aimed to investigate the impact of scenario planning requirements on future foresight in Jordanian commercial banks, and the study relied on a questionnaire distributed to (214) managers. The dimensions used for scenario planning were (acquisition of information, dissemination of knowledge, development of the scenario), and the most important conclusions reached by the study were that the acquisition of information and dissemination of knowledge has a significant positive impact on each of (the use of information, workers, networks and organization).

Second: previous knowledge efforts related to strategic foresight

1. Alubadi & Taherb, (2021)

Measuring The Implementation and Adoption Gap of Strategic Foresight in Organisations

The study aimed to measure the gap in the application and adoption of strategic foresight in the institutional structure at Al-Mustansiriyah University. The study relied on a questionnaire distributed to (48) managers, and the dimensions used for strategic foresight were: (environmental scanning capabilities, strategic choice capabilities, integration capabilities), and the most important conclusions reached by the study were: There is a gap in the application and adoption of the ability to integrate capabilities in the organization that was examined.

2. Mostafa & Chitheer, (2021)

The Impact of Strategic Foresight in Strategic Renewal

The study aimed to develop a theoretical perspective on the nature of the linking activities between strategic foresight and the strategic renewal of the company in the banking industry in the Central Bank of Iraq. The study relied on a questionnaire distributed to (150) managers, and the dimensions used for strategic foresight were: (environmental scanning, strategic choice, integration capabilities), and the most important conclusions reached by the study were: the existence of a direct link between strategic foresight and strategic renewal, Strategic foresight affects talent management.

The theoretical framework of the research

Scenario planning:

First: the concept of scenario planning

Multiple surveys document the growth in adoption of scenario planning practices among large organizations in the United States and Europe. This approach has been variously known as scenario-based planning, scenario forecasting, scenario analysis, and scenario planning used by the 1980s to address the uncertainty inherent in a rapidly changing world. The attention given by prominent academics in the field of strategy (Porter, Mintzberg & Peter Senge) has contributed to increasing the resonance of scenario planning (2018: 7, Spaniol & Rowland). Scenario planning is defined as a combination of art and science that requires creativity and broad imagination, as well as technical knowledge and analytical skills. It is built on different assumptions and perceptions 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) stated 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 futures 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. The researchers can define it as a future tool used to analyze the environmental variables facing the organization in the future, to take the necessary measures to deal with it.

Second: 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 (Turki, 2018: 53) that the objectives of scenario planning in organizations are summarized in the following:

1. Encourage strategic communication and thinking inward.
2. Increase internal adaptability to the external environment.
3. Orienting basic choices according to the future context.

The researchers came to the conclusion that scenario planning aims to develop the organization's strategy, to raise the level of readiness for changes and anticipate the future, and to prepare a set of alternatives for potential problems.

Third: the importance of scenario planning

Organizations face many difficult decisions that involve determining the best path for growth and expansion in the future. Failure to plan for a worst-case scenario can lead to disastrous consequences. Therefore, it is important for organizations to have a plan for adverse situations. Organizations that fail to do so will be unable to implement the required strategy. Also, workers who fail to plan for a good scenario may find it difficult to recover from a negative situation (Al-Bukhati, 2017: 71). (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 complexity and manage uncertainty in a rapidly changing world.

Scenario planning is a planning method that relies on hypothetical situations , planning for disasters and crises, to help workers prepare for future events, and contributes to solving complex problems by allowing leaders to test potential solutions in advance (Mohammadia, 2016: 556). Organizations use scenario planning to prepare for natural disasters, crises, environmental change situations, and other emergencies, in order to test contingency plans in advance to reduce the possibilities of failure and chaos due to lack of planning and bad decisions during an emergency. Business organizations also use scenario planning for new products and projects, as it avoids risky projects that could affect profitability(Huikkola & Kohtamaki, 2017:65).

Based on what has been mentioned, the researchers conclude that the importance of scenario planning is as follows:

1. Support the decision making process.
2. A valuable tool for exploring potential future prospects.
3. Think about the realities of work situations.
4. Giving users a richer understanding of history from which they can draw lessons.
5. Reviews future risks and opportunities.

Fourth: Dimensions of scenario planning

Scenario planning is necessary for all organizations because it provides hypotheses for possible change in the external environment. In addition, the use of the scenario trains the minds of workers to anticipate the future, by starting by describing a variety of potential

situations that differ from each other that the organization may face in the future, in order to determine an appropriate judgment to confront these environments.

The researchers adopted the dimensions identified (Bouhaleb & Smida, 2018: 11). Represented by (acquiring information, spreading knowledge, developing scenarios) to measure the scenario planning variable, which will be clarified as follows:

1. **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 the truth that still lack a general meaning, so it must be converted into information (Abdul Razzaq and Ismail, 2022: 161). He emphasized (Nayef, 2012: 93) that information is an invaluable resource for organizations seeking to thrive and grow in competitive markets, as the smooth and continuous flow of information is critical to their success.

The researchers conclude that the process of obtaining information plays a major role in the success of organizations, as the most prominent methods and methods used to collect information are management information systems that collect, store, distribute and disseminate information in order to complete the operations carried out by the organization, including the scenario planning process, which depends mainly on information to anticipate the future and face uncertainty and then develop possibilities and alternatives.

2. **Dissemination of knowledge:** 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. Knowledge dissemination is defined as the process of converting tacit knowledge into explicit knowledge (Herschel & Nemati, 2000:48). Those with a constructive approach to dissemination of knowledge believe that the dissemination process depends on experience, as knowledge is transferred by identifying what already exists first of knowledge and then obtaining it, and then applying it in order to develop new ideas in order to make the work go better and faster than it was (Andreasian & Andreasian, 2013:18).

The researchers conclude that the knowledge dissemination process plays an important role in ensuring the availability of knowledge experience for people who need it, as knowledge dissemination can be through seminars, training, and even through the use of multiple news media, and that the scenario planning process depends mainly on those with skills and experiences that can be developed and developed through the dissemination of knowledge. The dissemination of knowledge is benefited through the use of its informational inputs in the development of scenarios.

3. **Scenario development:** Scenario development is a frequently used methodology for analyzing the complex processes that drive environmental changes. Many researchers see the need to develop a scenario development process across scales to support transformative changes, to compare results and to better understand how interaction across scales will affect future societies (Zorrilla-Miras et al, 2021:2). The scenario can be developed through the use of exploratory scenarios that refer to the response to the question, what can motivate, as it helps to discover developments that must be taken into account, and exploratory scenarios are divided into external scenarios and strategic scenarios, and while strategic scenarios focus on internal factors, external scenarios deal with the development of external factors that cannot be affected by an actor, such as a company or a political unit (Lyons et al, 2021:6) and (Sardesai et al, 2021:36).

The researchers conclude that the scenario development process is very important if the organization wants to adapt and respond to environmental changes, as it works to provide new guiding visions for managing the organization away from biases. The scenario is

developed by taking the current situation as a starting point, based on the potential development of important trends and analyzing the main uncertainties, as well as assigning the task of developing the scenario to a specialized team.

Strategic Foresight:

First: the concept of strategic foresight

Strategic foresight has become a hot topic in strategic management, especially in recent years, as it has become known as a distinctive organizational skill that helps organizations seize opportunities that competitors have overtaken in fast-paced contexts (Adegbile et al, . 2017: 1). Strategic foresight is a systematic participatory process aimed at developing medium and long-term visions and identifying 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). (Voros, 2005:34) believes that strategic foresight is a wide range of systematic actions that occur as a result of collecting, evaluating and interpreting inputs and developing a future vision. The outputs resulting from these activities are ultimately used as inputs for strategic operations or strategic planning. 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 the long-term results of decision-making in the field of science and technology (Utkin et al, 2021:281).

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 that would contribute to achieving the goals of the organization.

Second: 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 those changes leads to a strategic shock, because they occur quickly and unexpectedly, as the future always involves many risks, but recognizing these risks is wiser than simply observing changes, as well as strategies and policies that are prepared according to strategic foresight will be able to succeed in this constantly changing environment (Flaih, 2022: 3155). 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 to diagnose the forces that will shape and change that environment in the future (Mahdi et al, 2017:559).

The researchers conclude that the importance of strategic foresight lies in the following:

1. It enhances the decision-making process by providing new information and perspectives about the future.
2. Contribute to establishing and building new communications and networks, restructuring and strengthening old networks.
3. It works to enhance the individual and organizational skills and capabilities that are necessary for orientation towards the future, in addition to its contribution to supporting strategic management by providing strategic direction.

Third: 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, and

many scholars have shown interest in foresight studies because they are characterized by their ability to anticipate development and change that will occur in the future (Al-Alusi, 2016: 32) and (Iden et al 2017:88) indicated the goals of strategic foresight represented in accelerating development, increasing research activities, and arranging data in a way that creates a link between different research efforts and identifying knowledge gaps and areas that need to be addressed. Contributions to guide 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, simulate and know the effects of potential future contracts, and choose strategies that will make the organization more competitive in the long term.

The researchers conclude that the goal of using strategic foresight is to obtain a set of evidence and indicators that enable the organization to form a clear and ambitious vision about the future it desires, and helps the organization to make decisions in the light of the conclusions reached through the paths of the future.

Fourth: Dimensions of strategic foresight

Strategic foresight is a method for future planning that organizations have begun to adopt to prepare for the future, respond to changes in the internal and external environment, and manage cases of uncertainty. 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 by organizations to measure them. strategy, which will be explained 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. The breadth of the scanning process is often determined by the chosen time horizon, which determines the time period to be covered (Paliokaite et al, 2014: 164). Environmental scanning is an important component of many organizational activities, and it is one of the basic concepts in strategic management, and this concept evolved from its original concept as an activity centered around searching for information to a complex concept that requires a variety of organizational and individual activities to address a constantly changing environment (Robinson et al, 2021:1).

The researchers conclude that the environmental scanning capabilities are represented by the organization's ability to scan its environment and track changes as soon as they occur, and its ability to detect weak signals that warn of future changes.

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, as these paths were identified by matching the strengths and weaknesses of the internal and external environment with the opportunities and threats that exist in its dynamic and complex external environment (Hugh & Mahen, 2000: 132). In the same context, (Muhammad, 2022: 416) stressed that the strategic choice means the alternative that is chosen from a group of possible alternatives after filtering the alternatives and choosing the best one, and conducting a process of comparison and evaluation between them in order to choose the alternative that achieves the organizational goals.

The researchers conclude that the capabilities of strategic choice mean the organization's strength to choose the alternative that suits its internal and external conditions, which includes choosing the future that will support its ambition and help it achieve its goals in the long term.

C. Integration capabilities: In the previous literature, integration capabilities are seen as one of the main dynamic capabilities, and they 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 (Jiang et al, 2015:1186). Integration capabilities are a critical mechanism for transferring the value of useful information and resources to an organization's competitive advantage, as integration in organizations combines management resources with its own capabilities and rearranges them into a more efficient group that enables them to respond to external changes. This effective use can lead to economies of scale and scope, as well as synergies between complementary resources (Hassanabadi, 2019: 70).

The researchers conclude that the organization's ability to achieve integration is determined by its ability to acquire, manage and employ the necessary resources in a way that enables it to integrate its current situation with the situation planned for it in the future.

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 scenario planning variable

Table (1) shows a summary of the results of the descriptive analysis of the scenario planning dimensions, as it is clear that it achieved a total arithmetic mean (3.625), and this indicates the researched company's interest in scenario planning, confirmed by the standard deviation (0.492), which indicates a very high consistency in the sample's answers, 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 (acquiring information) achieved the first rank in importance for the dimensions of scenario planning, and the arithmetic mean for this dimension was (3.696), confirmed by the standard deviation, which amounted to (0.558), which indicates high consistency in the answers, and the coefficient of difference achieved (15.1%). While the (scenario development) dimension achieved the second rank, and the arithmetic mean for this dimension reached (3.599), confirmed by the standard deviation, which amounted to (0.526), confirmed the small dispersion of the sample's answers, and also achieved the coefficient of difference (14.62%). While the dimension (dissemination of knowledge) came in the third order in terms of the order of importance of dimensions, and the arithmetic mean for this dimension was (3.579), with a standard deviation of (0.542), and it also came with a coefficient of difference with (15.14%).

2. Description and diagnosis of the dimensions of strategic foresight

Table (1) shows a summary of the results of the descriptive analysis of the dimensions of strategic foresight, as it is clear that it achieved a total arithmetic mean (3.564), and this indicates the interest of Zain Iraq in strategic foresight, confirmed by the standard deviation (0.466), indicating a lack of dispersion in the answers of the research 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 first rank in importance for the dimensions of strategic foresight, and the arithmetic mean for this dimension reached (3.495), confirmed by the standard deviation, which amounted to (0.543), which indicates high consistency in the answers, and the coefficient of difference achieved (15.11%). While the dimension

(Environmental Survey Capabilities) achieved the second rank, and the arithmetic mean for this dimension reached (3.558), confirmed by the standard deviation, which amounted to (0.514), confirmed the small dispersion of the sample's answers, and also achieved the coefficient of variation (14.45%). While the dimension (Integration Capabilities) came in the third order in terms of the order of importance of the dimensions, and the arithmetic mean for this dimension was (3.541), with a standard deviation of (0.500), and the coefficient of difference achieved (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

Second: Testing research hypotheses

The research hypotheses will be tested through the following tests:

1. Testing the correlation hypothesis, which states: Scenario planning with its dimensions (acquiring information, disseminating knowledge, and developing the scenario) is correlated with significant significance with strategic foresight with its dimensions (environmental scanning capabilities, strategic choice capabilities, and integration capabilities) at the level of Zain Iraq Telecom Company.

Table (2) shows the values of the correlation coefficients between scenario planning and its dimensions (acquiring information, spreading knowledge, and developing the scenario) and strategic foresight and its dimensions (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). The value of the (t) test calculated with the same dimensions amounted to (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). In other words, the greater the interest of the management of the researched company in the dimensions of scenario planning, the greater the strategic foresight variable and its sub-dimensions.

This leads to accepting the first hypothesis, which states: (Scenario planning is associated with its dimensions (acquiring information, disseminating knowledge, and developing scenario) in a significant relationship with strategic foresight with its dimensions (environmental scanning capabilities, strategic selection capabilities, and integration capabilities) at the level of Zain Iraq Telecom Company).

Table (2) the values of the correlation between the total scenario planning and its dimensions and the total strategic foresight and its dimensions, n = 94

Dimensions of scenario planning	pointer s	Environment al scanning capabilities Y1	Strategic Choice CapabilitiesY 2	Y3 integration 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							

2. Testing the influence hypothesis which states: (Scenario planning with its dimensions (acquiring information, spreading knowledge, and developing 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 Zain Iraq Telecom Company.

It is clear from Table (3) that the value of (F) calculated for the total scenario planning in the dimensions of strategic foresight each of (environmental scanning capabilities, strategic choice capabilities, and integration capabilities) amounted to (119.609, 124.479, 149.479), respectively, and with the total strategic foresight (242.945), which is greater than the tabular (F) value of (3.96) at a significance level of (0.01), with a confidence level of (99%) This indicates that there is an effect of the scenario planning dimensions on the aforementioned strategic foresight dimensions, as well as on the total strategic foresight, which indicates that the regression curve is good for describing the relationship between the scenario planning dimensions and the strategic foresight dimensions. The value of the corrected determination coefficient (R^2) 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 with the total strategic foresight (0.722), which shows that the dimensions of scenario planning explain (56%, 57%, 61%) of the changes that occur in the dimensions of strategic foresight, respectively, and that 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 value of the tabular (t) of (1.990) at the level of significance (0.01), and this indicates the stability of the significance of the marginal propensity coefficient for the dimensions of scenario planning 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, and 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 an increase in the dimensions of strategic foresight by (78%, 83%, 80%), respectively. to zero, as the value of the fixed limit (α) for the total scenario planning with the strategic foresight dimensions (0.714, 0.559, 0.643) with the total strategic foresight (0.638), which means that the aforementioned strategic foresight dimensions were not less than these values even if the total scenario planning was equal to zero. As it is clear from Table No. (3) that the value of (F) calculated for the dimension of obtaining information with the dimensions of strategic foresight (environmental scanning capabilities, strategic choice capabilities, integration capabilities) amounted to (52.563, 52.563, 103.955), respectively, and it reached with the total strategic foresight (112.920), which is greater

than the tabular (F) of (3.96) at the significance level (0.01), with a confidence level (9). 9%. This indicates that there is an effect of the information dimension on the mentioned strategic foresight dimensions, as well as on the total strategic foresight, which indicates that the regression curve is good for describing the relationship between the information dimension and the strategic foresight dimensions. As shown in Table No. (3), the value of (F) calculated for the dimension of knowledge dissemination with the dimensions of strategic foresight (environmental scanning capabilities, strategic choice capabilities, integration capabilities) amounted to (75.544, 81.824, 100.442), respectively, and it reached with the total strategic foresight (134.814), which is greater than the tabular (F) of (3.96) at a significance level of (0.01), with a confidence level of (95). %), and this indicates that there is an effect of the knowledge dissemination dimension on the aforementioned strategic foresight dimensions, as well as on the total strategic foresight, which indicates that the regression curve is good for describing the relationship between the knowledge dissemination dimension and the strategic foresight dimensions. It is also clear from Table No. (3) that the value of (F) calculated for the scenario development dimension with the dimensions of strategic foresight (environmental scanning capabilities, strategic choice capabilities, integration capabilities) amounted to (141.833, 93.839, 84.925), respectively, and it amounted to (174.015) with the total strategic foresight, which is greater than the tabular (F) of (3.96) at a significance level of (0.01), with a confidence level of (99). %), and this indicates that there is an effect of the scenario development dimension on the aforementioned strategic foresight dimensions, as well as on the total strategic foresight, which indicates that the regression curve is good for describing the relationship between the scenario development dimension and the strategic foresight dimensions.

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

Table (3) Testing and analyzing the effect of the dimensions of scenario planning on the dimensions of strategic foresight, n=24

	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 information X1	(α)	1.505	1.505	1.126
(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
	(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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