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Strategic Foresight and its influence on Organisational Agility in Emerging Enterprises in South Africa

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A research article submitted to the Faculty of Commerce, Law and Management, University of the Witwatersrand, in partial fulfilment of the requirements for the degree of Master of Business Administration.

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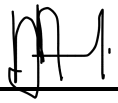
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LIST OF ABBREVIATIONS

CEO	Chief Executive Officer
DCT	Dynamic Capabilities Theory
ES	Environmental Scanning
ICT	Information and Communication Technology
KMO	Kaiser-Meyer-Olkin
OA	Organisational Agility
SA	Strategic Agility
SF	Strategic Foresight
SMMEs	Small, Micro and Medium Enterprises
SP	Scenario Planning
SPSS	Statistical Package for the Social Sciences
SV	Strategic Visioning
VUCA	Volatile, Uncertain, Complex and Ambiguous

DECLARATION

I, **Mfundo Delihlazo**, declare that this research article is my own work except as indicated in the references and acknowledgements. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration in the Graduate School of Business Administration, University of Witwatersrand, Johannesburg. It has not been submitted before for any degree or examination in this or any other university.

Mfundo Delihlazo 

Signed at **Centurion** on the **28** day of **February 2025**

DEDICATION

This research is dedicated to the memory of my father, **Mr. Sipho Washington Delihlazo**.

Your unwavering belief in the value of education and hard work laid the foundation for this journey. The values you lived by—**integrity, resilience, and excellence**—continue to guide my path and shape the leader I strive to become.

Though you are no longer here to witness this milestone, your influence is present in every step I've taken. This work stands as a tribute to your legacy and the enduring impact you had on my life.

ACKNOWLEDGEMENTS

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ABSTRACT

This quantitative study tests the relationship between strategic foresight and organisational agility in South African ICT SMMEs. It assesses the impact of three strategic foresight dimensions, namely environmental scanning, scenario planning, and strategic visioning, on organisational agility using survey data from ICT SMME decision-makers.

Reliability testing, correlation, and multiple regression analyses reveal that environmental scanning significantly predicts organisational agility, confirming its critical role as a sensing capability enabling proactive adaptation. Scenario planning and strategic visioning showed positive but statistically insignificant effects, indicating challenges in their practical integration.

Environmental scanning was found to be significantly related to agility and assists in proactive market adaptation. Scenario planning and strategic visioning were not found to be significantly related to agility and these practices are not being fully utilised. Lack, of resources, time remains a challenge, as well as the skills to implement these practices effectively.

The findings highlight the need for embedding foresight practices into leadership and operational processes to enhance agility. This study contributes empirical evidence to the differentiated impact of foresight dimensions on agility and offers practical insights for ICT SMMEs aiming to improve responsiveness in dynamic environments.

Keywords: Strategic Foresight, Organisational Agility, Environmental Scanning, Scenario Planning, Strategic Visioning, Dynamic capabilities, ICT SMMEs

CHAPTER 1: INTRODUCTION

1.1 The purpose of the study

The purpose of this study was to examine the relationship between strategic foresight and organisational agility among SMMEs operating in the South Africa's ICT sector. Specifically, it aims to determine how strategic foresight practices such as environmental scanning, scenario planning, and visioning enhance organisational agility. By understanding how these practices influence agility, the research seeks to provide insights into how South African ICT SMMEs can better equip themselves to face uncertainty and stay competitive.

1.2 Context of the study

SMMEs play a vital and strategic role in the growth of the South African economy (Bvuma & Marnewick, 2020; Gamage et al., 2020). They are fundamental contributors to job creation, economic development, and poverty reduction. However, their sustainability is increasingly challenged by a volatile business environment (Bennett & Lemoine, 2014; Schwarz, 2023). Most SMMEs struggle due to a lack of entrepreneurial leadership skills, financial resources and education, infrastructure, training, and technology, compounded by challenges such as crime and corruption (Mhlongo & Daya, 2023). Many also suffer from an inability to invest in innovation and future planning (Dörr et al., 2024; Gopaul & Rampersad, 2020; Rajah et al., 2021) , which negatively impacts their long-term growth prospects (Linares & De la Vega, 2024). While these challenges affect SMMEs across various sectors, the ICT sector presents unique opportunities where strategic foresight can play a critical role in addressing these issues (Schwarz, 2023).

Strategic foresight helps organisations anticipate and prepare for future developments, enabling them to stay ahead in the unpredictable and fast-changing VUCA environment (Heger & Rohrbeck, 2012; Rohrbeck et al., 2007; Schwarz, 2023). Improving innovation and managing complexity facilitates environmental scanning and envisioning possible futures (Purchase, 2021; Vecchiato & Roveda, 2010). This approach supports the creation of flexible business models (Rohrbeck et al., 2007) and encourages future-oriented decision-making that balances risks and opportunities (Baumgartner & Peter, 2022; Grove et al., 2023). Strategic foresight also involves exploring future scenarios and

developing strategies to mitigate disruption and reduce uncertainty (Vecchiato, 2012; Wulf et al., 2010).

Equally important for long-term sustainability is organisational agility, the ability to rapidly reconfigure resources and competencies in response to new opportunities and challenges (Li et al., 2008; Singh et al., 2013). Organisational agility enables continuous adaptation and alignment with changing environments (Mrugalska & Ahmed, 2021). Organisations that consistently realign their strategic direction and foster ongoing innovation are better positioned to sustain competitive advantage (Teece, 2014). Agile organisations proactively respond to evolving customer needs, market shifts, and technological advances, allowing them to grow despite disruption and volatility (Shafiabady et al., 2023). For SMMEs, adopting future-focused strategies that promote long-term viability, stability, and growth is essential to success (Cunha et al., 2020; Hess, 2022; Schwarz, 2023; Strobl, 2023).

1.3 Problem statement

SMMEs in South Africa face disproportionately high failure rates, with approximately 40% closing within their first year and up to 90% within a decade (Bushe, 2019). Although the ICT sector is nationally recognised as a key driver of digital transformation, ICT-focused SMMEs continue to struggle with competitiveness, innovation, and long-term sustainability (Dlamini, 2020). Organisational innovation and agility have been identified as critical enablers of competitive advantage in this context (Troise et al., 2022). However, these efforts are often hindered by resource constraints, rapidly evolving technologies, and volatile market conditions.

While organisational agility is widely regarded as essential for survival in VUCA environments (Doz & Kosonen, 2010; Teece, 2016), agility alone may be insufficient without the capability to anticipate and prepare for future disruptions. Strategic foresight has gained global recognition as a key enabler of organisational resilience (Heger & Rohrbeck, 2012; Rohrbeck et al., 2015). Yet, its application and impact within South African ICT SMMEs remain underexplored. Current research on strategic foresight predominantly focuses on large enterprises in developed economies (Pulsiri & Vatananan-Thesenvitz, 2018; Semke & Tiberius, 2020), creating a significant gap in

understanding how strategic foresight can support agility in smaller, resource-constrained, and fast-paced environments like the South African ICT sector.

This study aims to address this gap by investigating how specific strategic foresight practices namely environmental scanning, scenario planning, and strategic visioning, contribute to organisational agility in ICT SMMEs. The research seeks to provide evidence-based insights that can enhance adaptability and long-term sustainability in this high-failure, high-potential segment of the economy.

1.4 Research Questions, Objectives and Hypothesis

Research Question 1 (RQ1):

What is the relationship between environmental scanning and organisational agility in South African ICT SMMEs?

Research Objective 1 (RO1):

To determine whether environmental scanning is significantly associated with organisational agility.

Hypothesis 1 (H1):

H1: There is a significant relationship between environmental scanning and organisational agility.

Research Question 2 (RQ2):

To what extent does scenario planning predict or influence organisational agility in South African ICT SMMEs?

Research Objective 2 (RO2):

To evaluate the predictive influence of scenario planning on organisational agility.

Hypothesis 2 (H2):

H2: Scenario planning has a significant positive effect on organisational agility.

Research Question 3 (RQ3):

Does strategic visioning significantly contribute to organisational agility in South African ICT SMMEs?

Research Objective 3 (RO3):

To examine the extent to which strategic visioning enhances organisational agility.

Hypothesis 3 (H3):

H3: Strategic visioning is significantly associated with organisational agility.

1.5 Significance of the study

This study contributes to the limited empirical research on the link between strategic foresight and organisational agility in ICT SMMEs, particularly within resource-constrained and volatile environments (Arsawan, Hariyanti, et al., 2022; Cornelisse & van Klink, 2024; Kylver & Nielsen, 2024). While foresight is widely recognised for enhancing adaptability (Rohrbeck & Kum, 2018), its practical use in small organisations remains underexplored.

For ICT SMME leaders, the study offers practical insights on how tools like environmental scanning, scenario planning, and visioning can support faster decision-making, innovation, and resilience (Mkhonza & Sifolo, 2021).

At a policy level, it highlights the need for targeted support and capacity-building**,** especially as SMMEs employ 60% of the South African workforce (Ndjama & Westhuizen, 2024). Strengthening foresight capabilities can enhance their competitiveness and contribution to inclusive growth (Mugabe et al., 2024).

Finally, the study lays a foundation for future research linking foresight with digital transformation and innovation in emerging markets (González-Varona et al., 2021). Thus, this study aims to contribute to the emerging body of knowledge by empirically investigating these dynamics within the South African ICT SME sector

1.6 Definition of Key Terms

- **Small, Medium, and Micro Enterprises** (SMMEs): In South Africa, SMMEs are defined based on criteria such as number of employees, annual turnover, and total asset value, as established by the National Small Business Act (Republic of South Africa, 2003).
- **Emerging Enterprises:** Emerging enterprises refer to newly established or early-stage businesses undergoing growth and development. In the context of this study, emerging enterprises are treated synonymously with SMMEs because both face similar constraints such as limited finance, skills, and market access (Chimucheka, 2013; Fatoki, 2021) (Rogerson, 2021; Fatoki, 2022). The terms are used interchangeably to encompass the full spectrum of small-scale businesses.
- **VUCA:** An acronym standing for Volatility, Uncertainty, Complexity, and Ambiguity, VUCA describes the challenging and unpredictable conditions organisations face

in the contemporary business environment (Bennett & Lemoine, 2014). It highlights the need for agile and adaptive strategies to survive and thrive.

- **ICT SMMEs:** These are SMMEs operating specifically within the Information and Communication Technology (ICT) sector. ICT SMMEs focus on products and services such as software development, telecommunications, digital platforms, and IT services. They are critical drivers of innovation and digital transformation in South Africa (Modimogale & Kroeze, 2011) .
- **South African ICT SMMEs:** This refers to ICT SMMEs that are based and operate within South Africa. Their growth is essential for national digital economy development.
- **ICT Sector:** The ICT sector encompasses all businesses involved in developing, manufacturing, and distributing technology products and services, including hardware, software, telecommunications, and IT-enabled services. This sector is pivotal to enabling economic growth and digital transformation globally and in South Africa (World Bank, 2024)

1.7 Delimitation of the study

The study was guided by the following delimitations:

I. The study targets ICT SMMEs only, excluding non-ICT industries, large corporations, and informal businesses.
II. Data collection was conducted via online surveys, which may exclude respondents without reliable internet access or those less digitally engaged.
III. The study adopted a quantitative, cross-sectional approach, as such, it does not account for how strategic foresight practices evolve over time.
IV. Only three foresight practices were examined, although others exist and may influence agility.
V. The geographic scope is limited to South Africa, which may restrict generalisability to other emerging economies.

1.8 Assumptions

This study is based on the following key assumptions:

I. Participants have a basic understanding of strategic foresight and organisational agility, even if formal practices are not implemented in their organisations.
II. Respondents will provide honest, accurate, and thoughtful survey responses, ensuring the validity of the data.
III. ICT SMMEs in South Africa will be willing to participate and share data on their use of foresight practices and organisational agility.
IV. The ICT sector in South Africa reflects broader business trends, especially in how small businesses address market uncertainties.
V. Strategic foresight practices adopted by SMMEs remain stable during the data collection period and are not significantly altered.

1.9 Chapter outline

This chapter presents an introduction to the study. Chapter 2 presents the literature review while Chapter 3 covers the research methodology used. Furthermore, Chapter 4 presents data analysis results and Chapter 5 discusses the results. Finally, Chapter 6 concludes with the study's results and suggestions.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

This chapter provides an in-depth review of the relevant literature on strategic foresight practices and organisational agility. The chapter commences with an exploration of key theoretical frameworks that provide the foundation for the study, followed by a detailed examination of the principal variables, namely, strategic foresight practices and organisational agility.

2.2 Theoretical Framework

2.2.1 Dynamic Capabilities Theory

The Dynamic Capabilities Theory (DCT) advanced by Teece, Pisano, and Shuen (1997) provides a foundational lens to understand how organisations achieve and sustain competitive advantage in turbulent environments. The theory emphasises an organisation's ability to sense opportunities and threats, seizing them through strategic investments, and transforming organisational resources to sustain competitiveness (Teece et al., 2016; Teece, 2007). Dynamic capabilities facilitate continuous organisational adaptation and innovation, which are crucial in volatile and uncertain contexts. Strategic foresight enables organisations to anticipate change, supporting these dynamic capabilities (Liu et al., 2020).

2.2.2 Strategic Agility Framework

The Strategic Agility Framework conceptualises agility through three pillars: strategic sensitivity, leadership unity, and resource fluidity (Doz & Kosonen, 2010). Strategic sensitivity refers to attentiveness to external changes, leadership unity describes aligned decision-making, and resource fluidity captures rapid reallocation of resources to emerging priorities. This framework is relevant to ICT SMMEs facing volatile and complex environments, emphasising the agility needed to survive and grow (Lu & Ramamurthy, 2011).

2.2.3 Integrated Theoretical Framing

This study adopts an integrated theoretical framing that combines DCT and the Strategic Agility Framework to examine how strategic foresight enables organisational adaptability in small, resource-constrained, and uncertain environments. DCT provides a lens to understand how organisations sense, seize, and transform in response to environmental changes (Teece, 2007), while the Strategic Agility Framework emphasises strategic sensitivity, leadership unity, and resource fluidity as drivers of agile response (Doz & Kosonen, 2010). Strategic foresight is thus conceptualised not only as a cognitive sensing capability but also as a dynamic enabler of ongoing strategic renewal, shaping both structural and behavioural dimensions of agility. This dual-theory foundation supports a holistic analysis of how SMMEs leverage foresight to build adaptive capacity and sustain competitive advantage.

2.3 Strategic Foresight Practices

Strategic foresight is an organisational capability involving systematic attempts to predict and prepare for future conditions (Rohrbeck & Schwarz, 2013). It encompasses several practices that support proactive decision-making under uncertainty.

2.3.1 Environmental Scanning

Environmental scanning refers to the systematic collection of external data to support both problem identification and informed decision-making (Hines et al., 2019). It helps organisations identify potential opportunities and risks (Choo, 2001), while also enabling them to anticipate market shifts and emerging technological disruptions (Choo, 2001; Haase & Franco, 2011). As Hussain et al. (2016) note, this process plays a critical role in reducing uncertainty and enhancing strategic planning (Hussain et al., 2018). However, Holland (2019) cautions that many managers still rely on intuition and personal beliefs to interpret their environment, which can result in blind spots and missed trends(Holland, 2019). Structured environmental scanning addresses these challenges by generating actionable intelligence that supports timely and evidence-based responses to change (Haase & Franco, 2011). Moreover, the integration of digital tools, particularly big data analytics, has significantly improved the efficiency and accuracy of scanning activities, allowing organisations to respond more swiftly and strategically to disruptions (Holopainen & Toivonen, 2012).

2.3.2 Scenario Planning

Scenario planning is a strategic method used to develop multiple plausible future scenarios, allowing organisations to explore uncertainties and enhance their strategic flexibility (Amer et al., 2013). By expanding thinking beyond linear forecasting, it improves organisational preparedness for a range of possible futures (Burt et al., 2021). This approach helps organisations consider divergent outcomes, thereby reducing the risks associated with unexpected disruptions (Wright et al., 2008).

Scenario planning enables organisations to define and imagine various potential futures, fostering adaptability and flexible decision-making (Chermack, 2011; Lavri, 2022). It is widely used to cultivate strategic flexibility by envisioning a spectrum of plausible developments (Day & Schoemaker, 2016). Through this process, organisations gain a deeper understanding of possible risks and opportunities, enabling them to adjust their strategies accordingly (Goldberg & Boyes, 2024). However, the technique demands significant time and expertise, which may pose challenges for smaller organisations with limited resources (Nyuur, 2015).

2.3.3 Strategic Visioning

Strategic visioning involves crafting a clear and inspiring future-oriented vision that aligns organisational efforts toward long-term goals (AlDhaheri et al., 2020; Khan, 2020). It provides direction and motivation amid uncertainty, supporting coherent and focused strategic decision-making(Truong et al., 2024).

Visioning also enhances organisational commitment and adaptability, which are especially important in dynamic industries such as ICT (Doz & Kosonen, 2010). Beyond simply imagining possible futures, strategic visioning empowers organisations to actively shape their future by developing aspirational long-term plans. Rohrbeck et al. (2007) highlight that the true value of strategic foresight lies in this proactive shaping of the future through clear, visionary plans. Similarly, Vecchiato (2015) stresses that strategic visioning is essential for aligning organisational efforts and fostering innovation, ensuring that a shared vision drives transformation and resilience.

2.4 Organisational Agility

Organisational agility is a organisation's ability to sense, respond to, and adapt quickly to changes in the business environment (Overby et al., 2006). It involves rapid decision-making, flexible processes, and dynamic resource allocation to maintain competitiveness, especially in fast-evolving sectors like ICT (Lu & Ramamurthy, 2011; Tallon & Pinsonneault, 2011). Agility is commonly understood to include sensing capabilities, decision speed, and action speed (Overby et al., 2006; Tallon & Pinsonneault, 2011).

This study focuses on organisational agility as the capacity to adapt efficiently to environmental changes while maintaining operational effectiveness (Appelbaum et al., 2017; Doz & Kosonen, 2010; Kotter, 2012). It requires identifying opportunities, making timely decisions, and reallocating resources effectively (Denning, 2018). Agility fosters innovation, customer responsiveness, and risk management, which provide a competitive advantage in uncertain markets (Teece, 2017). By fostering a culture of adaptability, strategic foresight, and resilience, organisations can successfully navigate complexity and sustain long-term success (Doz & Kosonen, 2010).

Organisational agility is especially crucial for South African SMMEs in the ICT sector, where the ability to quickly adapt to market fluctuations, technological advances, and competitive pressures can enhance both performance and sustainability (Govuzela & Mafini, 2019). Enhancing agility in these enterprises requires a multifaceted approach, emphasising technological capabilities, collaborative innovation, organisational learning, and internal alignment (Govuzela & Mafini, 2019). Additionally, the capacity to adjust business models and strategies in response to shifting markets ensures continued relevance in a dynamic environment (Desalegn et al., 2024). Effective engagement with stakeholders, including customers, suppliers, investors, and regulators, further supports the development of organisational agility (Arsawan, De Hariyanti, et al., 2022).

2.5 Overview of the ICT Sector in South Africa

The ICT sector in South Africa plays a crucial role in driving the country's digital transformation and economic growth (Gono et al., 2016). Urban centres like Johannesburg and Cape Town serve as ICT hubs, supported by growing tech entrepreneurship and digital infrastructure (Kedama & Abrahams, 2017).

Government initiatives such as the National Development Plan (2012) and the Digital Economy Strategy have sought to enhance broadband access, foster digital skills, and support inclusive digital transformation (South Africa, 2024; South African Government, 2012). Despite these efforts, implementation challenges persist, including regulatory delays and inadequate rural access (Independent Communications Authority of South Africa, 2024). Notable successes include high mobile penetration and expanding broadband infrastructure, which have supported e-commerce, e-government, and fintech innovation (Cele & Mlitwa, 2024; Hadzic, 2024). However, persistent digital divides, skills shortages, and the disruptive effects of load shedding continue to undermine progress (Shibambu, 2023).

Strategic foresight can help navigate these challenges by enabling better anticipation of technological, regulatory, and socio-economic shifts. Through tools like scenario planning, foresight supports policy alignment, infrastructure resilience, and skills development aligned with future industry needs (Holland, 2019; Mugabe et al., 2024).

2.6 Conceptual Framework

Drawing from the theoretical foundations established in Chapter 2.2, this conceptual framework illustrates the hypothesised relationships between strategic foresight practices and organisational agility in South African ICT SMMEs. The framework posits that three core strategic foresight practices function as independent variables that may positively influence the dependent variable, organisational agility.

Each of these strategic foresight practices contributes uniquely to an organisation's ability to sense external change, align strategic intent, and respond with speed and flexibility. The model reflects a deductive research design, where hypotheses have been formulated based on established literature, and their validity is tested through quantitative methods.

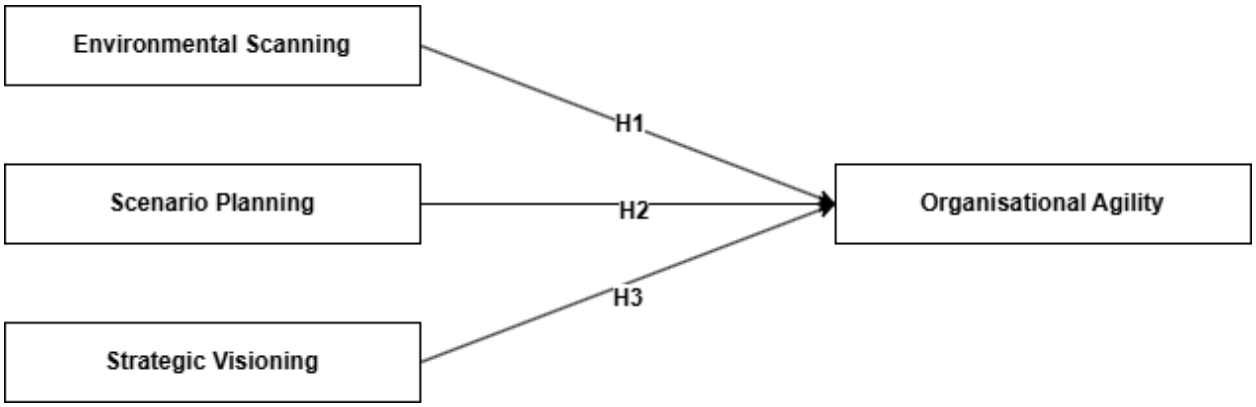


Figure 2.1: Conceptual Framework

2.6.1 Environmental scanning and organisational agility

Environmental scanning is a vital enabler of organisational agility, as it allows organisations to detect early warning signals and make proactive decisions in uncertain environments (Hlehel & Shalaka, 2022; Robinson, 2015). It enhances situational awareness, supporting faster and more informed responses to change. However, Robinson (2015) also notes that its effectiveness depends on the organisation's ability to interpret complex information and act accordingly, a process often hindered by internal limitations such as cognitive bias or information overload.

García-Carbonell et al. (2021) reinforce this by showing that environmental scanning aids in identifying and prioritising strategic issues, thus guiding responses to emerging threats and opportunities. Their findings confirm that scanning is most impactful when integrated with broader strategic thinking and learning processes (García-Carbonell et al., 2021).

Nonetheless, the benefits of scanning are not automatic. Research shows that without strategic alignment, scanning can become resource-intensive and ineffective (Choo, 2001; Sawyerr et al., 2000). Moreover, organisations require a culture that values external insight and leadership that is agile enough to act on it (Day & Schoemaker, 2005) (. As Teece (2007) argues, the value of scanning is ultimately contingent on dynamic capabilities such as absorptive capacity, strategic clarity, and execution speed. Thus, while environmental scanning significantly enhances agility, its impact relies on how well it is embedded into strategic decision-making frameworks.

2.6.2 Scenario planning and organisational agility

Scenario planning enhances organisational agility by enabling anticipation of multiple futures, which promotes flexibility (Ghalenoe et al., 2023). Meyerowitz et al. (2018) highlight its role in boosting strategic agility within corporate decision-making, noting that its effectiveness depends on proper integration with agile methods and technological support. Their findings stress the need to balance foresight with adaptability in fast-changing environments (Meyerowitz et al., 2018).

Furthermore, Malekakhlagh et al. (2022) demonstrate a strong link between scenario planning and strategic innovation. They show that scenario planning improves innovation directly and indirectly by enhancing strategic flexibility and thinking (Malekakhlagh et al., 2022). Additionally, the study reveals that strategic flexibility and strategic thinking act as mediators in this relationship, meaning that scenario planning not only impacts strategic innovation directly but also does so indirectly by fostering greater strategic flexibility and strategic thinking.

2.6.3 Strategic visioning and organisational agility

Strategic visioning is widely recognised as a foundational leadership function that articulates a clear and aspirational long-term direction for organisations, thereby informing decision-making and resource allocation (Steege, 2017). However, while vision provides orientation, it does not, on its own, enable responsiveness to volatility. In this regard, strategic foresight has emerged as a complementary capability, enabling organisations to scan for early signals of change, anticipate uncertainty, and adapt their visions accordingly (Mbogo, 2023). Critically, foresight does not replace visioning but enriches it by grounding aspirational goals in informed projections of future contexts.

Integrating strategic foresight with strategic agility further strengthens organisational resilience and innovation (Arokodare & Asikhia, 2020; Rohrbeck & Schwarz, 2013). Rather than relying solely on long-term planning or short-term reaction, this dual capability allows organisations to combine directional clarity with executional flexibility, thus avoiding the pitfalls of either strategic rigidity or reactive disorder. Recent empirical evidence supports this perspective, showing that organisations equipped with both

foresight and agility tend to outperform their peers in innovation and adaptability (Arokodare & Asikhia, 2020; Zhen & Ali, 2024).

Moreover, the successful operationalisation of this synergy depends on enabling conditions such as adaptive leadership, which fosters strategic responsiveness; a learning-oriented culture, which facilitates continuous sensing and adjustment; and digital technologies, which accelerate both foresight processes and agile execution (Alakaş, 2024; Ciampi et al., 2022). These elements act as support structures and integral levers that shape an organisation's strategic capacity.

Ultimately, as Mbogo (2023) asserts, the convergence of strategic visioning, foresight, and agility equips organisations to anticipate and shape future trajectories proactively, thus sustaining competitive advantage in increasingly complex and uncertain environments.

2.7 Bridging Literature Review to Conceptual Framework

A critical review of the literature on strategic foresight and organisational agility reveals a disproportionate emphasis on large, resource-endowed organisations operating in developed economies (Rohrbeck & Kum, 2018; Semke & Tiberius, 2020; Teece, 2014). These studies provide robust evidence that foresight capabilities can significantly enhance an organisation's ability to navigate disruption, foster innovation, and maintain strategic coherence under uncertainty (Demneh et al., 2023; Rohrbeck & Kum, 2018; Taferner, 2023). However, the generalisability of these findings remains limited, as they are grounded in contexts with ample financial, human, and technological resources that are not reflective of the operational realities of organisations in emerging markets (Arokodare & Asikhia, 2020; Ciampi et al., 2022).

Moreover, while strategic foresight and organisational agility have been conceptually and empirically explored as distinct constructs (Rohrbeck & Kum, 2018; Teece, 2014), there remains a shortage of research examining how specific foresight practices influence agility outcomes, particularly in resource-constrained environments (Arokodare & Asikhia, 2020). Such environments pose distinct challenges that cannot be addressed by merely

transferring best practices from larger corporations (Semke & Tiberius, 2020; Taferner, 2023).

This research gap is particularly salient for ICT-focused small, medium, and micro enterprises (SMMEs) in emerging economies such as South Africa, where digital entrepreneurship is simultaneously a key enabler of national innovation and a sector marked by high vulnerability to failure (Mugabe et al., 2024).

Addressing this gap is therefore critical to developing contextually relevant foresight-agility frameworks that enable SMMEs not only to survive amid disruption but to proactively shape their strategic futures and sustain competitive advantage (Arokodare & Asikhia, 2020; Ciampi et al., 2022; Rohrbeck & Kum, 2018).

2.8 Conclusion

This chapter has examined the theoretical foundations and empirical developments related to strategic foresight and organisational agility. While both constructs are well established in the literature, their intersection, particularly within the context of resource-constrained, high-uncertainty environments, remains underexplored. The limited focus on ICT SMMEs in emerging economies such as South Africa highlights a critical gap. Addressing this through contextually grounded research will not only extend current understanding but also contribute to more resilient and future-ready enterprises. This sets the foundation for the next chapter, which presents the conceptual framework guiding this study.

CHAPTER 3: RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the methodology employed in this study, including research design, data collection instruments and procedure for data analysis, and ethical considerations.

3.2 Research Design

A cross-sectional survey design was employed, which is commonly used in management research to gather data from a sample at a single point in time (Saunders et al., 2019). This design is well suited for examining patterns of behaviour, perception, or performance across a defined population, and supports the study's goal of measuring associations between multiple constructs.

3.3 Research Philosophy

Saunders et al. (2019) describe research philosophy as the core knowledge development which clarifies how data is collected, analysed, and interpreted. The "research onion" (Figure 3.1) model illustrates this with its layered perspectives from broad philosophies to data collection methods.

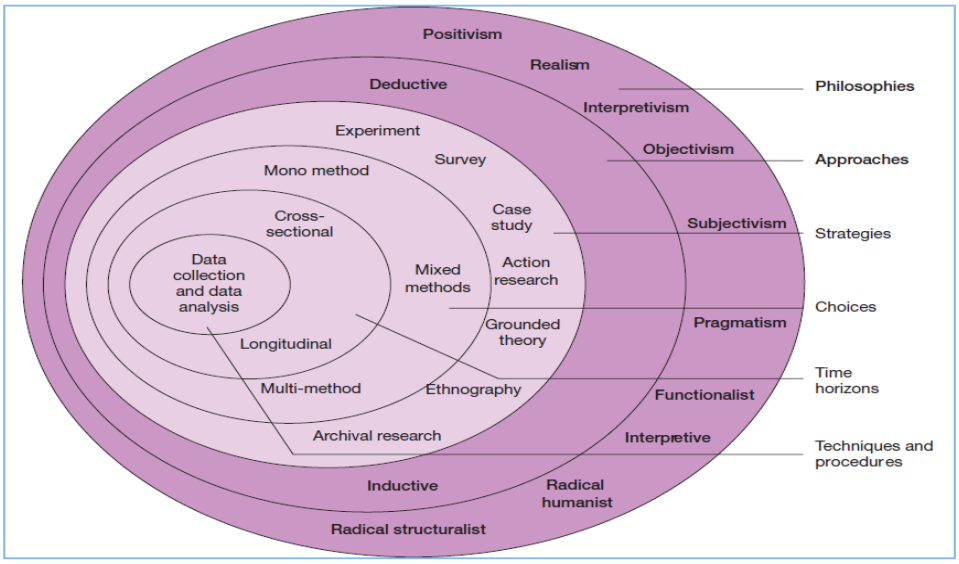


Figure 3. 1: The research 'onion'

Source: Saunders et al. (2019, 130)

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This paper adopts a positivist philosophy, as it is focused on the objectivity, quantifiability and structure (Creswell, 2018; Saunders et al., 2019). Positivism holds that knowledge

comes from observable and quantifiable phenomena, making it effective for quantitative research. Here, it enables a structured analysis relating the strategic foresight and organisational agility. The study adopted a quantitative approach that focuses on collecting and analysing numerical data for testing the hypothesis and relationships between variables (Babbie, 2020; Creswell, 2018). According to Saunders et al. (2019), quantitative research produces reliable and objective data that is fit to test the hypothesis.

3.4 Target Population

The target population for the study comprised founders, CEOs, and senior executives of ICT SMMEs operating in South Africa. A non-probability purposive sampling technique was adopted to ensure that participants had strategic oversight and were qualified to respond to questions about strategic foresight and organisational agility (Etikan et al., 2016).

3.5 Sampling

Due to the absence of a comprehensive database for ICT SMMEs in South Africa and limitations in resources, a non-probability sampling approach was adopted, combining purposive and snowball sampling methods. Purposive sampling was used to deliberately select ICT SMMEs that met specific criteria, ensuring relevance to the study. Meanwhile, snowball sampling facilitated the expansion of the sample size through referrals, effectively leveraging the interconnected nature of the sector (Etikan et al., 2016).

The target sample size of 375 was determined using Raosoft's Online Sample Size Calculator, based on an estimated population of 15,000, with a 5% margin of error and a 95% confidence level (Raosoft Inc., 2004). Random sampling was not feasible due to the incomplete sampling frame, the specialised characteristics of the population, significant resource demands, and the sector's heavy reliance on professional networks (Bornstein et al., 2013). Consequently, the combined purposive and snowball sampling approach offered an effective and practical way to obtain a relevant and representative sample (Baltar & Brunet, 2012).

3.6 Research Instrument and Data Collection Process

3.6.1 Research Instrument

Data were collected using a structured self-administered online questionnaire developed based on constructs from prior literature (Leeuw, 2008). The online format enabled real-time data collection and automated analytics, ensuring data integrity and efficiency (Saunders et al., 2019).

The questionnaire consisted of four sections:

I. **Demographics**: Capturing participant role, organisation size, and years in operation.
II. **Understanding of Strategic Foresight**: Assessing familiarity and frequency of foresight practices.
III. **Strategic Foresight Practices**: Measuring environmental scanning, scenario planning, and strategic visioning.
IV. **Organisational Agility**: Evaluating the organisations's ability to adapt and respond to environmental changes.

Items for each construct were measured using a 4-point Likert scale, where 1 = Strongly Disagree and 4 = Strongly Agree, a format recommended for reducing neutral bias and improving scale discrimination (Brown & Shulruf, 2023; Joshi et al., 2015; Kankaraš & Capecchi, 2024).

3.6.2 Data Collection Process

Data were collected over a four-week period via Qualtrics, a secure online survey platform. The survey link was distributed through LinkedIn, WhatsApp networks, and professional mailing lists. Respondents were provided with a participant information sheet outlining the purpose, voluntary nature, and confidentiality of the study. Weekly reminders were issued to improve participation rates, and all responses were monitored to ensure completeness and eligibility.

3.7 Data Analysis

Data analysis involves examining the collected data to identify patterns, relationships, and insights that address the research questions (Saunders et al., 2019). In this study, data collected through Qualtrics was exported to IBM SPSS v29 for analysis. Descriptive statistics were used to summarise demographic information and highlight trends in

strategic foresight and organisational agility. Inferential statistics, including Pearson's correlation and multiple regression analysis, were employed to test relationships and predictive power between the variables. Pallant (2020) emphasises that statistical methods provide robust and reliable results, making them ideal for quantitative studies.

3.8 Validity and Reliability Considerations

Ensuring validity and reliability is essential for producing credible and accurate research findings (Saunders et al., 2019). Validity refers to the degree to which an instrument accurately measures the intended constructs. To establish content validity, the questionnaire was developed through a systematic review of relevant literature and further refined through consultation with academic experts and ICT SMME practitioners (Creswell, 2018).

Construct validity was strengthened through a pilot study with ICT SMME leaders and further assessed using Exploratory Factor Analysis (EFA) via Principal Component Analysis (PCA), an appropriate technique for examining the underlying structure of new or adapted scales (Mustafa et al., 2023; Sigudla & Maritz, 2023). The Kaiser-Meyer-Olkin (KMO) measure and Bartlett's Test of Sphericity confirmed the adequacy of the data for factor analysis (Sigudla & Maritz, 2023).

Reliability**,** which refers to the internal consistency and stability of the measurement instrument, was evaluated using Cronbach's alpha, with values above 0.7 deemed acceptable (Pallant, 2020). Each construct was tested separately to ensure that the items within each scale consistently measured the same underlying concept (Ranganathan & Caduff, 2023). Together, these procedures enhanced the methodological rigour and empirical robustness of the study, ensuring the reliability and validity of the results.

3.9 Ethical Considerations

Ethical considerations are critical for ensuring the integrity and credibility of a study while protecting participant's rights (Saunders et al., 2019). In this study, participants were provided with informed consent forms detailing the study's purpose, their voluntary participation, and their right to withdraw at any time. Data was anonymised, and responses were securely stored on password-protected systems. No incentives were

offered to avoid coercion. Ethical clearance approval was obtained from the Wits Business School ethics committee before commencing the research, ensuring compliance with academic and professional ethical standards.

3.10 Conclusion

This chapter detailed the research methodology, including the research philosophy, approach, design, target population, sampling techniques, research instrument, validity and reliability considerations, data collection methods, and analysis techniques. By adopting a positivist philosophy and quantitative approach, the study ensures the reliability and validity of its findings.

CHAPTER 4: RESULTS

4.1 Introduction

This chapter outlines the study's analysis and findings on the relationship between strategic foresight and organisational agility in South African ICT SMMEs.

4.2 Demographic Profile of Respondents

4.2.1 Roles of respondents

The roles of respondents are summarised in Table 4.1, providing insight into their position within their respective organisations.

Table 4.1:Roles of Respondents

	Respondent Roles	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Founder/ Co-Founder	47	49.5	49.5	49.5
	CEO	30	31.6	31.6	81.1
	Other(Please Specify)	18	18.9	18.9	100.0
	Total	95	100.0	100.0	

As presented in Table 4.1, The respondents were largely founders, CEOs, and senior executives of ICT SMMEs in South Africa.

4.2.2 Organisation's age in operation

The age of the organisation is summarised in Table 4.2, highlighting the maturity levels of participating organisations.

Table 4.2: Enterprise age

	Enterprise age	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 Year	10	10.5	10.5	10.5
	Between 1 and 5 Years	50	52.6	52.6	63.2
	Between 5 and 10 Years	21	22.1	22.1	85.3
	More than 10 Years	14	14.7	14.7	100.0
	Total	95	100.0	100.0	

Table 4.2 shows that 52.6% of organisations are between 1 and 5 years old, while 10.5% are less than one year old, indicating that emerging enterprises value strategic foresight. Organisations operating for 5–10 years account for 22.1%, and those older than 10 years make up 14.7%.

4.2.3 Enterprise size

The size of the organisations surveyed is summarised in Table 4.3.

Table 4.3: Enterprise size

	Enterprise size	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Micro(1 - 10 people)	31	32.6	32.6	32.6
	Small(11 - 50 people)	49	51.6	51.6	84.2
	Medium(51- 200 people)	15	15.8	15.8	100.0
	Total	95	100.0	100.0	

Small enterprises represented 51.6% of respondents, while micro-enterprises accounted for 32.6%. Medium-sized enterprises were the smallest group at 15.8%.

4.3 Understanding Strategic Foresight Concepts

4.3.1 Familiarity with Strategic Foresight Concepts

Respondents were asked to indicate their understanding and familiarity with the concept of strategic foresight. This section of the survey assessed how widespread the knowledge of foresight is among decision-makers in ICT SMMEs.

Table 4.4:Familiarity with Strategic Foresight Methods

	Familiarity Level	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Familiar	11	11.6	11.6	11.6
	Somewhat Familiar	47	49.5	49.5	61.1
	Familiar	25	26.3	26.3	87.4
	Very Familiar	12	12.6	12.6	100.0
	Total	95	100.0	100.0	

These results indicate that while some decision-makers had little exposure to strategic foresight, a majority (57.9%) demonstrated a working knowledge of foresight concepts, with 20% actively applying them in practice. This suggests a growing awareness within the SMME ecosystem of the value of foresight capabilities.

4.3.2 Responsibility for Strategic Foresight Activities

Table 4.5 outlines the distribution of responses on responsibility for strategic foresight activities. A total of **95 respondents** provided **131 answers**, as multiple selections were allowed.

Table 4.5: Responsibility for Strategic Foresight Activities

Responsibility Party	Frequency	% of Respondents (n=95)	% of Total Answers (n=131)
Other (please specify):	9	9.18	6.87
External Consultants	18	18.37	13.74
Cross-Functional Teams	25	25.51	19.08
CEO/Executive Team	79	80.61	60.31
Total	131	133.67	100

Table 4.5 shows that 80.61% of respondents attribute strategic planning to the CEO/Executive team (60.31%), while 25.51% credit cross-functional teams (19.08%). External consultants (18.37%) and other options (9.18%) were also noted, emphasising the executive team's primary role and the notable input from cross-functional teams.

4.3.3 Frequency of Strategic Foresight Practices

This section explores the frequency of strategic foresight integration in enterprise activities, as summarised in Table 4.6.

Table 4.6: Frequency of Strategic Foresight Practices

	Engagement Level	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	12	12.6	12.6	12.6
	Occasionally	51	53.7	53.7	66.3
	Regularly	27	28.4	28.4	94.7
	Very Regularly	5	5.3	5.3	100.0
	Total	95	100.0	100.0	

Table 4.6 shows that 53.7% of respondents engage in strategic foresight activities occasionally, indicating inconsistent integration. Only 5.3% engage regularly, suggesting room for greater adoption of strategic foresight.

4.3.4 Challenges in Implementing Strategic Foresight

The challenges encountered by respondents in implementing strategic foresight practices are summarised in Table 4.7. These findings help identify barriers that limit the adoption and effectiveness of strategic foresight amongst ICT SMMEs in South Africa.

Table 4.7: Challenges in Implementing Strategic Foresight

Challenges	Frequency	% of Respondents (n=98)	% of Total Answers (n=205)
Limited Resources	66	67.35	32.20
Lack of Time	63	64.29	8.78
Knowledge Gaps	52	53.06	12.20
Difficulty in Turning Insigl	20	20.41	38.54
Other (please specify):	4	4.08	63.90
Total	205	209	100%

Table 4.7 shows that the main challenges in implementing strategic foresight are limited resources (67.35% of respondents) and lack of time (64.29% of respondents, 8.78% of responses). Knowledge gaps (53.06% of respondents) and difficulty in translating insights into action (20.41% of respondents) are also significant. Additionally, 4.08% of respondents (63.90% of responses) noted other unspecified challenges, underscoring the need for greater clarity.

4.4 Descriptive statistics

Table 4.8 presents the descriptive statistics for the four main constructs: Organisational Agility, Environmental Scanning, Scenario Planning, and Strategic Visioning. These statistics provide insights into the general distribution, central tendency, and variability of responses.

Table 4.8: Summarises the mean, standard deviation, and sample size (N) for each variable

Variables	Mean	Std. Deviation	Sample Size
Environmental Scanning	13.11	9.212	95
Scenario Planning	11.99	8.209	95
Strategic Visioning	13.38	9.878	95
Organisational Agility	2.18	1.550	95

The mean scores suggest that respondents, on average, scored relatively low on Organisational Agility (Mean = 2.18), while higher scores were observed on Strategic Visioning (Mean = 13.38) and Environmental Scanning (Mean = 13.11). The standard

deviations are relatively high across constructs (ranging from 1.550 to 9.878), indicating considerable variability in respondents' perceptions.

These results help establish the distribution characteristics of each variable before proceeding to reliability and inferential analyses.

4.5 Reliability Analysis

4.5.1 Reliability of the Environmental Scanning

The Environmental Scanning (ES) scale comprises three items (ES01 to ES03). As shown in Table 4.9, the scale exhibited excellent internal consistency, with a Cronbach's alpha of 0.905, indicating that the items reliably measure the ES construct.

Table 4.9: Reliability Statistics for the Environmental Scanning Scale

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.905	.905	3

The item-total statistics provided in **Table 4.10** further support the reliability of the scale.

Table 4.10: Item-Total Statistics for the Environmental Scanning Scale

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
ES01	5.33	2.733	.835	.762	.845
ES02	5.22	2.429	.874	.796	.808
ES03	5.18	2.851	.730	.543	.929

All three items demonstrated strong corrected item-total correlations, ranging from 0.730 to 0.874, indicating that each item contributes meaningfully to the overall construct. Specifically, ES02 had the highest correlation (r = 0.874) and contributed most strongly to the reliability of the scale. Although ES03 had the lowest correlation (r = 0.730), it still met the minimum acceptable criteria and was retained due to its conceptual relevance to long-term strategic alignment. The analysis of "Cronbach's Alpha if Item Deleted" further confirmed the robustness of the scale. Removing ES03 would marginally increase the alpha to 0.929; however, doing so would risk losing important conceptual coverage. Therefore, all three items were retained for further analysis.

These results demonstrate excellent internal consistency (α = 0.905) and can be considered a reliable measure of environmental scanning.

4.5.2 Reliability of the Scenario Planning Scale

The internal consistency of the Scenario Planning (SP) scale was assessed using Cronbach's alpha. The scale consists of three items (SP01 to SP03). As shown in Table 4.11, the scale demonstrated excellent reliability, with a Cronbach's alpha of 0.922, indicating that the items consistently measure the scenario planning construct.

Table 4. 11: Reliability Statistics for the Scenario Planning Scale

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.922	.923	3

Further analysis using item-total statistics (Table 4.12) shows strong corrected item-total correlations for all three items.

Table 4.12: Item-Total Statistics for the Scenario Planning Scale

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
SP01	5.53	2.571	.876	.777	.860
SP02	5.53	2.380	.858	.759	.876
SP03	5.41	2.755	.797	.638	.923

All items show strong correlations with the total scale (0.797 to 0.876), indicating good internal consistency. The overall Cronbach's alpha was 0.86, which would increase to 0.92 if SP03 was removed, suggesting it slightly lowers reliability. However, SP03 was retained due to its theoretical relevance. The scale means and variances if items were deleted remained stable, indicating balanced item contributions. Overall, the SP scale demonstrates excellent internal consistency ($\alpha = 0.922$) and is a reliable instrument for measuring scenario planning.

4.5.3 Reliability of the Strategic Visioning Scale

The internal consistency of the Strategic Visioning (SV) scale was assessed using Cronbach's alpha. As shown in Table 4.13, the scale demonstrated good reliability, with an overall Cronbach's alpha of 0.856, indicating that the three items consistently measure the same underlying construct.

Table 4.13: Reliability Statistics for the Strategic Visioning Scale

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.856	.856	3

Further analysis of item-total statistics is presented in Table 4.14.

Table 4.14: Item-Total Statistics for the Strategic Visioning Scale

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
SV01	6.53	1.933	.767	.597	.762
SV02	6.45	2.101	.744	.570	.784
SV03	6.37	2.214	.678	.461	.844

All items contributed positively to the internal consistency, with corrected item-total correlations ranging from 0.678 to 0.767. While removing SV03 would increase the alpha to 0.844, it was retained due to its theoretical relevance. The scale means and variances if items were deleted remained consistent, suggesting no individual item dominated the scale. In conclusion, the SV scale demonstrates strong internal reliability ($\alpha = 0.856$) and is suitable for measuring the targeted construct.

4.5.4 Reliability of the Organisational Agility Scale

The Organisation Agility (OA) scale includes four items (OA01 to OA04) measuring the organisation's responsiveness, flexibility, and adaptive capabilities. The scale showed good internal consistency with a Cronbach's alpha of 0.841 (0.857 based on standardised items).

Table 4.15: Reliability Statistics for the Organisational Agility Scale

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.841	.857	4

Further analysis of item-total statistics is presented in **Table 4.16**.

Table 4.16: Reliability Statistics for the Organisational Agility Scale

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
OA01	8.12	5.955	.613	.380	.831
OA02	7.87	4.984	.740	.571	.773
OA03	7.42	3.885	.693	.483	.821
OA04	7.66	5.034	.754	.587	.768

All four items contributed meaningfully to the scale's internal consistency, and no item's removal would substantially improve reliability. Therefore, all items were retained.

4.5.5 Summary of Reliability Testing

In summary, internal consistency reliability was assessed separately for each of the four key constructs in this study using Cronbach's alpha. The ES scale demonstrated excellent reliability with an alpha of 0.905, while the SP scale also showed excellent internal consistency with an alpha of 0.922. The SV scale yielded a good reliability score of 0.856, and the OA scale similarly reflected good reliability at 0.841. These results confirm that all four scales are internally consistent and reliable for further analysis in this study.

4.6 Factor Analysis

4.6.1 Construct Validity Assessment

The suitability of the data for factor analysis was assessed using the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy and Bartlett's Test of Sphericity for all four constructs: ES, SP, SV, and OA.

Table 4.17: Construct Validity Assessment

Scale	KMO	Bartlett's χ^2	df	p-value
ES	.706	203.232	3	<0.001
SP	.746	217.498	3	<0.001
SV	.720	127.567	3	<0.001
OA	.817	165.901	3	<0.001

The KMO values for all constructs exceeded the recommended threshold of 0.6, indicating that the sample size and correlations among items were adequate for factor analysis. Specifically, ES had a KMO of 0.706, SP 0.746, SV 0.720, and OA 0.817.

Bartlett's Test of Sphericity was significant for all scales ($p < 0.001$), with chi-square values of 203.232 (df = 3) for ES, 217.498 (df = 3) for SP, 127.567 (df = 3) for SV, and 165.901 (df = 6) for OA. These results confirm that the correlation matrices were not identity matrices, indicating sufficient correlations among the items to justify factor analysis.

Together, these results provide preliminary evidence supporting the construct validity of the ES, SP, SV, and OA scales, justifying further factor analysis to explore their underlying factor structures (Brown, 2015; Field, 2018; Hair et al., 2020; Williams, Onsman & Brown, 2019).

4.7 Covariance and Correlation Matrices

4.7.1 Covariance Matrix

A covariance matrix was computed to examine the linear relationships between the key constructs: ES, SP, SV, and OA. The results, presented in Table 4.18, show that all covariances between variables are positive, indicating that increases in one construct tend to be associated with increases in others. The variances, shown on the diagonal, represent how much each construct varies internally, while the off-diagonal values reflect the pairwise covariances.

Table 4.18: The covariance matrix

	Environmental Scanning	Scenario Planning	Strategic Visioning	Organisational Agility
Environmental Scanning	84.861	23.448	34.013	4.524
Scenario Planning	23.448	67.394	22.270	2.098
Strategic Visioning	34.013	22.270	97.578	2.166
Organisational Agility	4.524	2.098	2.166	2.404

The covariance matrix reveals that Environmental Scanning and Strategic Visioning share the strongest relationship (34.013), suggesting that these two strategic practices may co-vary more closely in organisations. The weakest covariance is found between Scenario Planning and Organisational Agility (2.098), indicating a relatively modest shared variation. The variances for Strategic Visioning (97.578) and Environmental Scanning (84.861) are the highest, reflecting greater variability in respondent's engagement with

these constructs. In contrast, Organisational Agility had the lowest variance (2.404), suggesting more consistent responses. These findings support the internal consistency of the data and justify the use of further multivariate techniques such as Exploratory Factor Analysis (EFA) and regression analysis (Hair et al., 2022).

4.7.2 Correlation Matrix

To further assess the linear associations among the study constructs, a Pearson correlation analysis was conducted. The results are presented in Table 4.19 below..

Table 4.19: The correlation matrix

		Organisatonal Agility	Environmental Scanning	Scenario Planning	Strategic Visioning
Organisatonal Agility	Pearson Correlation	1	.317**	.165	.141
	Sig. (2-tailed)		.002	.110	.172
	N	95	95	95	95
Environmental Scanning	Pearson Correlation	.317**	1	.310**	.374**
	Sig. (2-tailed)	.002		.002	<.001
	N	95	95	95	95
Scenario Planning	Pearson Correlation	.165	.310**	1	.275**
	Sig. (2-tailed)	.110	.002		.007
	N	95	95	95	95
Strategic Visioning	Pearson Correlation	.141	.374**	.275**	1
	Sig. (2-tailed)	.172	<.001	.007	
	N	95	95	95	95

**. Correlation is significant at the 0.01 level (2-tailed).

The correlation matrix shows moderate positive relationships between most constructs. The strongest correlation was found between Environmental Scanning and Strategic Visioning (n = .374), indicating a moderate linear association. This suggests that organisations that engage more in Environmental Scanning tend to also perform better in strategic visioning. A similar pattern is observed between Environmental Scanning and Organisational Agility (r = .317), implying that agility may benefit from proactive scanning practices.

The weakest correlations were observed between Organisational Agility and Strategic Visioning (r = .141), and between Organisational Agility and Scenario Planning (r = .165), suggesting that while related, these constructs may operate more independently. All relationships are positive, and no signs of multicollinearity were observed (i.e., all r-values are below 0.80), supporting the use of all variables in subsequent regression analysis (Pallant, 2020; Hair et al., 2022).

4.8 Regression Analysis

This section presents the regression analysis findings on the relationship between organisational agility and the independent variables. A multiple regression analysis was conducted to assess their influence, providing insights into how strategic foresight enhances organisational agility in dynamic environments.

4.8.1 The impact of environmental scanning, scenario planning, and strategic visioning on organisational agility

The impact of environmental scanning, scenario planning, and strategic visioning on organisational agility was estimated by mean of the following multiple regression model:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

Where:

Y = Organisational Agility

X_1 = Environmental Scanning

X_2 =Scenario Planning

X_3 = Strategic Visioning

β_0 = constant

β_1, β_2 and β_3 are correlation coefficients for X_1, X_2 and X_3, respectively and

ϵ = Error term

4.8.2 Regression Model Summary

A multiple regression analysis was performed to examine the extent to which Environmental Scanning, Scenario Planning, and Strategic Visioning predict Organisational Agility. The results are shown in Table 4.20.

Table 4.20: Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.325[a]	.105	.076	1.490	.105	3.573	3	91	.017

a. Predictors: (Constant), Strategic Visioning, Scenario Planning, Environmental Scanning

The regression model produced an R value of .325, indicating a moderate correlation between the predictors and the outcome variable. The R^2 = .105 implies that 10.5% of the variance in Organisational Agility is explained by the combination of Environmental

Scanning, Scenario Planning, and Strategic Visioning. The Adjusted R^2 = .076, which adjusts for the number of predictors, suggests a small but meaningful explanatory power. The F Change = 3.573 with a p-value of .017 shows that the regression model is statistically significant at the 0.05 level, meaning that the predictors as a group significantly improve the prediction of Organisational Agility.

This outcome supports the hypothesis that strategic foresight practices contribute to building organisational agility, even though the explained variance is modest.

4.8.3 ANOVA Summary

The Analysis of Variance (ANOVA) results are presented in Table 4.21 to test whether the regression model significantly predicts Organisational Agility using the combined effects of Environmental Scanning, Scenario Planning, and Strategic Visioning.

Table 4.21: ANOVA Summary

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23.810	3	7.937	3.573	.017[b]
	Residual	202.148	91	2.221		
	Total	225.958	94			

a. Dependent Variable: Organisational Agility

b. Predictors: (Constant), Strategic Visioning, Scenario Planning, Environmental Scanning

The ANOVA results indicate that the overall regression model is statistically significant, F(3, 91) = 3.573, p = .017. This means that the combination of Strategic Visioning, Scenario Planning, and Environmental Scanning significantly predicts Organisational Agility. Although the explained variance is modest, the significance of the F-test confirms that the model performs better than one with no predictors.

4.8.4 Regression Coefficients

The regression coefficients for the model predicting Organisational Agility from Environmental Scanning, Scenario Planning, and Strategic Visioning are presented in Table 4.22.

Table 4. 22: Coefficients

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.350	.332		4.069	<.001		
	Environmental Scanning	.049	.018	.290	2.634	.010	.814	1.229
	Scenario Planning	.013	.020	.071	.673	.503	.875	1.143
	Strategic Visioning	.002	.017	.014	.125	.901	.832	1.201

a. Dependent Variable: Organisational Agility

The regression analysis revealed that among the three strategic foresight practices, only Environmental Scanning significantly predicted Organisational Agility (B = 0.049, p = .010), while Scenario Planning and Strategic Visioning were not significant predictors (p > .05). The overall model was statistically significant (F (3, 91) = 3.573, p = .017) and explained approximately 10.5% of the variance in Organisational Agility (R^2 = .105). These findings suggest that Environmental Scanning plays a more influential role in driving agility within organisations compared to the other strategic foresight dimensions.

4.9 Conclusion

The measurement scales demonstrated good reliability and factor analysis confirmed data suitability. Descriptive statistics showed moderate engagement in strategic foresight activities and varied levels of agility. Correlation analysis indicated positive associations among the variables. Regression results revealed that Environmental Scanning significantly predicts organisational agility, while Scenario Planning and Strategic Visioning were not significant predictors. The model explained a modest portion of the variance, suggesting that other factors may influence agility. Overall, the findings highlight the critical role of Environmental Scanning in enhancing organisational agility in dynamic business environments. The next chapter will discuss these findings in the context of existing literature and theoretical frameworks.

CHAPTER 5: DISCUSSION OF RESULTS

5.1 Introduction

This chapter discusses the results of the study in relation to the theoretical frameworks presented in Chapter 2. The discussion also reflects on the practical implications for ICT SMMEs in South Africa and their capacity to enhance organisational agility through strategic foresight practices.

5.2 Demographic Profile of Respondents

5.2.1 Roles of respondents

Most respondents in the study are founders, co-founders, or CEOs, indicating that strategic foresight efforts are spearheaded by top leadership. This observation is supported by longitudinal research showing that organisations with mature corporate foresight capabilities, measured by "future preparedness", achieve significantly higher profitability and market capitalisation growth compared to peers lacking such capabilities (Rohrbeck & Kum, 2018). However, despite strong leadership involvement, this study reveals that ICT SMMEs lack formally structured foresight teams. Without institutionalised foresight units, they may suffer from narrow perspectives, reduced diversity of input, and limited strategic sensemaking, elements critical for robust strategic decision-making (Rohrbeck et al., 2018).

5.2.2 Organisational Age and Maturity

The results indicate that most respondents represent organisations operating between one and five years, with fewer under one year old. This suggests a transitional phase where agility remains high, but foresight capabilities are still developing. Literature supports the view that younger organisations often rely on flexibility and informal scanning of the environment (Doz & Kosonen, 2010; Teece, 2007), while more mature organisations begin to embed structured foresight processes (Rohrbeck & Kum, 2018). However, studies on Polish SMEs highlight that foresight maturity in early-stage companies tends to be low due to limited strategic capacity and resources (Kononiuk, 2022)This implies that while organisational agility may exist, converting it into sustained foresight practices requires deliberate investment and time.

5.2.3 Organisational Size and Strategic Foresight Practices

The study found that most respondents are from small enterprises, followed by micro-enterprises. This distribution underscores the likelihood that resource constraints hinder the adoption of formal strategic foresight in these organisations. Unlike larger organisations, which typically employ structured foresight teams and processes (Rohrbeck & Schwarz, 2013). Smaller organisations often rely on managerial intuition and ad hoc decision-making (Vecchiato, 2012). While such informal approaches may offer agility, they limit the systematic exploration of future scenarios and reduce the depth of foresight.

5.3 Discussion of Key Findings

5.3.1 Reliability and Validity of Measurement Instruments

The measurement instruments for environmental scanning, scenario planning, strategic visioning, and organisational agility demonstrated acceptable to excellent reliability, with Cronbach's alpha values between 0.76 and 0.92, indicating consistent internal measurement (Field, 2024). Construct validity was further substantiated through factor analysis, with Kaiser-Meyer-Olkin (KMO) values exceeding the recommended threshold of 0.7 and highly significant Bartlett's tests ($p < 0.001$), confirming the appropriateness of the data for factor extraction (Tabachnick & Fidell, 2019). These results affirm the robustness of the instruments for capturing distinct yet related dimensions of strategic foresight and agility within the study context.

5.3.2 Relationships Among Strategic Foresight Practices and Organisational Agility

Correlation analysis revealed significant positive relationships between all strategic foresight constructs and organisational agility, underscoring the general importance of foresight practices in enhancing agility. Notably, environmental scanning exhibited a moderate correlation ($r = 0.317$), reaffirming its critical function as a direct mechanism for detecting change and facilitating timely organisational adaptation (Day & Schoemaker, 2016). In contrast, scenario planning and strategic visioning showed weaker correlations, implying their influence on agility is less immediate and possibly mediated through longer-term strategic alignment or cultural shifts (Amer et al., 2013). This differentiation suggests that while comprehensive foresight frameworks contribute to agility, the immediacy and

practical application of environmental scanning make it a more pivotal driver in volatile environments.

5.3.3 Predictors of Organisational Agility

Regression analysis identified environmental scanning as the sole significant predictor of organisational agility ($\beta = 0.29$, $p = 0.01$), highlighting its direct and substantive influence on enhancing agile responses. The lack of significance for scenario planning and strategic visioning suggests these constructs may impact agility indirectly, potentially through mediating organisational processes such as culture or leadership alignment (Arici & Gok, 2023).This finding reinforces that real-time, systematic environmental monitoring plays a more immediate role in fostering agility than abstract or long-term strategic foresight activities.

5.3.4 Integration with Existing Literature

The primacy of environmental scanning in fostering organisational agility is well-established, given its role in enabling real-time detection of external threats and opportunities that support rapid strategic adaptation (Rohrbeck & Kum, 2018; Teece, 2017). As a key sensing mechanism within the dynamic capabilities framework, environmental scanning provides the situational awareness necessary for agile decision-making in volatile environments (Eisenhardt & Martin, 2000; Teece et al., 2016).

In contrast, the evidence for scenario planning and strategic visioning remains mixed, reflecting persistent ambiguity about their direct influence on agility. While these practices offer value in shaping long-term strategic direction and organisational resilience, their effectiveness often hinges on contextual enablers such as leadership commitment, organisational learning, and cultural readiness (Heger & Rohrbeck, 2012; Lundqvist et al., 2022). This underscores the need for further empirical inquiry into the conditions under which foresight activities translate into operational agility.

5.4 Theoretical Interpretation of Findings

5.4.1 Environmental Scanning and Dynamic Capabilities

Environmental scanning is a critical component of dynamic capabilities, enabling organisations to sense and interpret changes in their external environment. By systematically monitoring trends, competitor actions, and market shifts, organisations build situational awareness essential for timely and effective responses (Teece, 2007). In ICT SMMEs, environmental scanning supports the early detection of opportunities and threats, facilitating resource reconfiguration and strategic adjustment—key elements of dynamic capabilities (Eisenhardt & Martin, 2000; Teece et al., 1997).

The scanning process enhances organisational learning and enables organisations to anticipate disruptions, which strengthens their ability to adapt rapidly in volatile markets (Choo, 2001). Thus, environmental scanning acts as the sensing capability within the dynamic capabilities framework, underpinning organisational agility and sustained competitive advantage in dynamic ICT sectors.

5.4.2 Scenario Planning and Strategic Sensitivity

Scenario planning enhances an organisation's strategic sensitivity by encouraging consideration of multiple plausible futures, which improves readiness for uncertainty. However, this study found that scenario planning did not significantly predict organisational agility in ICT SMMEs. This suggests that while scenario planning has the potential to increase awareness of emerging risks and opportunities, its influence on agility depends on how well it is integrated into everyday strategic processes.

The results indicate that many ICT SMMEs may conduct scenario planning inconsistently or cannot translate scenarios into actionable strategies. This aligns with Bishop, Hines, and Collins (2007), who note that scenario planning's effectiveness depends on embedding it within organisational routines and leadership commitment. Therefore, strategic sensitivity derived from scenario planning may remain latent unless supported by organisational structures that enable its practical application and foster agile decision-making (Bishop et al., 2007).

5.4.3 Strategic Visioning and Transformational Agility

Strategic visioning is fundamental for transformational agility, providing ICT SMMEs with a guiding framework for long-term change and innovation. However, the findings of this study revealed that strategic visioning had a positive but statistically insignificant effect on organisational agility. This suggests that while a clear vision is important, its impact on agility depends largely on how effectively it is embedded in leadership practices and daily decision-making.

This aligns with Govuzela and Mafini (2019), who emphasise that vision alone does not guarantee agility unless coupled with adaptive leadership and dynamic capabilities to operationalise change. The study's results highlight that in many ICT SMMEs, the challenge lies in translating strategic vision into actionable, flexible strategies that drive transformational agility. Therefore, leadership commitment and organisational mechanisms to embed the vision are critical for enabling organisations to not just respond to but shape their changing environments.

5.5 Conclusion

This chapter confirms that strategic foresight practices significantly enhance organisational agility in South African ICT SMMEs. Environmental scanning is the strongest predictor, emphasising its critical role in sensing and adapting to change. Scenario planning and visioning support strategic flexibility and alignment, enabling sustainable transformation. The study extends dynamic capabilities and strategic agility frameworks to smaller organisations in emerging markets, highlighting the importance of embedding structured foresight in everyday management. These findings offer practical guidance for ICT SMME leaders to institutionalise foresight practices, thereby improving their ability to navigate uncertainty and sustain competitive advantage.

CHAPTER 6: CONCLUSION AND RECOMMENDATIONS

6.1 Introduction

This chapter presents the overall conclusion of the study, highlights its contributions to theory and practice, and offers recommendations for practitioners, policymakers, and future researchers. The chapter also reflects on the study's limitations and proposes areas for further investigation.

6.2 Summary of Findings

This study examined the influence of strategic foresight practices on organisational agility within South African ICT SMMEs, using the Dynamic Capabilities Theory and the Strategic Agility Framework as theoretical lenses. The analysis confirmed that all three foresight practices, namely environmental scanning, scenario planning, and strategic visioning, have a statistically significant and positive impact on organisational agility. These findings support the notion that agility can be cultivated by enhancing an organisation’s sensing, seizing, and reconfiguring capabilities (Teece et al., 2016). Importantly, it demonstrates that strategic foresight practices, when embedded in leadership thinking and daily operations, can serve as a strategic asset for SMMEs navigating VUCA (Cunha et al., 2020).

Importantly, the results challenge the prevailing assumption that only large organisations can effectively operationalise strategic foresight. The study demonstrates that even small ICT organisations, operating in volatile and resource-constrained environments, can embed foresight into leadership thinking and daily routines. When strategically applied, foresight becomes a low-cost, high-impact capability that enables these organisations to anticipate change and respond with coherence and speed.

Furthermore, the evidence shows that informal and context-appropriate foresight mechanisms can serve as strategic assets, enabling SMMEs to develop agility despite limited resources. This finding aligns with prior research suggesting that cognitive and behavioural routines, rather than complex systems, underpin foresight capability in smaller organisations (Rohrbeck & Kum, 2018). Overall, the study provides robust empirical support for the view that strategic foresight is both practical and valuable for agility-building in emerging market SMMEs.

6.2.1 The extent to which strategic foresight practices influence organisational agility in South African ICT SMMEs

The study confirmed that environmental scanning, scenario planning, and strategic visioning each have a significant positive influence on organisational agility in South African ICT SMMEs. Regression results showed strong predictive relationships, supporting the view that strategic foresight operates as a dynamic capability (Rohrbeck & Schwarz, 2013). The regression analysis confirmed strong predictive relationships, and the theoretical interpretation highlighted strategic foresight as a dynamic capability.

6.2.1.1 Does environmental scanning influence organisational agility in ICT SMMEs?

The study's analysis found that environmental scanning significantly predicts organisational agility in ICT SMMEs. This confirms that organisations actively engaged in monitoring external trends, technological changes, and market shifts tend to be more agile, able to adjust strategies and operations promptly.

These findings suggest that environmental scanning functions as a core sensing capability within dynamic capabilities theory (Teece, 2007), equipping ICT SMMEs to detect early signals and reconfigure resources effectively. However, the data also indicated variability in scanning practices, pointing to opportunities for greater consistency to enhance agility further.

In line with Govuzela and Mafini (2019), environmental scanning is critical for ICT SMMEs operating in volatile environments, underpinning their ability to remain competitive and responsive.

6.2.1.2 Does scenario planning influence organisational agility in ICT SMMEs?

The regression analysis found that scenario planning did not significantly predict organisational agility in ICT SMMEs, indicating a limited direct influence. This suggests that while scenario planning is valuable for exploring multiple future possibilities, its impact on agility depends heavily on how these scenarios are operationalised within the organisation.

Literature supports this nuanced view. Rohrbeck and Schwarz (2013) argue that scenario planning enhances strategic flexibility only when integrated into decision-making processes and action plans. Without this integration, scenarios risk remaining theoretical exercises with minimal practical effect. Similarly, Bishop et al. (2007) caution that scenario planning must be embedded within organisational routines to translate foresight into timely, agile responses (Bishop et al., 2007).

In the context of South African ICT SMMEs, resource constraints and inconsistent application may limit scenario planning's effectiveness. Govuzela and Mafini (2019) note that SMEs often struggle to convert scenario insights into concrete strategies due to limited capacity and competing priorities.

Therefore, scenario planning alone may not drive agility unless it is coupled with strong organisational mechanisms that enable the translation of future-oriented insights into flexible actions.

6.2.2 Does strategic visioning influence organisational agility in ICT SMMEs?

The study found that strategic visioning had a positive but statistically insignificant effect on organisational agility. This suggests that merely having a strategic vision does not automatically translate into greater agility in ICT SMMEs. Instead, the influence of strategic visioning appears contingent upon how effectively it is embedded in adaptive leadership and decision-making processes.

This aligns with research by Govuzela and Mafini (2019), who argue that strategic intent alone is insufficient without dynamic capabilities that enable flexible execution. Doz and Kosonen (2010) further emphasise that strategic vision must be flexible, revisited frequently, and co-created with stakeholders to support agile responses.

Therefore, strategic visioning should be viewed as a necessary but not sufficient condition for agility. Its true value lies in the organisation's ability to operationalise and adapt the vision in the face of change.

6.3 Recommendations

Based on the study's findings, the following recommendations are proposed for South African ICT SMMEs:

- Institutionalise environmental scanning routines through customer feedback loops, informal competitor reviews, and digital trend monitoring tools.
- Use simplified scenario-based discussions during planning sessions to foster anticipatory thinking and prepare for uncertainty.
- Institutionalise scenario planning to improve strategic preparedness and risk mitigation.
- Strengthen leadership commitment to visioning by co-creating future narratives and embedding them into daily team conversations.
- Offer foresight training and toolkits tailored to the lean structures of SMMEs. These should include scenario-building templates, scanning checklists, and a planning playbook.
- Facilitate peer learning platforms where SMMEs can share foresight applications, lessons learned, and agile strategies.

6.4 Limitations of the Study

Key limitations include:

- The study focused solely on South African ICT SMMEs, limiting generalisability. Broader samples could explore sectoral or regional variance.
- With only 95 respondents, the findings may not fully represent all ICT SMMEs.
- The reliance on self-reported data may introduce potential biases arising from respondents' subjective perceptions and the inclination to provide socially desirable answers, which can affect the validity of the findings (Podsakoff et al., 2003).
- The cross-sectional research design limits the ability to draw causal inferences; however, statistically significant correlations were identified, highlighting important associations that warrant further longitudinal investigation (Wang & Cheng, 2020).

6.5 Suggestion for Further Research

While this study identifies environmental scanning as a significant predictor of organisational agility in ICT SMMEs, the non-significant effects of scenario planning and strategic visioning raise important questions. Future research must critically examine why these foresight practices fail to translate into measurable agility outcomes. It is plausible that scenario planning and strategic visioning remain theoretical exercises in many SMMEs, lacking effective integration into operational routines and decision-making (Bishop et al., 2007; Rohrbeck & Schwarz, 2013).

Moreover, the role of organisational context, including leadership adaptability, resource constraints, and organisational culture, likely mediates the effectiveness of these foresight practices (Govuzela & Mafini, 2019). For instance, limited managerial capacity or unclear strategic communication may hinder the conversion of vision into agile action (Doz & Kosonen, 2010). Longitudinal and qualitative studies are needed to unpack the processual dynamics through which scenario planning and visioning contribute, or fail to contribute, to agility over time. Additionally, research should explore how these practices interact with environmental scanning, potentially amplifying or diminishing their combined effects on agility (Rohrbeck & Kum, 2018). Addressing these gaps will not only refine theoretical models of strategic foresight and agility but also inform more practical, context-sensitive approaches for ICT SMMEs struggling to operationalise foresight for competitive advantage

6.6 Conclusion

This chapter discussed the key findings, confirming that environmental scanning significantly enhances organisational agility in South African ICT SMMEs. Scenario planning and strategic visioning showed no significant direct effects, likely due to challenges in practical integration. The findings highlight that foresight practices require strong organisational support to impact agility. These insights advance understanding of how strategic foresight functions in dynamic SMME contexts and offer practical guidance for improving agility. Future research should explore how to better embed scenario planning and visioning to strengthen their influence.

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APPENDIX A: ETHICS CLEARANCE

Graduate School of Business Administration
University of the Witwatersrand, Johannesburg

Wits Business School

Wits Business School Ethics Committee
Constituted under the University Human Research Ethics Committee (Non-Medical)

Ethics Clearance Certificate

Ethics protocol number: WBS/BA1126701/944
This certificate is only valid with a legitimate ethics protocol number and signed by the Researcher (below).

Project title	Strategic foresight and its influence on organisational agility in emerging enterprises in South Africa
Investigator / Researcher	Mr Mfundo Delihlazo
Nature of Project	MBA (Research Article)
Decision of the Committee	Approved, provided stakeholders and participants are guaranteed anonymity and confidentiality.
Issue Date of Certificate	10/07/2024
Expiry date	Date of submission of the project / research report
Chairperson	Dr Ayanda Magida ☎ +27 11 717 3953 ✉ ayanda.magida@wits.ac.za

Declaration by Researcher

One copy must be signed by the Researcher and returned to the Chairperson of the Wits Business School Ethics Committee.

I fully understand the conditions under which I am authorized to carry out the abovementioned research and I guarantee to ensure compliance with these conditions. Should any departure to be contemplated from the research procedure as approved I undertake to resubmit the protocol to the Committee.

Signed by:Mfundo Delihlazo
Signed at:2025-01-20 19:35:30 +02:00
Reason:I approve

20/01/25

Signature Date:

APPENDIX B: PARTICIPANT INFORMATION SHEET

Participant Information Sheet (PIS)



Dear Sir / Madam

My name is **Mfundo Delihlazo**. I am a Masters student in Business Administration at the University of the Witwatersrand, Johannesburg. My supervisor is **Dr. Robert Venter**. I am conducting a research study about Strategic Foresight. The study title **is Strategic Foresight and its Influence on Organisational Agility in Emerging Enterprises in South Africa**.

I am inviting you to participate in the survey. If you decide to take part, your participation in this research study will last about 10 minutes. The survey will be administered through an online survey tool and email.

During the research activity, I will only need to ask for your role in the organisation and the size of your organisation.

Your response will be confidential, and your identity will be anonymous. When I share the results of the research study, I will not include your name or anything else that could identify you.

If you decide to take part in the research study, it should be because you want to volunteer. You do not have to take part. You can stop being in the study at any time. You do not have to answer any questions if you do not want to. You will not get any direct benefits if you choose to join the research study. You will not lose any services, benefits or rights you would normally have if you decide not to join. Taking part in the research study will not cost you anything. You will not be paid for being in this research study.

The risks for this research study are no more than what happens in everyday life OR some of the questions asked may make you feel sad or upset.

This research study will be written up as a research report. The report will be available on the university library website. If you would like to receive a summary of this report, I will be happy to send it to you.

If you have any questions during or afterwards about this research study, feel free to contact me or my supervisor on the details listed below. If you have any concerns or complaints about the ethical procedures of this research study, you are welcome to contact the University Human Research Ethics Committee (Non-Medical), telephone +27(0) 11 717 1408, email hrecnon-medical@wits.ac.za.

Yours sincerely,
Mfundo Delihlazo

Researcher:
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Supervisor:
Dr. Robert Venter, robert.venter@wits.ac.za , 011 717 8090

APPENDIX C: QUESTIONNAIRE

Section A: Demographic Questionnaire: The information collected in this section will help us understand the background of the participants involved.

1. D01 - Your position/title in the enterprise?

- ○ Founder/Co-Founder
- ○ CEO
- ◉ * Other(Specify)

2. D02 - How long has your enterprise been operating?

- ○ Less than 1 Year
- ○ Between 1 and 5 Years
- ○ Between 5 and 10 Years
- ○ More than 10 Years

3. D03 - How would you categorise the size of your enterprise?

- ○ Micro(1 - 10 people)
- ○ Small(11 - 50 people)
- ○ Micro(51 - 200 people)

Section B: Understanding Strategic Foresight Methods in Your Enterprise

1. SFM01 - How familiar are you and your team with environmental scanning, scenario planning, and visioning?
   - ○ Not Familiar
   - ○ Somewhat Familiar
   - ○ Familiar
   - ○ Very Familiar
2. SFM02 - Who within your enterprise is responsible for environmental scanning, scenario planning, and visioning activities?
   - ☐ CEO/Executive Team
   - ☐ External Consultants
   - ☐ Cross-Functional Teams/
   - ☐ * Other (please specify)

3. SFM03 - How frequently does your enterprise engage in each of the following strategic foresight activities (i.e. Environmental Scanning, Scenario Planning & Visioning)?
   - ○ Never
   - ○ Occasionally
   - ○ Regulary
   - ○ Very Regulary

4. SFM04 - What challenges, have you encountered in implementing these foresight methods?
   - ☐ Limited Resources
   - ☐ Lack of Time
   - ☐ Knowledge Gaps
   - ☐ Difficulty in Turning Insights into Action
   - ☐ * Other (please specify)

Section C: Agility in Your Enterprise

1. EA01 - How quickly does your enterprise respond to changes in the market, customer needs, or industry trends?
   - ○ Poor
   - ○ Need Improvement
   - ○ Good
   - ○ Excellent
2. EA02 -How would you rate the flexibility of your enterprise in reallocating resources (time, budget, talent) in response to changing priorities or market conditions?
   - ○ Not at all
   - ○ Somewhat
   - ○ Moderate
   - ○ Great
3. EA03 - How often does your enterprise engage with key stakeholders to align with their needs and expectations?
   - ○ Not at all
   - ○ Rarely
   - ○ Occasionally
   - ○ Continuously
4. EA04 - How would you assess your enterprise's agility in responding to change and disruption?
   - ○ Not at all
   - ○ Somewhat
   - ○ Moderate
   - ○ Great
5. EA05 - What improvements have you observed in your enterprise as a result of embracing agility? (Select all that apply)
   - ☐ Imprived Responsiveness to Customer Needs
   - ☐ Increased Innovation
   - ☐ Better Risk Management
   - ☐ * Other (please specify)

Section D: Influence of Environmental Scanning, Scenario Planning, and Visioning on Agility

Section D.1: Influence of Environmental Scanning on Agility.

1. ESA01 - To what degree has environmental scanning supported your enterprise's agility in addressing market changes?
   - ○ Not at all
   - ○ Somewhat
   - ○ Moderate
   - ○ Great
2. ESA02 - How significantly has environmental scanning influenced the speed and accuracy of decision-making processes in your enterprise?
   - ○ Not at all
   - ○ Somewhat
   - ○ Moderate
   - ○ Great
3. ESA03 - In what ways has environmental scanning contributed to ensuring alignment with your enterprise's long-term objectives?
   - ○ Not at all
   - ○ Somewhat
   - ○ Moderate
   - ○ Great

Section D.2: Influence of Scenario Planning on Agility.

1. SPA01 - How has scenario planning enhanced your enterprise's ability to adapt to market changes?
   - ○ Not at all
   - ○ Somewhat
   - ○ Moderate
   - ○ Great
2. SPA02 - How has the practice of scenario planning influenced your ability to make timely and well-informed decisions?
   - ○ Not at all
   - ○ Somewhat
   - ○ Moderate
   - ○ Great
3. SPA03 - What impact has scenario planning had on maintaining a clear alignment between your enterprise’s immediate actions and its long-term aspirations?
   - ○ No Impact
   - ○ Minimal Impact
   - ○ Moderate Impact
   - ○ Significant Impact

Section D.3: Influence of Strategic Visioning on Agility.

1. SVA01 - In what ways has having a clear vision helped your enterprise maintain flexibility and anticipate market changes?
   - ○ Not at all
   - ○ Somewhat
   - ○ Moderate
   - ○ Great
2. SVA02 - How has the clarity of vision influenced your enterprise's decision-making speed and its ability to choose the right course of action?
   - ○ Not at all
   - ○ Somewhat
   - ○ Moderate
   - ○ Great
3. How has visioning helped ensure your enterprise stays aligned with its long-term goals, even in a dynamic business environment?
   - ○ Not at all
   - ○ Somewhat
   - ○ Moderate
   - ○ Great