

The effect of strategic foresight on marketing performance Analytical study of a sample of private sector companies (Internet service providers)

Ahmed Hashem Alsaqal ¹, Hameed Ali Ahmed ² and Muatez ahmed alsaqal ³

^{1,2} Dept. Of Business Administration, Economics & Administration College Al- Iraqia University,
Baghdad, Iraq.

³ Al-bayan university -College of Business Administration

Email: ahmedalsqal@gmail.com

Email: hameedalmulla@gmail.com

Email: Muatez.88@gmail.com

Abstract: This study aims to test “the impact of strategic foresight as an independent variable on marketing performance as a dependent variable. A set of questions crystallized about the main study problem, including the capabilities of telecommunications companies in providing Internet services to employ strategic insight in reaching acceptable levels of marketing performance? A group of The objectives, including testing and determining the relationship of strategic insight into marketing performance in the companies in question.

For this purpose, a number of hypotheses were formulated, the most important of which was to find a correlation and influence relationship (for strategic insight and its dimensions with marketing performance). Through a questionnaire and the use of field visits and personal interviews with a number of the heads of these companies. A set of statistical tools were used to process the data, including the arithmetic mean, coefficient of variation, standard deviation, Pearson simple linear correlation coefficient, and simple and multiple linear regression to test the validity of the hypotheses through a set of statistical programs are (25.SPSS. V) and (25.AMOS. V). The most prominent results were represented by the strong and significant effect between the strategic foresight variable with institutional performance.

Key words: Strategic Foresight, Scenario, Forecasting, Vision, Marketing Performance.

Introduction

Today's world is changing at an unprecedented rate, resulting in an unparalleled level of uncertainty when it comes to marketing performance. The process of change requires that we anticipate what the future holds and the use of insight constitutes a practical connection between the future and the present, to understand it better, the term “insight” is used nowadays more and more widely. Although foresight, which is often a qualitative approach, is often confused with prediction, extrapolation or planning, despite the difference in meaning. Foresight is a systematic process for the future in collecting information and a medium- and long-term process for building a vision that aims to identify opportunities and areas of weakness that are supposed to be avoided to help make today's decisions that will support the future. A sample of telecommunications companies that provide Internet services were chosen, as they are today the lifeblood of life to be a field for study. All the workers in these companies, numbering 98, were selected. The first part of the study included the study methodology and the second part an explanation of the theoretical foundations related to variables. The study, as for the third part, it dealt with the practical side of the study with regard to describing and diagnosing the study variables and testing and analyzing the hypotheses of influence between the variables of the study. And far to develop alternative scenarios that reduce risks to a minimum.

First, the study methodology

1-: The problem of the study

The surveyed companies suffer from weakness in the process of future visions of what the market will be and the level of competition, which requires them to use the means of strategic foresight in order to be able to know the events and changes that could affect their performance, especially since they work in a sector characterized by rapid change as well as what It requires speed of response and no delay. The slow response will be reflected in the marketing performance and the delay in implementing the strategy, which will have dire consequences for those companies.

The main question of the study problem is “the extent to which telecommunications companies use the Internet to provide Internet services for strategic insight for the purpose of achieving the required marketing performance.” In light of the main question, several questions branch out:

1. Does the weakness in strategic foresight have an impact on achieving acceptable levels of marketing performance?
2. Does the future vision avoid the failures that the surveyed companies might go through?
3. Will clarifying strategic visions achieve acceptable levels of marketing performance?

2- The study importance

The study derives its importance from the importance of the variables investigated, as well as providing libraries with a modest addition on strategic foresight and marketing performance.

3- The study aims

The objectives of the study are as follows:

- 1 .Determining the type and direction of the correlative relationship between the study variables and their impact on institutional performance.

2 .Providing solutions to the problems faced by the surveyed companies, especially in the field of realizing the benefits of strategic foresight and its impact on enhancing marketing performance. Shedding light on the reality and use of (strategic foresight and marketing performance measures in the researched companies).

4: The study estimated plan

The literature review, theoretical and practical research, and exploratory field visits resulted in the crystallization of the study model, which clarifies a structural detail of the study variables and the influence relationships between the variables, as shown in Figure:(2)

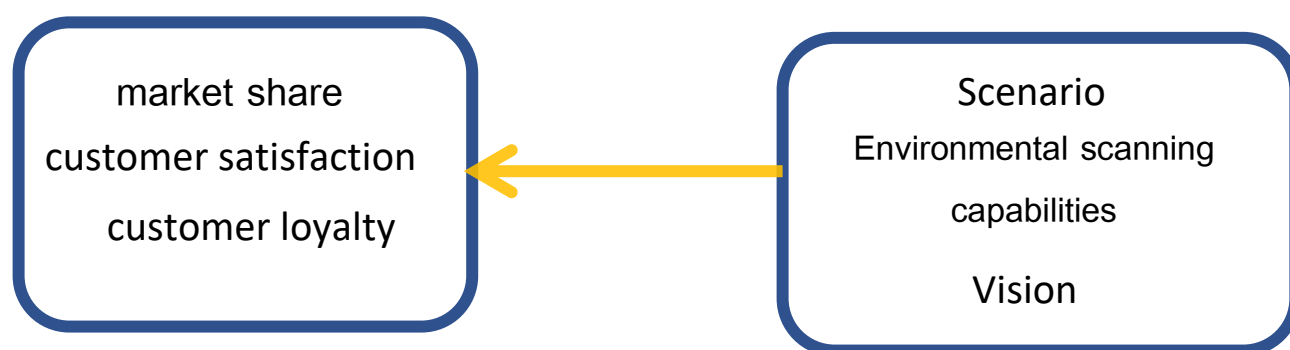


Figure (2) Study form

5-Study hypotheses

In order to achieve the objectives of the study and to test the proposed study model, the following hypotheses were formulated:

The first main hypothesis: There is a statistically significant effect of strategic insight on marketing performance.

A. The first sub-hypothesis: There is a statistically significant effect of the dimension of prediction on marketing performance.

B. Second sub-hypothesis: There is a statistically significant effect of the scenario dimension on marketing performance.

C. The third sub-hypothesis: There is a statistically significant effect of the vision dimension on institutional performance.

6- About the studied companies

The number of telecommunications companies and the provision of Internet services in Iraq is 73, most of which are companies with limited liability, or private ownership whose goal is to provide their subscribers with Internet services in Iraq and have processing points distributed in most cities of Iraq, and the statistics of the Ministry of Communications indicate that the number of Internet users in Iraq The thirty million users in Iraq exceeded in 2020. Of these companies, the researcher chose Hexabyte, Scope Sky, IQ, Networks, and Viber.

7-The study population and its sample

The study population is defined as the total set of vocabulary or elements that the study is interested in and through which you can generalize its results, and these vocabulary or elements may be people, families, organizations, centers, factories, and others. A group of private sector companies concerned with providing Internet services have been selected to collect information related to the study as a community for our research, because of the impact of these services on the development of society and their multiple uses. Therefore, the researcher distributed (110) forms to all individuals working in these companies, and (98) valid forms were recovered, that is, a response rate of (89%) and thus the percentage of missing and invalid forms was (11%).

Second: REVIEW OF THE LITERATURE

1-Strategic Insight

The world today is changing rapidly and uncontrollably, resulting in a high level of uncertainty when it comes to making plans and policies. The strategy formulation process requires that we anticipate what the future holds and explore the unexpected. It is called strategic foresight, as strategic foresight guides us to see beyond our assumptions and helps us shift from current ideas to preconceptions of the future and possible scenarios and see a more reasonable future (Faisol, Astuti, & PUJI WINARKO, 2021):

A.Definition of Strategic Insight

Writers and researchers point out that the term foresight is a science or method that came under the umbrella of many synonymous terms summarized in Table(1)

Table (1) The concept of strategic foresi

No	Definition of strategic foresight	Reference
1.	Expand awareness and awareness of future issues to support strategic thinking and decision-making to develop the future.	Habegger(2010)
2.	A systematic process with a future vision to identify environmental risks and opportunities, in various fields.	Kononiuk(2018)
3.	An activity that enables companies to build a competitive position through which they achieve success in future markets.	Sakellariou, Karantinou, and Goffin(2020)
4.	Monitor developments before they materialize, see trends before they appear, and absorb them that may shape the direction of future events.	Burt and Nair(2020)

This table is prepared by the researcher's design in light of the above sources.

The researcher believes that foresight is the way of thinking that enhances our understanding of our current situation, the reasonable future, and the strategic work environment, and it is the characteristic or process that tries to expand the boundaries of perception as it emerged as a distinct core force that enables organizations to explore and exploit opportunities that may not be within the vision of competitors in fast-volatile environments (Adegbile, Sarpong, & Meissner, 2017).

A. The importance of strategic foresight

Gattringer and Wiener (2020) believe that strategic foresight helps the organization build future competitive advantage, as organizations that use strategic foresight work to identify potential effects that will affect the organization and determine organizational responses to overcome ways of thinking, that strategic foresight achieves a set of advantages such as Enhancing thinking in a different way increases the potential for innovations and helps generate new insights (Wiener, Gattringer, & Strehl, 2020). It improves strategic decision-making and enhances long-term competitiveness (JUNGE, 2014).

B. Strategic foresight goals

Strategic foresight aims to look at the future and think about the possible events and how it is possible to build the desired future and to overcome the possible barriers between it that the future may hide for it. Accordingly, it plays the role of mixing past and present experiences and expected future events, as strategic foresight links events between past, present and future (Sarpong, Maclean, & Alexander, 2013). Strategic foresight can take a strategic role in terms of business development and innovation, and a creative role in generating new ideas with the aim of achieving the highest value for the organization (Vishnevskiy, Meissner, & Karasev, 2015).

Accordingly, the main objective of using strategic foresight methods is to know the moves that contribute to changing the external environment of the organization (Skeete, 2018).

C. Dimensions of strategic foresight

The researchers focused on some of the dimensions included in the strategic foresight that organizations use as tools for drawing and planning the future of the organization. Forecasting, vision, strategic thinking, Delphi method, anticipation and intuition, brainstorming, the most important of which were chosen based on recent studies and their methodological and applied importance, namely (scenario, prediction and vision) (Amniattalab & Ansari, 2016).

1) Scenario: The specialized literature put forward many basic concepts of the scenario (Slaughter, 1996).

It is an internally consistent picture of the future of the organization. The scenario represents an experience for the future, as it represents a story and a visualization of a future situation and linking it to the present (Retek, 2021). The previous concepts have distinguished scenarios from prediction, being a deeper concept that seeks to know the underlying forces that Determine future trends in the business environment. And that the scenario is a series of events that describe what the organization will be in the future, and it is not predictions or expectations, but rather stories in which the events are integrated aimed at improving possible decisions. The process of strategic foresight is linked with the scenario in the process of future planning, which includes an accurate analysis of what is expected to happen and how it will affect decisions In the future. Accordingly, it will be an aid to stakeholders in making appropriate decisions for possible future situations by comparing and evaluating different opportunities (Kim &

Newman, 2020). Scenarios are futuristic stories that take highly poignant and uncertain sets of events that interact with more emphatic forces and are based on a set of assumptions (Hernández-Blanco, Costanza, Anderson, Kubiszewski, & Sutton, 2020).

1) Environmental scanning capabilities: Perhaps the main function of strategic foresight is environmental scanning, as future environments will need different environmental sensors, that is, survey procedures that search in areas that have been ignored, and direct new courses of action to support organizational adaptability (Gordon, Ramic, Rohrbeck, & Spaniol, 2020) and track current and potential trends that provide job opportunities and allow strategic decision makers to understand events in the external environment and take advantage of opportunities early so that they can identify and anticipate environmental change, environmental scanning improves the organization's ability to deal with dynamic environments and make the organization more aware to the changing needs and desires of its customers (Aldehayyat, 2015).

2) The vision: It is the dream that the organization is trying to achieve in the medium and long term (Hill, Jones, & Schilling, 2014).

It is the creation of a mental image of the desired and potential future of the company (Lynch, 2000). (Tampoe, 2012) gave a concept of the vision is that it is an image in the mind, and the vision must carry a meaning that goes beyond the future services and products it provides. The company indicates how it operates as a single entity in the future, and what will be its value and field of work in which it operates, "it refers to the ideal goal through which the manager wants the organization to be in the future" (Bornemann & Sammer, 2003). The researcher believes that the strategic vision Part of the strategic foresight process, both of which are interconnected. It is an image of the desired future state that the organization seeks to obtain, as well as foresight looking into the future and working to form a comprehensive and integrated view of all the activities and work of the organization, achieving the synergy of collective efforts located inside and outside.

1- marketing performance

The issue of marketing performance is one of the topics that have attracted the attention of companies because of the impact of marketing performance on the performance of the company as a whole. Through performance measurement, the actual situation of the company can be known, which is an indicator of its future ability. Which prompts managers to pay attention to marketing performance as the main artery that feeds the company (Henard & Szymanski, 2001) where it is used to measure the impact of the success of the strategies implemented by the company, and therefore each company will have an interest in knowing the market performance of its products (Hidayatullah, Firdiansjah, Patalo, & Waris, 2019).

A. marketing performance

The researchers differed in putting forward a specific definition of marketing performance according to their different intellectual backgrounds, as some expressed it as a concept that the company uses to measure the extent to which the achievements and target markets are achieved through the products produced by the company, and defined it (Beukes & Van Wyk, 2016) as a standard describing the extent of the efficiency and effectiveness of marketing management in achieving goals with the highest possible efficiency and returns. It is also a measure that shows the company's ability to use its moral and financial resources in a way that ensures the achievement of its common goals with its customers. Performance

represents the outputs of the company's marketing operations during a certain period of time (Da Gama, 2011). Also marketing performance is a key entry point for obtaining revenues for the continuation of the company's work, which prompts managers to pay attention to it as the main artery that feeds the company (Henard, 2001:363). Through the above, the researcher can conclude that marketing performance represents the ability of the company uses its resources in a way that helps it achieve its goals with the highest possible efficiency.

B. Importance of Marketing performance

Performance measurement helps determine the desired goals of the company, as well as the extent to which the achievement deviates from the planned, and the result will be essential for the company's future decisions (Akdoğan & Durak, 2016). It provides information for all administrative levels for the purpose of planning, controlling and making decisions that are based on practical and scientific facts. Hitt, Ireland, and Hoskisson (2016) state that this will help the organization to show the success or failure of the members in their plans and decisions (Robins & Wiersema, 1995) and based on the foregoing, the management will be able to control the future situation and meet the changing needs of customers (Komljenović & Komljenović, 2012).

Marketing performance measurement indicators

In general, many writers see that there is no ideal and sufficient measure alone in reversing marketing performance, so it is better to use a set of performance indicators to get multiple perspectives on marketing performance and also to see the links between the multiple dimensions that collectively make up the marketing control panel, and can be divided. These indicators include financial and non-financial indicators, and among these indicators are (customer satisfaction, customer loyalty, market share, customer retention) (Hendrayati & Gaffar, 2016; Mørk & Solheim, 2014).

1) **Customer satisfaction:** It is one of the non-financial qualitative indicators. Customer satisfaction can be defined as the extent to which the expected performance of the product matches the expectations of the buyer. If the performance of the product does not match his expectations, he becomes an unsatisfied customer and turns to competitors. He becomes a satisfied customer, but if he is above his expectations, he becomes happy. Therefore, the company must maintain a high state of satisfaction, because a satisfied customer to an acceptable degree can switch to another company as long as it fulfills their desires better (Armstrong, Gary, Kotler, Philip, & Opresnik, 2017), so it represents a situation after the purchase, which reflects the extent to which the customer loves or hates the product after the purchase process (Koch, 2020:3). It is a comprehensive evaluation that depends on the overall purchase and consumption experience of the customer for the product over time. Customer satisfaction is one of the important topics in modern marketing, and it is a strong reason for its growth and survival, because the existence of the company is linked to the presence of customers, so we see that companies are constantly seeking to obtain customer satisfaction because the lack of satisfaction makes them unable to compete and unable to continue in the market.

2) **Market share:** The market share is defined as the relationship between the company's sales of a product in relation to the total sales of other similar companies' products. The market is constantly in order to be able to know the extent of its success (Kotler & Armstrong, 2010) that the sales volume reflects the company's performance level in relation to other competing companies in the same sector and the same

market, and it acts as an indicator of the organization's ability to serve the market in which it operates. A high share means better performance in serving and meeting the needs of current and potential customers.

(1Customer loyalty: There are many definitions for the term consumer loyalty, including the percentage of purchase frequency or the time between visits, the duration of the visit, and the funding rate (Sterauss & Forst, 2003:36), and to maintain consumer loyalty, organizations seek to create effective communication opportunities with them through The way to identify its needs and that realistic and continuous loyalty to the organization is what leads to continuous exchange and to continuous profitability and is based mainly on market relations and not a substitute for it. Converting regular customers into members and then into advocates motivate others to buy or deal from the organization, and finally converting advocates into partners, as the partner consumer and the organization work effectively together (Kotler, 1999:). The term (*Cranfield School of Management, Marketing Management Relationship Marketing Perspective*, 2000) represents the first step in increasing consumer loyalty and the profitability of the organization. Third: the practical aspect

A. Information collection tool

The main source for obtaining data and information related to the practical side of the study was the questionnaire, which included two aspects, the first was introductory information about the respondents and included (gender, years of work in telecommunications companies, experience in the field of specialization), and the second side included paragraphs related to the study variables and included (39) paragraphs, where the questions related to the independent variable (strategic insight) included (19) paragraphs, and the independent variable (marketing performance) included (20) paragraphs, and thus the total of the questionnaire's paragraphs was (39) paragraphs, and the Likert-Scale was used.) to convert descriptive opinions into a quantitative form.

B. Description and diagnosis of study variables

In this paragraph, the results are presented and analyzed according to the trends of the research community by answering the paragraphs of the questionnaire.

1) Description and diagnose the dimensions of strategic foresight

It is clear from Table (2) the arithmetic mean, standard deviation, coefficient of variation and order of importance for the dimensions of the strategic insight variable, as it achieved an arithmetic mean of (3.375) and at an average evaluation level, and with a standard deviation of (0.89). Among the companies surveyed, the coefficient of variation was (26.797). The prediction was more important than the other sub-variables of the strategic insight variable. With this result, it can be said that the companies surveyed depend on prediction in their work and give it high importance.

Table (2) Dimensions of the strategic foresight variable

No	Dimensions of the strategic foresight variable	Arithmetic mean	standard deviation	Variation coefficient	Dimensional order
1	Vision	3.039	0.95	30.99	The third
2	Forecasting	7.3	0.859	23.4	The first
3	Scenario	3.386	0.874	26.001	The second
Strategic Insight Variable		3.375	0.89	26.797	

The table is the SPSS program outputs. V.25.

Description and diagnose of the dimensions of marketing performance

It is clear from Table (3) the arithmetic mean, standard deviation, coefficient of variation and order of importance in relation to the dimensions of the marketing performance variable achieved an arithmetic mean of (3.487) and at an average evaluation level, and with a standard deviation of (0.82). Thus, we see that the companies in question are constantly evaluating their marketing performance, and maintaining the market share is more important than the other sub-variables. With this result, it can be said that the companies surveyed depend on performance indicators in their work and give it high importance.

Table (3) Dimensions of the shopping performance variable

No.	Dimensions of the marketing performance variable	Arithmetic mean	standard deviation	Variation coefficient	Dimensional order
1	Sales volume	3.224	0.970	30.085	The fourth
2	customer satisfaction	3.465	0.987	28.477	The third
3	market share	3.753	0.864	23.019	The first
4		3.506	0.913	26.038	The second
marketing performance		3.487	0.822	23.585	

Source: SPSS V.25 output

A. Testing and analyzing hypotheses of the effect between the study variables

This paragraph aims to test the hypotheses of the effect between the research variables

(1) Test the research model using multiple linear regression

Multiple linear regression measures the significance of the effect of the model as a whole. Table (4) shows the statistical indicators of the dimensions of strategic insight in marketing performance, and they can be expressed by the following equation.

$$=Y \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3$$

$$=0.768 Y + 0.286 X_1 + 0.038 X_2 + 0.505 X_3$$

Table (4) Statistical indicators of the dimensions of strategic insight into institutional performance using multiple linear regression

strategic foresight variables	(β)	t(Sig.	α (
X1	Forecasting	0.286	3.582	0.001	0.768
X2	Scenario	0.038	0.458	0.048	Multiple correlation value (R)
X3	Vision	0.505	5.793	0.000	0.836
	Sig.	0.000			coefficient of determination (R ²)
	F tabular value	2.71			0.71
					(F) computed value
					60.90
					tabular t value
					1.990

Source: SPSS V.25 output

From Table (4) and depending on the calculated (F) value of the model, which amounted to (60.90), which is greater than the tabular (F) value of (2.71) at the level of significance (0.05), we accept the first main hypothesis (there is a statistically significant effect for the dimensions of strategic insight together in marketing performance. It is evident through the value of the corrected determination coefficient (²R) of (0.71) that the dimensions of strategic foresight are able to explain (68%) of the changes that occur in (marketing performance) and the remaining percentage is due to other variables.

(1) Testing the sub-hypotheses of the effect using a simple linear regression model:

Test the first sub-effect hypothesis

The calculated (F) value between the prediction dimension in institutional performance was (96.1) which is greater than the tabular (F) value of (3.96) at the level of significance (0.05). institutional performance). It is clear that after the prediction, it explains 63% of the variables that occur in institutional performance, while the remaining percentage (37%) is due to other variables not included in the study model. As for the fixed value (α) in equation (1.22). After the scenario, it is equal to zero and the institutional performance will not be less than this value.

Marketing performance = 1.22 + 0.634X₁

Test the second sub-hypothesis of the effect

The calculated (F) value between the scenario dimension in institutional performance was (46.99) which is greater than the tabular (F) value of (3.96) at the level of significance (0.05) and accordingly we accept the hypothesis (there is a statistically significant effect of the scenario dimension in institutional performance). After the scenario, it explains (68%) of the variables that occur in institutional performance, and the rest is due to other variables that are not included in the study model. As for the fixed value (α) in equation (1.296), meaning when the dimension of the scenario is equal to zero, the performance Institution will not be less than this value.

$$\text{Marketing performance} = 1.296 + 0.685 \dots X2$$

o Test the third sub-impact hypothesis

The value of (F) calculated between the vision dimension in institutional performance (149.994). And it is greater than the tabular value (F) of (3.96) at the level of significance (0.05). Thus, we accept the hypothesis (there is a statistically significant effect of the vision dimension on institutional performance). The vision explains about (74%) of the variables that occur in institutional performance, while the remaining percentage (28%) is due to other variables that are not included in the study model. It is clear from the value of the marginal slope coefficient (β) of (0.74) that an increase in the vision dimension by one unit will lead to an increase in marketing performance by (74%). The value of the constant (α) was also recorded in equation (8630.), meaning when the vision dimension is equal to zero, the institutional performance will not be less than this value.

$$\text{Marketing performance} = 0.863 + 0.74 \dots X3$$

Second: Testing the first main effect hypothesis using simple linear regression

The value of (F) calculated for the impact of strategic foresight on institutional performance (160.002) which is greater than the tabular value (F) of (3.96) at the level of significance (0.05). Accordingly, we reject the null hypothesis and accept the alternative hypothesis which states (there is a statistically significant effect Significant strategic insight into institutional performance, and through the value of the corrected determination coefficient (R^2) of (0.607). It is clear that strategic foresight explains (81%) of the variables that occur on institutional performance, while the rest is due to other variables that are not included in the model of the study. The calculated value (t) of the marginal slope coefficient recorded its value (13.150) are greater than the tabular value (t) of (1.990) at the level of significance (0.05), and this indicates the significance of the marginal slope coefficient of the strategic insight variable, as it is clear from Through the value of the marginal slope coefficient (β) of (0.81) that increasing the strategic foresight by one unit will lead to an increase in institutional performance by (81%), and the value of the constant (α) was recorded in the equation (0.566), that is, when the strategic foresight is equal to zero, the Institutional performance will not be less than this value The interrelationship of the relationship and the impact of strategic insight on marketing performance through the answers of the sample.

$$\text{Marketing performance} = 0.566 + 0.810 (\text{Strategic Insight})$$

Table (5) analyzes the impact of the dimensions of strategic foresight on institutional performance

marketing performance	Dimensions of the strategic foresight variable			(R ²)	Adjusted)R ² ((F)	(t)		function
	Forecasting)α(1.22	0.540	0.535	96.1	9.875	0.000	mean
		(β)	0.634						
	Scenario	α	1.296	0.362	0.355	46.99	6.869	0.000	mean
		(β)	0.685						
	Vision	α	0.863	0.633	0.628	144.994	11.962	0.000	mean
		(β)	0.74						
	strategic foresight	α	0.566	0.607	0.647	160.002	13.150	0.000	mean
		β	0.810						
	Tabular (F) value = 3.96, Tabular (t) value = 1.990, Sample size = 97								

Source: SPSS V.25 output

Fourth: DISCUSSING THE RESULTS

Conclusions

1- The researcher concluded that the surveyed companies pay less attention to the future orientation and have tried to identify future events and develop alternative scenarios, as strategic foresight has achieved an average level that is not consistent with its great importance and this was supported by the results of descriptive statistics.

2-The lack of specialists with expertise and competence, and this is indicated by the results of the examination of personal characteristics (the first section of the questionnaire).

The surveyed companies did not have a clear vision, and this is what the researcher reached through the interviews, and the companies did not have a clear written vision for all employees, although the vision dimension has achieved an average level in the descriptive statistics results.

3-Although the researcher, through the interviews, found that the companies surveyed have ideas and perceptions about strategic foresight operations, they are not aware of the scientific concept of that despite their practices of some of its variables.

4- The studied commercial banks suffer from weakness in the process of generating alternatives and their weakness in preparing alternative future scenarios, as the results indicated that the strategic choice capabilities occupied the first place in terms of importance, but it came at a weak level that does not correspond to its importance.

5-The surveyed companies' lack of interest in surveying their environment and sensing weak signals that warn of changes, which negatively affects their marketing performance, as the results showed the strong influence between the capabilities of the environmental survey and the marketing performance.

6- Weak procedures for following up on the loyalty of customers to the company, and the lack of interest of the surveyed companies in improving related activities.

Recommendations

1-The necessity of identifying the potential events expected in the near and long future to develop alternative scenarios that reduce risks to the minimum.

2- Reconsidering the functional staff, as it is necessary to support them with specialists with experience and competence.

3- It is necessary for companies to have a clear written vision for all employees, as they take into account the near and far future.

4- The necessity of instilling a deep understanding among the employees of the strategic foresight processes to support the practices of companies in this field.

5-The necessity of developing alternatives and preparing alternative future scenarios.

6-Paying attention to the activities of environmental surveying and sensing systems with changes in the impact between the capabilities of the environmental survey and the marketing performance.

7-Follow up the loyalty of customers to the company and improve related activities.

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