

Developing a Conceptual Framework for Future-Oriented Strategic Entrepreneurship: Integrating Innovation, Strategic Foresight, and Sustainable Competitive Advantage

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Abstract

Futuristic entrepreneurial orientation seeks to build businesses that anticipate, reshape, and are flexible enough to adapt to changing market needs. To achieve this goal, this type of entrepreneurship combines advantage-seeking and opportunity-seeking actions to build more flexible, valuable, and competitive businesses. This study developed a conceptual framework that linked strategic foresight and innovation capabilities to sustainable competitive advantage, through the lens of entrepreneurial orientation (EO), particularly the FOSE (futuristic-oriented strategic entrepreneurship). Data were obtained from 309 participants using a structured Likert-type cross-sectional survey questionnaire. The participants were mainly entrepreneurs, managers, and executives in their early 30s, drawn from diverse industries. Multiple regression analysis (MRA) was conducted to assess the direct effects of SF, EO, and SI on sustainable competitive advantages (SCA). Mediation was conducted to determine the effects of SI, SF, and EO on SCA, using SF as the mediator. Specifically, the mediation pathways tested were: (1) SI – SF – SCA, and (2) EO – SF – SCA, with strategic foresight serving as the mediator in both cases. The results showed that: (1) SI significantly predicted SCA ($\beta = 0.524$, $p < 0.001$), (2) SI significantly predicted SF ($\beta = 0.548$, $p < 0.001$), and (3) SF significantly predicted SCA ($\beta = 0.312$, $p < 0.001$). The statistical findings validated the conceptual framework and provided critical numerical coefficients to guide further analysis and decisions. The findings indicate that strategic foresight (SF) drives not just innovation but also strengthens sustainable competitive advantages (SCA). The study concludes that all three constructs (SI, SF, and EO) significantly predicted SCA, with SI emerging as the strongest predictor. A new knowledge now emerges, highlighting strategic

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foresight (SF) as a capability system that enables firms to continuously scan, interpret, and convert signals into sustainable competitive advantages to drive both growth and resilience.

Keywords: Future-Oriented Strategic Entrepreneurship, Strategic Innovation, Strategic Foresight, Sustainable Competitive Advantage, Entrepreneurial Orientation

Introduction

A conceptual framework for FOSE (future-oriented strategic entrepreneurship) highlights key constructs that enable businesses to scan their markets, identify gaps, and use their capabilities to gain competitive advantages. In a fast-changing environment where emerging technologies define the future growth and survival, competition is no longer tied to traditional management approaches such as lean manufacturing or cost leadership (Salamzadeh, A. et al., 2022; Paliokaite, A. et al., 2014). Instead, businesses rely on these technologies, not just for innovation, but also for anticipating future trends and taking strategic positions (Foroutan, M., 2025; Kaivo-Oja, J. & Roth, S., 2023; Tantiyaswasdikul, K., 2023). This is what enables businesses to survive the next disruptors and geopolitical uncertainties while maintaining a stable grip on their fanbase.

The modern entrepreneurial orientation, particularly the FOSE, comes with two indispensable traits that differentiate it from its traditional counterparts. Futuristic orientation combines opportunity-seeking traits with advantage-seeking abilities (Tantiyaswasdikul, K., 2023; Miranda-Becerra, J., 2025; Paliokaite, A. et al., 2014). This occurs due to strategic foresight that enables businesses to anticipate possible threats and opportunities in their industries and markets. Even major shifts in geopolitical policies can become a significant threat to businesses operating across borders (Salamzadeh, A. et al., 2022; Tantiyaswasdikul, K., 2023). With clear foresight, businesses begin to identify and recognize market gaps and business opportunities. The recognition of opportunities triggers businesses to unlock their innovation capabilities (Kaivo-Oja, J. & Roth, S., 2023; Ridwan, I., 2025; Tantiyaswasdikul, K., 2023). These may include investments, resources, and projects leading to innovative products. Futuristic orientation is more aligned to giving organizations sustainable competitive advantages over their rivals, regardless of their respective industries or markets.

However, despite the growing literature on entrepreneurial orientation, existing models usually treat strategic foresight and innovation as separate constructs rather than integrated drivers of sustainable competitive advantage. The result is a research gap: current



frameworks explain how firms innovate or anticipate trends, but rarely demonstrate how foresight and innovation interact synergistically to build resilience. By explicitly linking strategic foresight with innovation capability, this study addresses that limitation and proposes a conceptual framework where foresight-driven innovation becomes the pathway to long-term sustainability.

This study developed a conceptual framework that links strategic foresight and innovation capabilities to sustainable competitive advantage through the lens of FOSE (futuristic-oriented strategic entrepreneurship). The study also examines the role of strategic foresight in helping businesses identify opportunities in their markets, leading to better and more profitable investments. With multiple regression analysis, the conceptual framework has empirical backing to determine which construct is more impactful in mediating the relationship between FOSE and sustainable competitive advantage.

Research Objectives

1. To examine how strategic foresight (SF) mediates the relationship between strategic innovation (SI) and sustainable competitive advantage (SCA), ensuring alignment with tested empirical model.
2. To examine how strategic foresight (SF) influences a firm's innovation capability.
3. To assess how entrepreneurial orientation (EO), alongside SI and SF, directly predicts sustainable competitive advantage (SCA), while clarifying that only SF was tested as a mediator in the statistical analysis.

Review of literature and ideas

The volatile nature of the digital era continues to encourage businesses to adopt a strategic posture that enables them to navigate through uncertainties. Unlike the past, there is a growing demand for future-oriented entrepreneurship to guide firms through potential volatilities in their markets (Kaivo-Oja, J. & Roth, S., 2023; Abdeen, H. et al., 2026; Tantiyaswasdikul, K., 2023). This type of entrepreneurship is typically defined as both opportunity and advantage-seeking behavior. Key dimensions associated with this type of entrepreneurship include proactiveness, risk-taking, and creativity (Tantiyaswasdikul, K. 2023; Lehtimäki, H. et al., 2026). Future orientation is about the anticipation of long-term challenges while proactively adapting business models to the prevailing headwinds (Paliokaite, A. et al., 2014; Herlitah, H., 2025). According to Abdul Mohsin (2025), this new trend enables



businesses to become more flexible even in their management structures, with most businesses choosing autonomy over the centralized and highly bureaucratic management models. The idea is to free as many resources as possible so that employees can think independently and share their unique ideas with colleagues in a collaborative framework that drives future growth.

However, when discussing future-oriented entrepreneurship, one cannot avoid constructs such as strategic foresight and innovation capability due to the critical roles they play in shaping management decisions. Strategic foresight is not a new term because it has defined the entire entrepreneurship doctrine for centuries (Foroutan, M., 2025; Miranda-Becerra, J., 2025; Mubarak, M. et al., 2025). However, the modern lens of strategic foresight is heavily reinforced with emerging technologies such as artificial intelligence to enable a more accurate environmental scanning, scenario planning, and trend analysis (Salamzadeh, A. et al., 2022; Abdeen, H. et al., 2026). With this type of information, firms can easily determine potential disruptors and how much they would affect their business models. For their own safety and survival, firms mostly adopt a proactive business approach that enables them to adapt quickly whenever the market demands change (Abdul Mohsin, A., 2025; Mubarak, M. et al., 2025; Herlith, H., 2025). It is, therefore, not surprising that firms with a stronger strategic foresight are more likely to identify emerging opportunities earlier and make appropriate adjustments.

Innovation capability discourse often reflects the firm's ability to identify, generate, implement, and commercialize new business ideas to drive its growth. However, this often occurs along several dimensions, with product and process innovations being the most common (Linares-Barbero, C. & De La Vega, L., 2024; Mubarak, M. et al., 2025). To become more competitive, businesses often review their products and even create completely new product lines to address specific trends in the market (Pangarso, A., 2023; Ridwan, I., 2025; Herlith, H., 2025). An automobile manufacturer, for instance, may turn to making lithium-ion batteries to power heavy commercial vehicles because this is a crucial gap in the market and someone has to fill it (Abdul Mohsin, A. 2025; Lehtimäki, H. et al., 2026). Process innovation mostly involves new methods, machines, and instructions aimed at improving production speed, reducing waste, and enhancing overall productivity (Xin, B. et al., 2023; Linares-Barbero, C. & De La Vega, L., 2024; Herlith, H., 2025). In some cases, it may be necessary for firms to transform their entire business models to adapt to shifting market needs and become more competitive.



While innovation capabilities enable businesses to transform visionary insights into actionable strategies, businesses need resources to get there. The RBV (resource-based view) argues that sustainable competitive advantages can only be achieved from valuable, rare, and inimitable resources (Paliokaite, A. et al., 2014; Foroutan, M., 2025; Carayannis, E. et al., 2025). These resources span from rare talents within the workforce to sufficient revenue allocations for research and development (Linares-Barbero, C. & De La Vega, L., 2024; Larabi, C., 2025). According to Mubarak, M. et al. (2025), most businesses seek rare talents and offer them competitive rewards to keep them while tapping into their skills to create unique and competitive products. The term “inimitable” is very crucial, given that rivals can always rely on the same materials to develop similar products, taking away the competitive advantages that a firm hoped to achieve in the market.

Therefore, this study integrates RBV and dynamic capabilities theory directly with strategic foresight. RBV emphasizes the possession of rare, valuable, and inimitable resources, while dynamic capabilities theory highlights the firm’s ability to reconfigure and adapt those resources in turbulent environments. Strategic foresight can, therefore, be conceptualized as an organizational capability that bridges these two perspectives: it enables firms to continuously scan and interpret signals, mobilize rare resources, and dynamically reconfigure them into innovative strategies. This integration strengthens the theoretical foundation by positioning foresight not merely as a cognitive skill but as a systemic capability that underpins both resource advantage and adaptive resilience.

Developing the Hypothesis

From the lens of future-oriented strategic entrepreneurship (FOSE), strategic foresight enables businesses to build a strong innovation capability. Strategic foresight involves scanning the business environment, planning scenarios, and analyzing trends (Salamzadeh, A. et al., 2022; Kunadt, F., 2025; Carayannis, E. et al., 2025). This is how businesses identify potential threats or opportunities that may help them grow in leaps and bounds. Innovation capability or strategic innovation demonstrates how businesses convert these foresight insights into actionable strategies (Ridwan, I., 2025; Lehtimäki, H. et al., 2026; Mubarak, M. et al., 2025). This may include product innovation, process innovation, business model transformation, and digital transformation. Based on this model, the following hypothesis can be drawn:

H1: Strategic foresight positively influences innovation capability. This is shown by the direct arrow from Strategic Foresight (SF) to Strategic Innovation (SI) (Figure 1).



With a strong innovation capability, including sufficient investments in research and development, businesses can begin crafting a clear pathway to sustainable competitive advantages. However, to achieve an SCA, businesses need resources that are not just valuable, but also rare and inimitable (Kaivo-Oja, J. & Roth, S., 2023; Kunadt, F., 2025; Kumar, N. et al., 2026). The innovation capabilities include sourcing and acquiring resources that enable businesses to build products or processes that rivals may not compete successfully against (Pangarso, A., 2023; Xin, B. et al., 2023; Hijazin, A. et al., 2023; Carayannis, E. et al., 2025). This may include developing a completely new product using a rare technology that would take competitors many years or significant resources to develop (Lehtimäki, H. et al., 2026; Hijazin, A. et al., 2023; Onwuzulike, O. et al., 2024). The RBV (resource-based view) considers rarity, value, and inimitability as key capabilities that enable businesses to stand out and overcome any competitive pressure. Based on this argument, the following hypotheses can be drawn:

H2: Innovation capability positively influences sustainable competitive advantage. This is represented by the arrow from SI to SCA (Figure 1).

H3: Strategic foresight directly influences sustainable competitive advantage. This is shown by a direct arrow from SF to SCA (Figure 1).

The conceptual framework reflects each of these pathways (hypotheses) and how they influence each other when viewed from the futuristic entrepreneurial orientation (EO) lens. Entrepreneurial orientation directly predicts sustainable competitive advantage. This is consistent with the regression results and is shown as a separate arrow from **EO to SCA (Figure 1)**. Using multiple regression analysis, an empirical test was conducted to determine not just the pathways, but also the degree to which each construct influences another. The coefficients provide a clearer picture and enable entrepreneurs to understand where to put more weight when building resilient organizations capable of overcoming current and future threats.



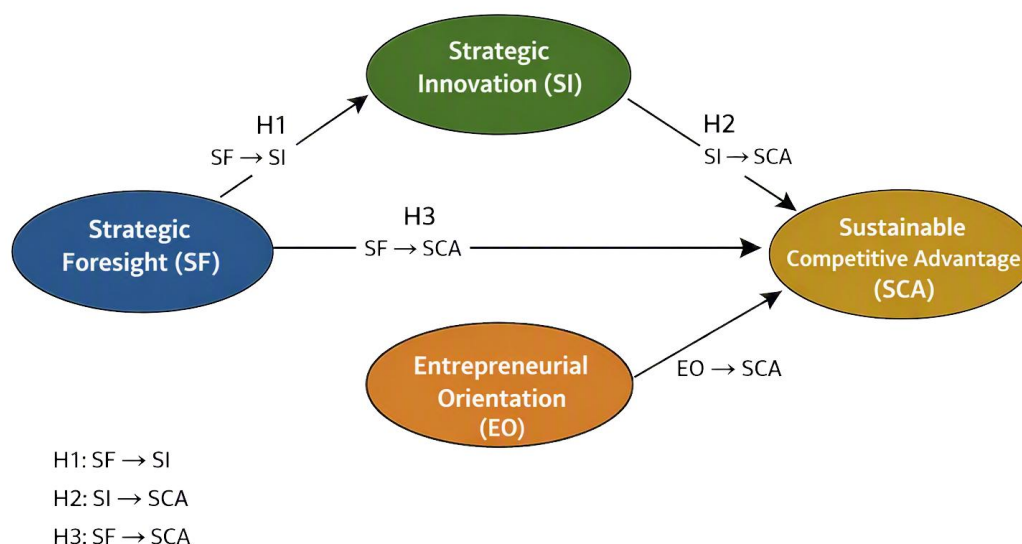


Figure 1 The conceptual framework illustrating the direct and mediated pathways to Sustainable Competitive Advantage (SCA).

Research scope

Scope of Content

The study focused on the integration of foresight (SF) and strategic innovation (SI) within the framework of future-oriented strategic entrepreneurship (FOSE). The content scope included:

1. Analysis of how foresight-driven innovation contributes to sustainable competitive advantage (SCA).
2. Testing mediation pathways where SF acts as a capability system that links SI and EO to SCA.
3. Validating a conceptual framework that positions foresight as both a predictor and mediator of firm resilience and growth.

Scope of Population and Sample

1. The population targeted in this study consisted entrepreneurs, employees, managers, and executives across diverse industries.
2. The sample size was 309 participants, primarily in their early 30s, representing mix of sectors to ensure generalizability.
3. Data collection was limited to responses obtained via structured Likert-type cross-sectional survey questionnaire



Scope of Time

1. The research was conducted within a cross-sectional timeframe, capturing perceptions and practices at a single point in time.
2. The scope does not extend to longitudinal or historical analysis of entrepreneurial orientation.
3. Temporal focus is on current and emerging marketing conditions, particularly those shaped by geopolitical uncertainties and technological disruptions.
4. Findings are, therefore, bounded by the contemporary business environment in which the survey participants operated.

Research Methodology

Research Design: This study developed a conceptual framework to demonstrate the link among variables such as strategic foresight (SF), innovation capabilities (Strategic Innovation), entrepreneurial orientation (EO), and sustainable competitive advantages (SCA) through the lens of future-oriented strategic entrepreneurship. The study adopted a quantitative, explanatory research design to explore these relationships and demonstrate the extent to which they influence each other. Multiple regression analysis (MRA) was conducted to assess the direct effects of SF, EO, and SI on sustainable competitive advantages (SCA). Mediation was conducted to determine the role of SF as the mediator. This approach was chosen because it helps in theorizing concepts and validating the developed conceptual framework. However, the replication value of this study is limited because the specific measurement scales and questionnaire items used to evaluate constructs (SF, SI, EO, and SCA) were not fully described. Future studies should explicitly report the validated scale items or adapt existing instruments to enhance replicability and cross-study comparison.

Sample and Population: The sample consisted of 309 participants, mainly entrepreneurs in their early 30s, managers, executives, and workers. Purposive sampling was used to ensure data was obtained from entrepreneurs, managers, and key decision-makers who are responsible for shaping the future of their organizations. The sample size (309) was deemed appropriate for multiple regression analysis (MRA) because it exceeds the minimum threshold needed for multivariate statistical analysis. This ensures there is sufficient statistical power to make generalized conclusions. Nonetheless, the use of purposive sampling limits the generalizability of the findings beyond the studied population. This methodological



limitation should be acknowledged, as the results may not represent broader entrepreneurial contexts or industries.

Data Collection Instrument: Data was collected using a structured survey questionnaire, an instrument with strong validity given its Cronbach's alpha of 0.70, showing acceptable internal consistency. Except for the demographic questions, the other sections of the questionnaire were structured into Likert-type questions, asking respondents to state the extent to which they agree or disagree with the statements using a scale ranging from 1 (strongly disagree) to 5 (strongly agree). Each construct was measured using the five-point Likert scale, providing the needed statistics for further analysis. The survey questionnaire was subjected to a pilot test to ensure the questions were clear, reliable, and validly constructed. The final questionnaires were distributed electronically to the respondents. Several ethical factors were considered, including informed consent, voluntary participation, and confidentiality. Future research should provide detailed examples of the measurement items used for each construct to improve transparency and allow replication.

Data Analysis: Data obtained from the participants were analyzed using multiple regression analysis to test the hypothesized relationships among constructs. A brief regression diagnostic was conducted to ensure there were no assumptions of linearity or normality. Apart from the regression, mediation analysis was also conducted to examine if strategic foresight (SF) mediates the impact of strategic innovation (SI) and entrepreneurial orientation (EO) on sustainable competitive advantages (SCA). The analysis followed the established procedures, including the examination of direct, indirect, and total effects. Statistical significance was tested using bootstrapping methods to validate the findings, including the conceptual framework. The analyzed data were presented using summary tables, an ANOVA table, coefficient tables, and mediation paths tables.

Results

Table 1 Summary Table

Model	R	R ²	Adjusted R ²	Std. Error of estimate	Durbin-Watson
1 (SF, SI, EO – SCA)	0.684	0.468	0.462	0.892	1.89



The summary table above shows the outcomes of the multiple regression analysis, indicating the predictive effects of key variables, SF, SI, and EO on SCA. The results indicate that the overall model was statistically significant ($F [3,294] = 86.14, p < 0.001$). Overall, the data explain about 46.8% of the variance in the SCA scores ($R = 0.684, R^2 = 0.468$).

Table 2 ANOVA Table

Source	Sum of Squares	df	Mean Square	F.	Sig.
Regression	205.47	3	68.49	86.14	< 0.001
Residual	233.53	294	0.795		
Total	439.00	297			

The ANOVA table indicates that the data were fairly distributed (Sum of Squares = 439.00), showing significant differences in the responses obtained from the participants. One of the key issues that would emerge at this point is the potential homogeneity in the responses or perceived biases shown by respondents answering questions in a particular manner. For instance, some managers may experience a type of bias where they do not want to give negative information regarding their organizations. However, this was not the case in this study, as shown by the significant differences in the outcomes.

Table 3 Coefficients Table (Summary of the MRA for variables predicting SCA)

Predictor	Unstandardized B	Std. Error	Standardized β	t	Sig.
Constant	1.234	0.187		6.60	< 0.001
SF	0.267	0.042	0.312	6.36	< 0.001
SI	0.293	0.038	0.365	7.71	< 0.001
EO	0.156	0.041	0.184	3.80	< 0.001

Taking note that: $R^2 = 0.468, F (3,294) = 86.14, p < 0.001$

As shown in Table 3 above, all three predictors made significant contributions to the model, given that all the outcomes were statistically significant. Strategic innovation (SI) emerged as the strongest predictor ($\beta = 0.365, t = 7.71$, and $p < 0.001$), followed by strategic foresight ($\beta = 0.312, t = 6.36$, and $p < 0.001$), and entrepreneurial orientation emerged third ($\beta = 0.184, t = 3.80$, and $p < 0.001$). As predicted by hypotheses H1, H2, and H3, the SF, SI, and EO significantly predicted or influenced the SCA outcomes, indicating that investments in these constructs may help businesses to overcome competitive pressure in their markets.



Table 4 Mediation Analysis Results (SF as the Mediator)

Path	Relationship	Unstandardized B	Std. Error	Standardized β	t	Sig.
Path c	SI – SCA (Total)	0.431	0.040	0.524	10.78	< 0.001
Path a	SI – SF	0.472	0.042	0.548	11.24	< 0.001
Path b	SF – SCA	0.267	0.042	0.312	6.36	< 0.001
Path c	SI – SCA (Direct)	0.293	0.038	0.356	7.71	< 0.001
Effect	Value	SE	95% CI	Z	Sig.	Mediation
Indirect Effect (axb)	0.126	0.024	(0.08, 0.17)	5.25	<0.001	Partial
Total Effect c	0.431	0.040	(0.35, 0.51)	10.78	<0.001	Partial
Direct Effect c	0.293	0.038	(0.22, 0.37)	7.71	<0.001	Partial

VAF (Indirect/Total) = 29.2%

Mediation analysis was conducted using modern bootstrapping method, rather than the older Baron, R. & Kenny, D. (1986) four-step approach. The bootstrapped indirect effect of SI on SCA through SF was statistically significant ($\beta_{\text{indirect}} = 0.126$, 95% CI [0.08, 0.17], $p < 0.001$), confirming partial mediation. The direct effect of SI on SCA after accounting for SF was $\beta_{\text{direct}} = 0.356$ ($p < 0.001$), consistent with the values reported in Table 4. Overall, the mediation results confirm that strategic foresight partially mediates the relationship between strategic innovation and sustainable competitive advantage, with approximately 29% of the total effect transmitted through foresight (VAF = 29.2%).

Conclusion, Discussion and Suggestions

Conclusion

The statistical findings in this study provide strong support for the conceptual framework. All three constructs (SI, SF, and EO) significantly predicted sustainable competitive advantages. However, strategic innovation (SI) emerged as the strongest predictor or contributor. Moreover, this aligns with the existing literature that describes innovation capabilities as among the key factors contributing to a firm's ability to overcome competitive pressure. Businesses rely on their foresight insights to determine the most appropriate entrepreneurial direction for their future. With these insights, businesses can develop a more comprehensive plan, detailing their actions, including developing more innovative products, automating processes, and expanding their productivity to meet new goals. If necessary, businesses may have to completely transform their business models to reflect the major shifts in consumer tastes and preferences. With this conceptual framework developed in this study, businesses can align their entrepreneurial objectives to take advantage of



opportunities while seeking competitive advantages using their most valuable, rarest, and inimitable resources.

While innovation generates greater strategic value, as shown by the mediation tests, there is a need for future researchers to examine strategic foresight and its partial contributions in this relationship. There is a need for a single isolated study that specifically examines the relationship between SF and strategic competitive advantages, with entrepreneurial orientation as the mediator. Researchers should also expand their search beyond these constructs to examine how issues such as natural disasters, emerging technologies, and geopolitical shifts affect both EO and a firm's competitive advantages. For instance, a tariff imposed by one country may complicate the business environment, even when innovative capabilities and strategic foresight are aligned in a firm's favor.

The uniqueness of this study lies in its dual-pathway model, where strategic foresight contributes both directly to sustainable competitive advantage and indirectly through innovation capability. Prior empirical works (Linares-Barbero, C. & De La Vega, L., 2024; Mubarak, M. et al., 2025) mainly emphasized foresight as a precursor to innovation, but few studies have demonstrated foresight's independent predictive power on competitive advantage. The dual-pathway contribution enriches the theoretical discourse by positioning foresight both as a mediator and standalone driver of resilience, distinguishing this framework from earlier single-path models.

Discussion

The findings here suggest that all three hypotheses were confirmed. The study found that strategic foresight (SF) has a positive effect on strategic innovation (H1). It provides insights that businesses rely on to develop clear actionable strategies (Salamzadeh, A. et al., 2022; Pangarso, A., 2023; Tantiyaswasdikul, K., 2023; Carayannis, E. et al., 2025). Regarding H2, strategic innovation was found to have a positive effect on sustainable competitive strategies ($\beta = 0.524$, $p < 0.001$). In H3, when controlling for SI, strategic foresight had a positive effect on SCA ($\beta = 0.312$, $p < 0.001$). Managerial implications include the adoption of the proposed conceptual model to build sustainable businesses by adopting a future-oriented entrepreneurship where proactive decisions are made to take advantage of emerging opportunities while reinforcing a firm's competitive advantages (Onwuzulike, O. et al., 2024; Abdul Mohsin, A., 2025; Lehtimäki, H. et al., 2026).



Compared with prior studies, this research highlights foresight's dual role more explicitly. For instance, Kaivo-Oja, J. & Roth, S. (2023) emphasized foresight as a tool for competitive analysis, while Carayannis, E. et al. (2025) linked foresight to SME resilience via artificial intelligence. This study extends those insights by empirically validating foresight's direct contribution to sustainable competitive advantages, thereby filling the gap in literature. The dual-pathway model thus advances theory by integrating foresight into both resource-based and dynamic capabilities perspectives. For managers, key implications include:

Institutionalizing strategic foresight practices, such as scenario planning and horizon scanning, as permanent organizational routines rather than ad hoc exercises.

Investing in innovation pipelines that are explicitly informed by foresight insights, ensuring that R&D priorities align with anticipated market shifts.

Developing cross-functional foresight teams that integrate strategic planning, innovation, and risk management, thereby embedding foresight into decision-making structures.

Adopting flexible resource allocation models that allow rapid reconfiguration of assets when foresight signals indicate emerging opportunities or threats.

Suggestions

Future researchers should test this model across industries (agriculture, healthcare, technology, and others) to determine whether foresight-driven innovation has varying impacts depending on sectoral turbulence and regulatory environments.

Researchers should also conduct longitudinal studies to see how foresight practices evolve overtime and whether impact on innovation and SCA strengthens or diminishes in different economic cycles. While the conceptual model has been developed, researchers may need a longer runway to see what happens in different economic headwinds.

There is also a need to investigate how cultural values and institutional frameworks shape the adoption of foresight-driven entrepreneurship. For instance, when comparing collectivist versus individualistic cultures, there is bound to be different viewpoints as well as strategic actions.

Knowledge of Research

The findings confirm that FOSE drives not just innovation but also strengthens sustainable competitive advantages (SCA). This suggests a double pathway; either Foresight – Innovation – SCA or Foresight – SCA directly. The double pathway or duality enriches the



theory because it shows strategic foresight both as a mediator and as a sole driver of sustainability. Also crucial, is the integration of foresight and innovation and entrepreneurship, highlighting a shift from reactive to anticipatory entrepreneurship. This positions entrepreneurs as architects of long-term resilience and growth, rather than short-term opportunity seekers. Strategic foresight (SF) is now considered more than just a cognitive skill but a critical organizational infrastructure that enables to continuously scan, interpret, and act on signals associated with future growth. This means foresight is not a capability system, not just a one-off strategic tool.

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