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The impact of scenario thinking on the strategic success of Algerian e-businesses.

ABSTRACT

The study aims to reveal the impact of scenario thinking on the strategic success of the domestic electromagnetic organizations in Algeria, and in order to achieve this, reliance was placed on the deductive analytical approach in the theoretical, inductive and applied aspects. The questionnaire was distributed to a stratified sample of 100 frameworks of eleven economic institutions specialized in the household electromechanical industry. To analyze the data and test the hypotheses of the study, the statistical program was used (using the methodology of modeling with structural equations) by relying on the technique of modeling with structural equations of partial least squares (4 Smart-PLS). The study indicated an indirect statistically significant impact at the level of 0.05 Thinking about the scenario in the strategic success of organizations, where the value of p-value reached (0.000)

Keywords: scenario thinking; strategic success; strategic leadership; strategic flexibility; structural equations modeling; Keyword.

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El impacto del análisis de escenarios en el éxito estratégico de los negocios electrónicos argelinos.

RESUMEN

El estudio busca revelar el impacto del análisis de escenarios en el éxito estratégico de las organizaciones electromagnéticas domésticas en Argelia. Para lograrlo, se utilizó un enfoque analítico deductivo en los aspectos teóricos, inductivos y aplicados. El cuestionario se distribuyó a una muestra estratificada de 100 marcos de once instituciones económicas especializadas en la industria electromecánica doméstica. Para analizar los datos y comprobar las hipótesis del estudio, se utilizó un programa estadístico (mediante la metodología de modelado con ecuaciones estructurales) mediante la técnica de modelado con ecuaciones estructurales de mínimos cuadrados parciales (4 Smart-PLS). El estudio indicó un impacto indirecto estadísticamente significativo de 0,05 en el análisis de escenarios en el éxito estratégico de las organizaciones, donde el valor p fue de (0,000).

Palabras clave: análisis de escenarios; éxito estratégico; liderazgo estratégico; flexibilidad estratégica; modelado de ecuaciones estructurales.

O impacto do pensamento de cenários no sucesso estratégico dos e-businesses argelinos.

RESUMO

O estudo visa revelar o efeito da ativação dos fundamentos do pensamento sobre o cenário na elevação do desempenho das organizações elétricas do estado de Bordj Bou Arreridj e, para isso, utilizou-se a abordagem descritiva e analítico-dedutiva. Um grupo de meios para coletar dados também foi baseado no questionário como meio básico, que foi distribuído em uma classe aleatória representada em 100 estruturas para onze instituições econômicas especializadas na indústria eletromagnética para o estado de Bordj Bou Arreridj, e para analisar os dados e testar as hipóteses do estudo, o programa estatístico foi usado) metodologia Modelagem com equações estruturais (dependendo da técnica de modelagem com equações estruturais para os pequenos quadrados parciais (4) SMART-PLS) O estudo foi amarelado para a presença de um efeito indireto de significância estatística no nível de 0,05 A. 0,000) Valor de P.

Palavras-Chave: pensamento de cenário, liderança estratégica, flexibilidade estratégica, modelagem de equações estruturais

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INTRODUCTION

In light of the rapid and successive changes that the world has witnessed during the last decades in the field of business management, which made organizations work in an environment characterized by openness and aspiration towards the outside world and in an environment characterized by intense competition, which doubles the percentage of risks that threaten their existence, and therefore it became clear that yesterday's methods of thinking and management are completely inappropriate for the challenges of the future, and in survival and continuity, and this latter is subject to the efficiency of strategic success. As it is collapsing, there must be new and innovative methods, and it has become necessary to provide a clear vision of what the future will look like. There is also an urgent need for thinking that enables us to confront global and local challenges by setting effective foundations for achieving flexible implementation of strategies. Hence, scenario thinking has become the essence of strategic thinking. What requires the need for senior leaders in organizations to devote a large part of their time to thinking about future situations rather than just facing and managing crises.

One of the main challenges facing organizations today is due to the uncertainty and rapid changes in the business environment, organizations are seeking to maintain their sustainability and growth through strategic success.

Scenario thinking is a valuable tool for managing uncertainty, so the current study tries to answer the following question:

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LITERATURE REVIEW

Importance of the study:

To date, there has been few empirical research relating to the direct relationship between scenario reasoning and its impact on structured strategic success, and thus, the present study has been useful in its contribution to the scenario reasoning literature. More specifically, this study contributes to the relevant literature in terms of:

Supporting the idea that scenario thinking has an important impact on the strategic success of systems, and providing empirical evidence in relation to this. Some studies support the positive impact of strategic thinking on strategic success.

It can be said that there are many general benefits attributed to scenario thinking, as it enables managers to deal with uncertainty by helping to understand the environment and its systems and.

how to deal with it, and helps to find innovative and powerful solutions to address complex problems and uncertain future.

Objectives of the study

The study seeks to achieve a number of objectives, some of which can be mentioned:

- Highlighting the concept of foundations and activating scenario thinking.
- Removing the ambiguity surrounding the concept of thinking about the scenario, by clarifying the foundations, its historical roots, its columns, and the various concepts associated with it.
- Reviewing the indicators of measuring the performance of institutions.
- Highlighting the importance of thinking about the scenario in making a difference by exploiting existing opportunities and avoiding risks.
- To shed light on the reality of thinking about the scenario in Algeria, by standing on what it has established on a sample of economic institutions.
- Contributing to exposure to one of the scenario thinking trends based on strategic vigilance, strategic leadership, and strategic flexibility, which are worthy of being a pillar to raise the performance of institutions.

Study Model:

After identifying the problem at hand and formulating the necessary hypotheses, the current study includes two variables:

The independent variable: The foundations of activating scenario thinking, which includes three sub-variables (vigilance, leadership and strategic flexibility).

Dependent variable: The performance of organizations, which includes four sub variables (efficiency, effectiveness, survival and continuity, growth), in addition to demographic characteristics (gender, age, seniority in the institution, educational qualification) and their impact on the answers of the study sample. A model has been designed that shows the various variables and their relationship, which is shown in the diagram below:

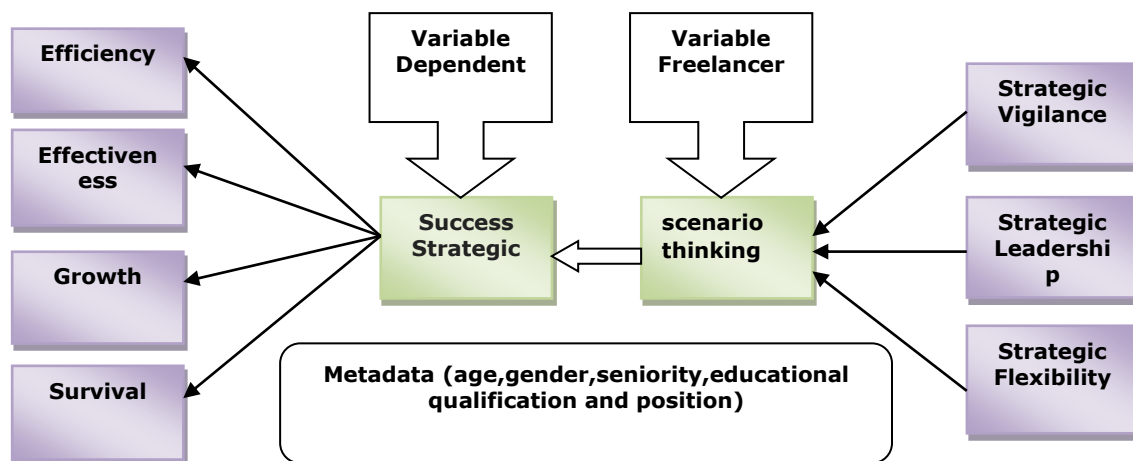


Figure 1. Study Model:

Methodology used in the study

In light of the study we conducted and the objectives we seek to achieve to identify the activation of scenario thinking on the strategic success of the systems, and to be able to address the problem of the topic, we relied on the deductive approach, by relying on previous studies in developing the proposed model, which reflects the framework of hypotheses about the relations between the research variables.

In addition to adopting the inductive approach, in order to test the quality of the representation of the proposed model of the data collected by the development of the theory, which is represented by the model developed after the test.

The analytical descriptive approach was adopted, which relies on the study of the phenomenon as it exists in reality and describes it accurately and expresses it qualitatively or quantitatively. Qualitative expression describes the phenomenon and clarifies its characteristics. As for quantitative expression, it gives it a numerical description that shows the amount, size, or degree of association with other phenomena. This approach also does not stop at collecting information to describe the phenomenon, but rather analyzes the phenomenon and reveals the relationships between its various dimensions in order to explain it and reach conclusions that contribute to improving and developing the reality. The study models were also tested using statistical methods based on smart PLS4.

Limits of the Study

The limits of the study were represented in the human limits, which are represented in the frameworks of the sample of the institutions of the electronic industry sector.

Spatial Limits: Electronic Industry Sector

Time limits:

The period of time allocated for the field study, which is the period of 11 months from 2023

- Objective limits: The study was limited to the relationships between the independent variable (activating scenario thinking) and the dependent variable (strategic success)

Study population:

The phenomenon is related to thinking about the scenario of strategic success in the institutions of the electronic industry sector, and the situation is classified at the strategic level. The community of this study includes frameworks and officials in all institutions of the electronic industry in Algeria, because this group is best able to understand the questions of the questionnaire on the one hand and its active role in leading senior management and transforming ideas by preparing appropriate alternatives to the strategy of high quality that ensures survival and continuity of success and excellence, as the latter is considered an industrial pole with excellence and a destination for investors. The choice of this community was not a coincidence.

In order to achieve the objectives of the study, an investigative research method was adopted to study the impact of scenario thinking on strategic success. The necessary data were obtained from the research in the field by distributing 100 questionnaires collected from 95 questionnaires from 05 questionnaires that are not valid for analysis at a rate of 9% and 91 valid for analysis at a 90% preview rate, which is acceptable. The study population was composed of managers at different levels.

Definitions for thinking about the scenario:

The dictionary of the strategic scenario defined a summary or plan for a series of events and actions expected or possible, while (1985 Michael Porter) defined the strategic scenario as a coherent and harmonious implication about what the future could be, but a possible and possible future outcome (Ringlan et al., 2006).

The strategic scenario was also defined as the description of the set of possible future events, on the basis of initial conditions or specifications, and the paths that can lead to this. The strategic scenario was also defined as (the synthesis of a set of scenes according to a specific logic, based on historical analysis of the roots of societal phenomena and processes and their developments and on structural analysis that is concerned with extracting development trends and factors through stages or periods and points of time for research. The scenario method combines the total analysis of the system from within it in a limited period, which is called the case study and based on a number of sayings and hypotheses and the transition of the system from one state or stage to another and based on the sayings and hypotheses of movement (Kahn, 2000).

He felt that the strategic scenario represents a mental training for officials to draw direction before they start planning because it raises their awareness (Garratt, 1998).

The contributions of scenario thinking, it is noted that most of these writers proceed from the principles of scenario thinking. Within this label, there are those who talk about the general characteristics of scenario thinking, as well as those who focus on the components that make up scenario thinking, and there are those who combine the two directions (Hussein, 2011).

Scenario thinking is also a means of strategic planning that some organizations use to give flexibility to long-term plans and are used in policy planning and organizational development (Ibrahim, 2003).

Scenario thinking processes begin by identifying forces of change in the surrounding environment such as new technology, changing consumer behaviors, and conditions of competition.

Therefore, scenario thinking helps individuals and organizations to find forces in the strategic direction and main purposes to face different processes and under different circumstances (Taher & Mohammed, 2007).

Fahmy classification:

In his categorization of scenarios, Fahmy relied on purpose and comprehensiveness.

According to the coverage:

-All-Inclusive Scenarios: Laying out visions of the world.

- Specialized scenarios: Interested in a particular sector or industry (Fahmy, 2000, pp. 215-212).

By target:

- Target Scenarios: Set a set of future goals to describe a desirable future

Exploratory scenarios: These are scenarios that start from the present without a specific purpose

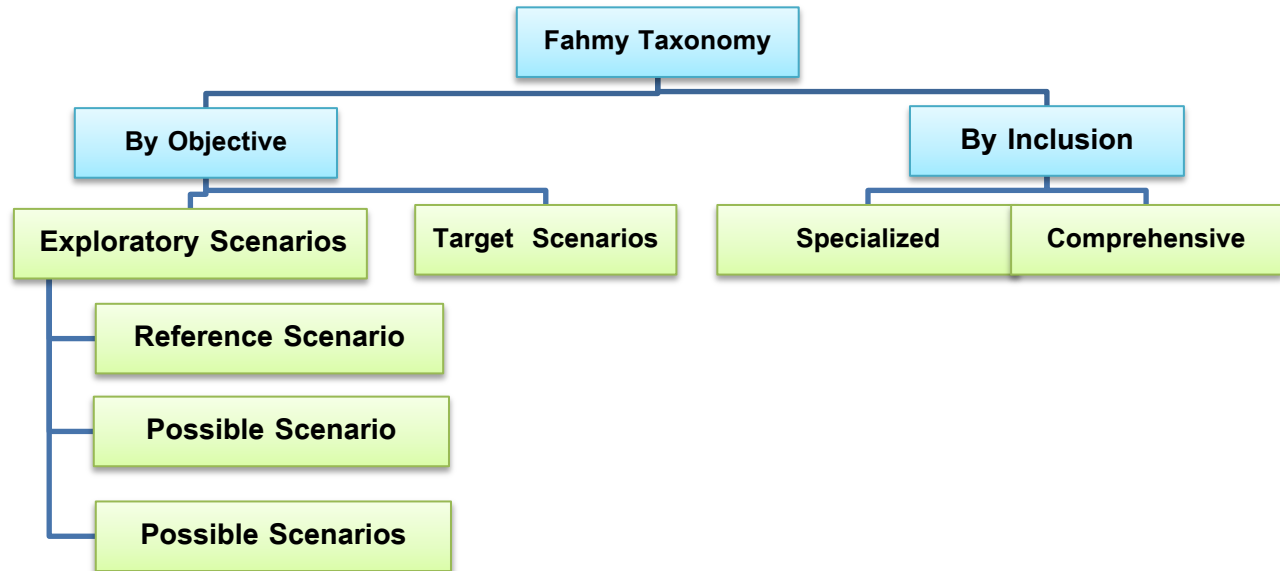


Figure 2. (Understanding Classification)
Source: Prepared by the researcher

The concept of strategic success

In the last years of the twentieth century and the beginning of the twenty-first century, in which the field of strategic management witnessed the prevalence of many concepts such as strategic leadership and governance (gouvernance), and strategic success was one of the most prominent of these concepts through which it is possible to evaluate the performance of the institution and arrange its positions to ride the ladder of success and strengthen its position in the labor market (Durac, 2018).

Strategic success

Strategic success was born from the ground and did not appear spontaneously, and with the emergence of ongoing crises that ravaged institutions and the scarcity of resources and in an environment characterized by rapid change and increased competition, it called for the adoption of a broader concept of efficiency (the ability of the institution to optimize the use of resources) and effectiveness (the ability of the institution to achieve its goals, or organizational success, which has become less severe to judge the success of the institution to adopt long-term dimensions of long-term success and caution for any emergency that may plunge the institution to strategic failure (Lama, 2017), to adopt measures based on it against external threats and to help it climb the ladder of strategic success in order to ensure it from

The danger

The danger of slipping into the abyss (Gao & Alman, 2013, p. 211). The most prominent of these criteria is adaptation, growth and survival, on which the strategic success focuses to anticipate the status of the institution and examine its ability to employ the strategic mind working in it in adapting from environmental changes and facing constantly renewed problems. The term strategic success emerged as a concept and as a practice to find the outcome of the interaction between many fields of knowledge and science (Rezk, 2024).

Strategic Success Factors

Achieving long-term success is through a holistic view that focuses on the critical success factors or the internal factors of the institution, such as the vision and development of intellectual capital and workers and their motivation. In addition, the success of institutions is through external factors such as the markets that the institution deals with or seizes new opportunities and its ability to break borders and do the most accomplished work (Fadheelah & Ali Salah 2021)

Strategic success factors represent elements that are under the control of the organization and should be focused on to ensure the best possible result, while (Kemy) called them strategic factors and describes them as results rather than activities and defines them as " those things that the organization needs to be in the right position to succeed with key stakeholders:

Suppliers, customers, owner workers and any other organization or individual who has an interest in the success of the organization, and there are three factors that help reach the targeted strategic success: (Salman et al., 2021).

Assessing strategic success:

One of the vital and necessary factors for the success of any organization is the process of knowing and analyzing the degree of achievement of goals, with the aim of raising future performance and achieving greater achievement. In this world characterized by technological development and intense competition, measuring performance becomes a necessity for every organization that seeks to survive and grow. In most cases, performance is measured only by the availability of some standards and indicators, and when necessary, a comparison between it and its previous performance that enables it to identify and determine its achieved developments.

Effectiveness:

Business organizations strive to achieve effectiveness, which is one of the most important criteria for survival and continuity in the organization's business environment, where effectiveness represents the organization's ability to achieve the specified goals, achieve the desired results, and continue to develop the organizations' products and satisfaction with these products. The effectiveness of "Mahoney and Steers" is that it is high productivity, flexibility and the ability of organizations to adapt to the environment, as well as the ability to stability and innovation" (Qahf, 2001, p. 222), Kast and "Rosenzwe that effectiveness means the ability of an organization to achieve goals by increasing sales volume, achieving customer and employee satisfaction within the organization, developing human resources and growing profitability" (Hall, 1972, p. 37). Effectiveness is "the degree of achievement of objectives, that is, the degree of conformity between the objectives underlined and the results achieved" (Abbadi, 2009, p. 3) and is defined by both Katz and Kahn Effectiveness "means maximizing the rate of return on investment in all legitimate ways, and it also means maximizing the returns of individuals and contributing to raising the efficiency of the organization as a whole. Efficacy is also an indicator of the viability and continued control of the environment" (Qahf, 2001, p. 222).

Competence

Competence is a "combination of knowledge" and is defined by the French professional group (MEDE) as " a combination of theoretical knowledge, practical knowledge, practiced experience, and professional status is the framework that allows it to be observed, recognized, evaluated, and developed by the organization" (Zarifian, 1990). It is the knowledge and ability to act concretely and effectively in the sum total of actions, attitudes and personal characteristics related to the individual, which are required for the exercise of a specific activity (Girod, 1995, pp. 30-40).

Growth:

This aspect defines the capabilities in which the organization must grow in order to achieve high-level internal processes, and the learning and growth aspect of organizations emphasizes three capabilities

For employee performance measured using employee understanding, skill levels, employee satisfaction survey and turnover rates (percentage of employees who leave the organization annually and employee productivity.

- The performance of the information system is measured by a percentage of first grade employees who have open communication with the customer's information and a percentage of internal processes with real-time feedback.

-Motivation and rewards are measured by the number of suggestions of each employee and the rate and percentage of compensation to rely on the incentives of the individual and the group.

Principles of Strategic Success Organizations:

Therefore, it can be said that internal performance is achieved through the necessary resources of material financial human resources that guide the activity of the performance of organizations, and there are those who believe that internal performance achieves quality, cost, and timelines (Tory & Merrill, 1999, p. 23).

Quality is an essential focus of internal performance, for its ability to satisfy the needs of customers, and the quality of customers and their conditions will necessarily lead to a quality in the methods and procedures of production (Ashour, 1983, p. 50).

External performance: In light of the fluctuations in the external environment, external performance results from changes that occur in the external environment of organizations.

This type of performance generally appears in the good results obtained by organizations, such as the increase in the number of works as a result of the change in sales prices, or the withdrawal of a competitor, the change in value added compared to last year, as a result of the low cost of materials, supplies and services. All of these changes are reflected in performance both positively and negatively (Elsayed, 1998, p. 87). Performance is a necessary process to know the factors of the realized surplus.

The idea of measuring performance allows the institution to know its real situation, and the continuity of organizations depends on internal performance that can be maintained and developed in contrast to external performance that can pose a threat to organizations after it represents available opportunities (Waseela, 2004, p. 41).

Introduction to the field of study

This sector is characterized by the intensity of competition and rapid technological developments, which forces its institutions to monitor and follow up on various types of external environment, foremost of which is the technological environment, and this is in order to be able to sell various manufactured products with realized profits, and from it has to be with strategic leadership to make the right decisions to ensure continuity and survival in the market.

The current study covered most of the electronic industry institutions operating in Algeria, as the latter includes a large number of electronic industry sector institutions, as shown in the appendices. This is to provide a clear picture of the institutions that cooperated with us to complete the study, which numbered ten (11) institutions. We worked to know the year of entry of these institutions into the sector. We also tried to know the number of their workers and frameworks and to know the types of products they produced, which were similar.

Statistical methods used in the study:

The statistical program (25 (SPSS Ver), and the program (Smart PLS4-SEM) were used to analyze the study data, through the use of the following statistical methods:

Structural Equation Modeling (SEM): To test the validity of the first hypothesis, it is used to measure direct causal effects between study variables

A variance analysis test (ANOVA) to test the validity of the last hypothesis. It is used to measure the differences between the opinions of heads of electronic industry sectors.

The results of the hypotheses, their interpretation and discussion:

The hypothesis states that there is a direct causal effect between thinking about the scenario as an independent variable and the strategic success under study as a dependent variable.

To test the validity of this hypothesis, structural equation modeling was used to identify the causal effects model of the structural equation. The statistical analysis of the structural model of the effects of thinking about the scenario as an independent variable was conducted

The strategic success under study as a dependent variable using Smart PLS4-SEM software.

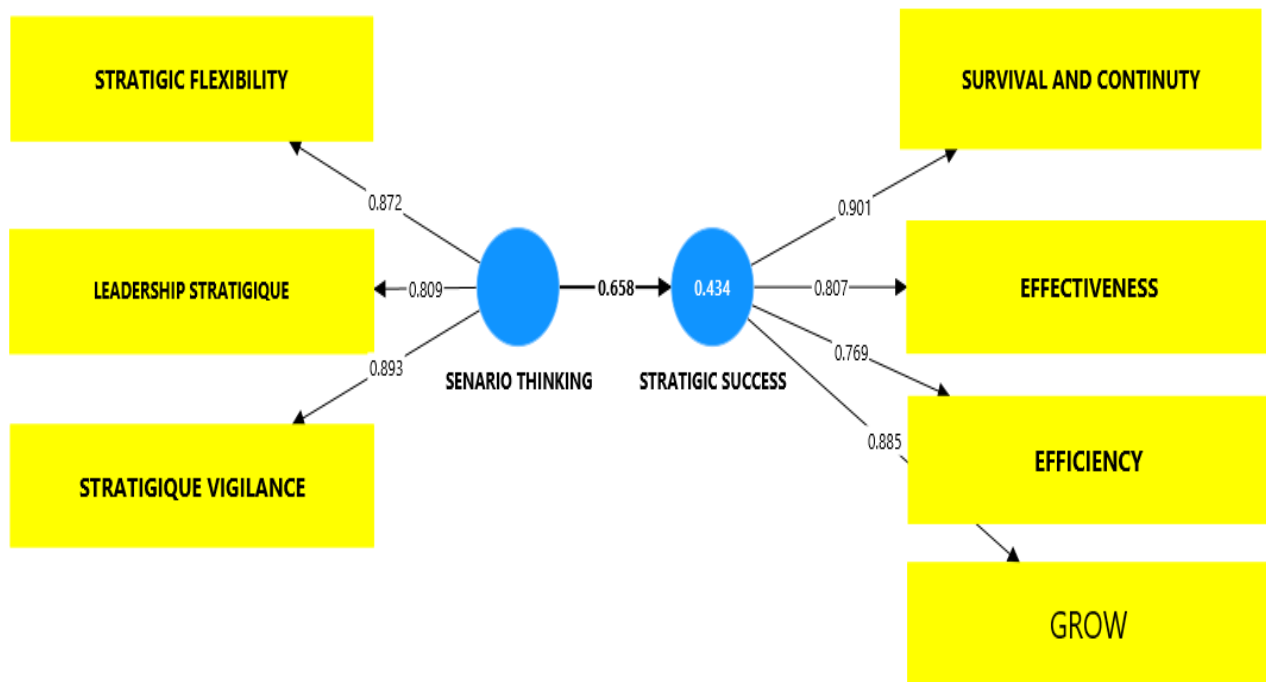


Figure 3: shows the structural model paths of the study variables as follows:
Source: Prepared by there searcher using 4Smart PLS

After we have confirmed the stability and validity of the standard model, we can move on to the procedures for evaluating the structural model, which is the last stage of the analysis of the results, as we were able to test the validity of the hypotheses of the study, and below we will present the results of testing the relationship between the main variables.

- Ensure that there is no linear correlation problem by measuring the variance inflation factor (VIF) or permissible variance values (Tol) for each group of them.

The extent of interpretation of independent variables of the dependent variable is determined via the coefficient of determination (R^2), and then the extent of the influence of each independent variable is determined individually in the interpretation of the dependent

variable. Through the effect of size (F^2), predictive validity (Q^2) represents the ability of independent variables to predict the dependent variable, then the conformity quality index (GOF), which enables measuring the extent and strength of reliance on the measurement model and the structural model, and finally verifying hypotheses through path coefficients and testing hypotheses, and the following figure shows the criteria for evaluating the structural model.

Conformity Quality Index (GOODNESS-OF-FIT index) GOF

Table 1. Goodness-of-fit index (GOF)

| Latent variables | R ² | Ave |
|-------------------------------------|----------------|--------------------------|
| Strategic success | 0.417 | 0.532 |
| Strategic Vigilance | 0.828 | 0.705 |
| Scenario thinking | 0.584 | 0.511 |
| leadership stratégique | 0.711 | 0.821 |
| Strategic flexibility | 0.586 | 0.711 |
| Growth | 0.721 | 0.735 |
| R ² = 0.6901 | | \overline{EVA} =0.6225 |
| GOF = 0.6225 * 0.6901 GOF=0.6554 | | |

| Latent Variables | R ² | Ave |
|-------------------------------------|----------------|--------------------------|
| Strategic success | 0.417 | 0.532 |
| Strategic Vigilance | 0.828 | 0.705 |
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| R ² = 0.6901 | | \overline{EVA} =0.6225 |
| GOF = 0.6225 * 0.6901 GOF=0.6554 | | |

Source: Prepared by the researcher based on the outputs of 4 Smart pls).

Through the above table, we note that most of the values of the Ave indicator are close to (1), and this indicates the quality of the description of the indicators (measured variables) of the underlying variable associated with them (the quality of the measurement model). As for the values of the coefficient of determination R², which are also close to one (1), this indicates the quality of the structural model, and after calculating the value of Gof, which amounted to 0.6554, which is greater than 0.36. According to the standards of (Wetzels, 2009). This indicates the great quality of conformity to the study model, which was deduced from previous studies and the reliability of it.

Tracks and testing the hypotheses of the study

After the PLS-SEM algorithm is run, estimates of structural model relationships (i.e., path coefficients representing the assumed relationships between compositions) are obtained. Path coefficients have approximately standard values between -1 and +1(values can be smaller/larger, but usually fall between these limits) and path coefficients close to +1 represent strong positive relationships (and vice versa for negative values) that are usually statistically significant. The closer the coefficients are to zero the weaker the relationships are, the more significant and statistically significant the relationship is when the p-value error is less than 0.5 (Hair et al., 2017).

Table (2): Path Coefficients

| Hypotheses | Relationship | Original sample (O) | Sample mean (M) | Standard deviation (STDEV) | T-values | P-values | Decision |
|------------|--|---------------------|-----------------|----------------------------|----------|----------|--------------|
| H1 | Scenario Thinking - > Strategic Success | 0.645 | 0.644 | 0.073 | 8. | 0 | Moral |
| 1 | Strategic Leadership- > Strategic Success | 0.843 | 0.841 | 0.043 | 19.557 | 0 | Moral |
| 2 | Strategic Resilience - > Strategic Success | 0.351 | 0.348 | 0.098 | 3. | 0 | Moral |
| 3. | Strategic Vigilance - > Strategic Success | 0.410 | 0.405 | 0.103 | 3. | 0 | Moral |

Source: Prepared by the researcher based on SmartPLS 4

Testing the hypotheses of the study:

To test the hypotheses of the study and determine the correlation between the variables of the study and their level of significance, and to determine the quality of the relationship between them, the 4SmartPLS method was used between thinking about the scenario as independent variables and the strategic success of electronic institutions

Testing the first main hypothesis:

"There is a moral impact of thinking about the scenario on the strategic **success of** the electronic institutions under study". To test this hypothesis, the relationship between thinking about the scenario as an independent variable and the strategic success of the electronic institutions under study as a dependent variable was studied through the dimensions of thinking about the scenario using the path analysis method and the use of the 4SmartPLS program. In the first stage, the statistical significance of the direct effect is verified. In the second stage, the field of confidence is calculated, and there is a significant effect **of** thinking about the scenario on electronic institutions. This effect is supported by a calculated value of ²f **of** 0.714 **and** within a significance level of less than 0.05. As for the coefficient of determination R², it indicates that thinking about the scenario as an independent variable explains 60% of the variation in electronic as a dependent variable. In light of the above, the first main hypothesis is accepted, which states that "there is a relationship of a statistical significance of thinking about the scenario on the strategic success of the electronic institutions under study".

We note from the above table that there is a significant impact of strategic vigilance on the strategic success of the electronic institutions under study, and this impact is supported by a calculated value of ²f of 0,234 and within a level of significance of less than 0.05. As for the coefficient of determination R², it indicates that as an independent variable, 78% of the variation in the strategic success of the domestic electrical institutions under study is explained as a dependent variable. As for the rest of this percentage, it means that there are other independent variables in the model that affect the strategic success of electronic institutions, and from it is clear that strategic vigilance contributes to enhancing the ability to sense and understand the patterns of the various changes of the environment and the expected events as a positive impact on the strategic vision of the senior leadership, and this is what calls for the acceptance of the first sub-hypothesis, which is:

"There is a statistically significant effect of strategic vigilance on the strategic success of the electronic institutions under study."

From the results of the above table, we note that there is a direct impact of scenario thinking on the strategic success of the electronic institutions under study. We also note that the field of confidence does not include zero, and in light of the above, the first main

hypothesis is accepted, which is "There is a moral impact of activating scenario thinking on the strategic success of the electronic institutions under study".

We note from the above table that there is a moral impact of strategic leadership on the strategic success of the electronic institutions under study. This impact is supported by a calculated value of.

f^2 of 0,237 and within a level of significance of less than 0.05. As for the coefficient of determination R^2 , it indicates that strategic leadership as an independent variable explains more than 71% of the variation in the strategic success of the electronic institutions under study as a dependent variable. As for the rest of this percentage, it means that there are other independent variables in the model that affect the strategic success of the electronic institutions. In light of the above, the second sub-hypothesis is accepted, which is "There is a statistically significant effect of strategic leadership on the strategic success of the electronic institutions under study".

It is clear from the above table that there is a significant impact of strategic flexibility on the strategic success of the electronic institutions under study. This impact is supported by the calculated value of f^2 of 0.370 within a significant level of less than 0.05. As for the coefficient of determination R^2 , it indicates that strategic success as an independent variable explains 93% of the variation in the strategic success of the electronic institutions under study as a dependent variable. As for the rest of this percentage, it means that there are other independent variables contained in the model that affect performance. In light of the above, the third sub-hypothesis is accepted, which is "There is a statistically significant effect of strategic flexibility on the strategic success of the electronic institutions under study".

Table 4.: Results of the ANOVA test to increase performance according to the size variable of the institution

| | | | | | | | | | | | |
|---------------------------------|--------------------------|-------|-------|--------|-------|-------|-------|-------|-------|-------|-------|
| Arithmetic mean | 16 | 48 | 3. | 3. | 73 | 3. | 2. | 3. | 3. | 2. | 3. |
| Standard Deviation | 6370, | 6510, | 6390, | ,24080 | ,2400 | 0.566 | 0,569 | 0,792 | 0,054 | 0,858 | 0.680 |
| Calculated value (F) | 22 | | | | | | | | | | |
| Likelihood value Sig | ,0000 | | | | | | | | | | |
| Statistical significance | Statistical significance | | | | | | | | | | |

Source: Prepared by the researcher based on the outputs of 5spss v2

Testing the hypothesis of statistical differences

The above table shows the results of the single variance analysis, where the value of (F) was 22.809, and the probabilistic value (sig) was 0.000, which is less than the significance level of 05%, from which we conclude that there are statistically significant differences in activating scenario thinking among the frameworks and officials of the institutions according to the variable of the size of the studied institutions.

From the table, it is clear that there are statistically significant differences according to the value of (F) 22.809, and the probabilistic value (sig) amounted to 0.000, which is less than the level of significance 05%, that is, we accept the alternative hypothesis that there are differences between the institutions under study according to the variable of the size of the institution in relation to activating scenario thinking among the frameworks and officials of the studied institutions.

Differences appear in favor of large institutions, perhaps because of the potential available to them in the aspect of research, development and innovation in products, as they rely in their strategic alternatives on the comprehensive view in the strategy of diversity, the strategy of economies of scale and the competitive price strategy. giant, Condor, Arcodim

are the leading institutions in this type of scenario, as they rely on their strategic vigilance with advanced technological systems and on distinct human competencies on the ability to respond quickly to environmental variables, and this corresponds to my classification of scenarios. Compared to small institutions that rely in their strategic alternatives on specialized scenarios or targeting scenarios in the face of large institutions where they rely on quality and specialization in a product to target markets. For example, "cobra" institution specializes in the product of "heater" and targets certain markets such as cold areas in the east of the country, and "cridor" institution specializes in the product of fan and stove. This is what agrees with the classification of Al-Issawi in the scenarios, on the one hand, and on the other hand, there are no differences related to the process of her practice of thinking about the scenario without rules. From this, we conclude the validity of the hypothesis that there is a practice of thinking about the scenario without rules.

The study concluded with a set of theoretical and applied results, which can be referred to as follows:

Results of the theoretical side:

Thinking about the scenario has a scientific approach that distinguishes it and makes it an essential supporter in developing the capabilities of the strategic leadership of the senior management for the long term, as it represents a proactive process that collects and analyzes information and generates ideas through the strategic direction, as it requires information on the current situation and draw a vision of the current situation and then find alternatives offered, as well as depends on the accumulated experiences of managers.

Thinking about the scenario has become a necessity for contemporary organizations and not a choice, and the reason is the rapid changes in the environment, as thinking about time and organizations having strategic leaders is one of the most important elements for the survival of organizations and ensuring their continuity in light of the rapid fluctuations and intense competition.

Thinking about the scenario represents one of the most important talents possessed by man and can be learned and developed through training processes and the development of scientific methods in organizations and benefit from previous experiences by going with hypotheses and finding strategic alternatives that contribute to the expansion of strategic ideas in business organizations

Thinking about the scenario contributes to giving decision-makers the motivation and support to make decisions in light of the changes that affect organizations, and creates for them a sense and continuous search for alternative ways that help organizations to grow and develop, maintain competitive advantage and stimulate thinking opportunities in order to provide more than one opportunity, idea and possibility to face the changes of the environment

Strategic vigilance contributes to providing information and analyzing it in thinking about the scenario, which made it one of its foundations. As for strategic leadership, it may have a proactive vision for the future or imagine the environments of organizations, and this is what makes it one of the foundations of thinking about the scenario.

Second: Results of the practical side

As for the field aspect, and with reference to the main objective behind this study, which revolves around testing the relationship between the foundations of activating scenario thinking and the performance of business organizations, and after studying a sample of strategic success institutions, electronic institutions, we reached the following results:

There is a positive relationship between thinking about the scenario on its three bases among the managers and frameworks of the institutions of the industry sector, electronic institutions, as this represents the concept of thinking about the scenario, and this is based on many studies. There is a direct statistically significant impact between thinking about the scenario and the strategic success of electronic institutions, and this indicates the practice of the members of the study sample to think about the scenario, which in turn reflects positively on the strategic success of electronic institutions.

There is an impact of the dimensions of thinking about the strategic success scenario of electronic institutions. These dimensions also individually affect the strategic success of electronic institutions, albeit to a varying degree, as the impact of strategic vigilance was in the first place in the high impact. The validity of all hypotheses was confirmed through statistical analyses, noting the importance given to each hypothesis, as no hypothesis achieved a correlation value equal to zero.

The electronic industry sector is characterized by the dynamism of activity to enter new competitors, in addition to the attractiveness of investing in it.

Thinking about the scenario has an important place in the strategy of the organizations under study, as confirmed by the hypothesis

Suggestions and Recommendations:

After presenting a number of the results of the study, we draw a set of suggestions and recommendations, the most important of which can be indicated as follows:

The need to follow up and monitor the external environment of all kinds

The need to practice thinking about the scenario by activating its three principles of vigilance, leadership and strategic flexibility and influencing the strategic success of electronic institutions.

Raising awareness of the role of the scenario method and the impact of its use on the success of the strategic plan of the institutions of the electronic industry sector, especially dealing with global markets.

Adopting the scenario method in organizations to complete its technical and financial requirements, as the need for it has become greater in developing countries, especially in light of global circumstances and crises.

The results of the study show the importance of having a special interest in the method of scenarios in large organizations, especially organizations because of their important role in building and developing effective and implementable strategic plans in order to achieve the goals set in a more efficient and effective manner.

Paying attention to training and developing the members of the strategic team periodically and focusing more on training the sensitivity directed to change behavior towards taking into account the influences and factors in the turbulent environment on the work of business organizations.

LIMITATIONS OF THE STUDY

The study was conducted in a specific geographical and sectoral context, which may limit the generalizability of the results to other sectors or countries. The sample was restricted to 100 managers from eleven economic institutions in Algeria's domestic electromechanical industry, which may not be representative of all organizations in the country. Furthermore, using a questionnaire methodology introduces the possibility of response bias from the participants.

FUTURE STUDIES

For future studies, it is suggested to replicate this analysis with a larger and more diversified sample, including different economic sectors and geographical regions both within and outside of Algeria. It would be valuable to compare the findings of this study with those of other research examining the impact of scenario analysis on strategic success in different contexts. It is also recommended to explore the influence of other mediating variables, such as organizational culture and innovation capability, on the relationship between scenario analysis and strategic success.

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